



Developing an Innovation Ecosystem for Minnesota State

Possible models and approaches

Definitions of innovation

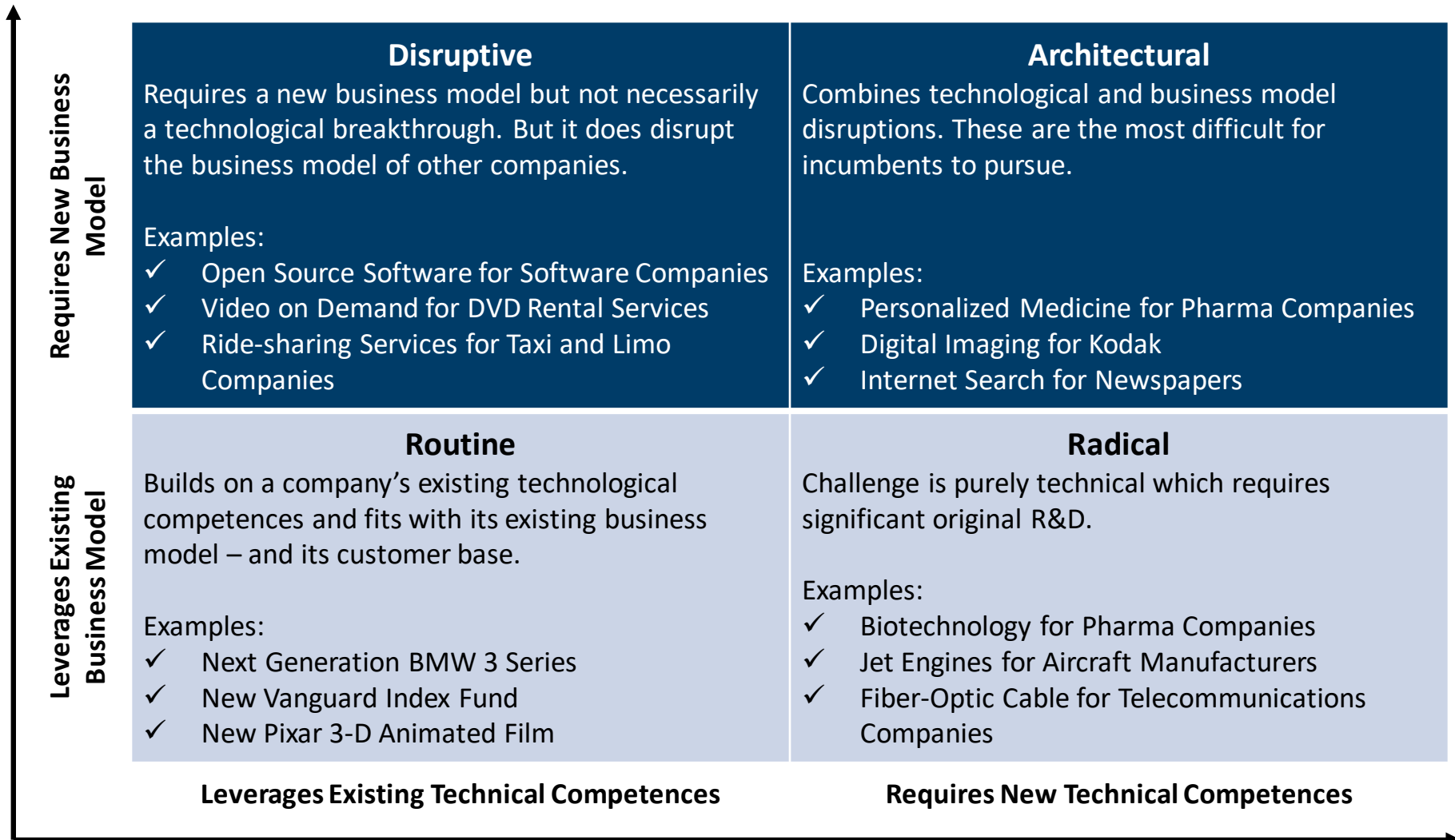
- Definitions of innovations are as various as there are authors that write about the topic.
 - A novel solution to an important problem
 - The profitable application of creativity to improve products and services, processes, or business models
 - Technical innovations (new technologies, products and services) and administrative innovations (new procedures, policies, and organizational forms)

Approaches to Innovation Systems

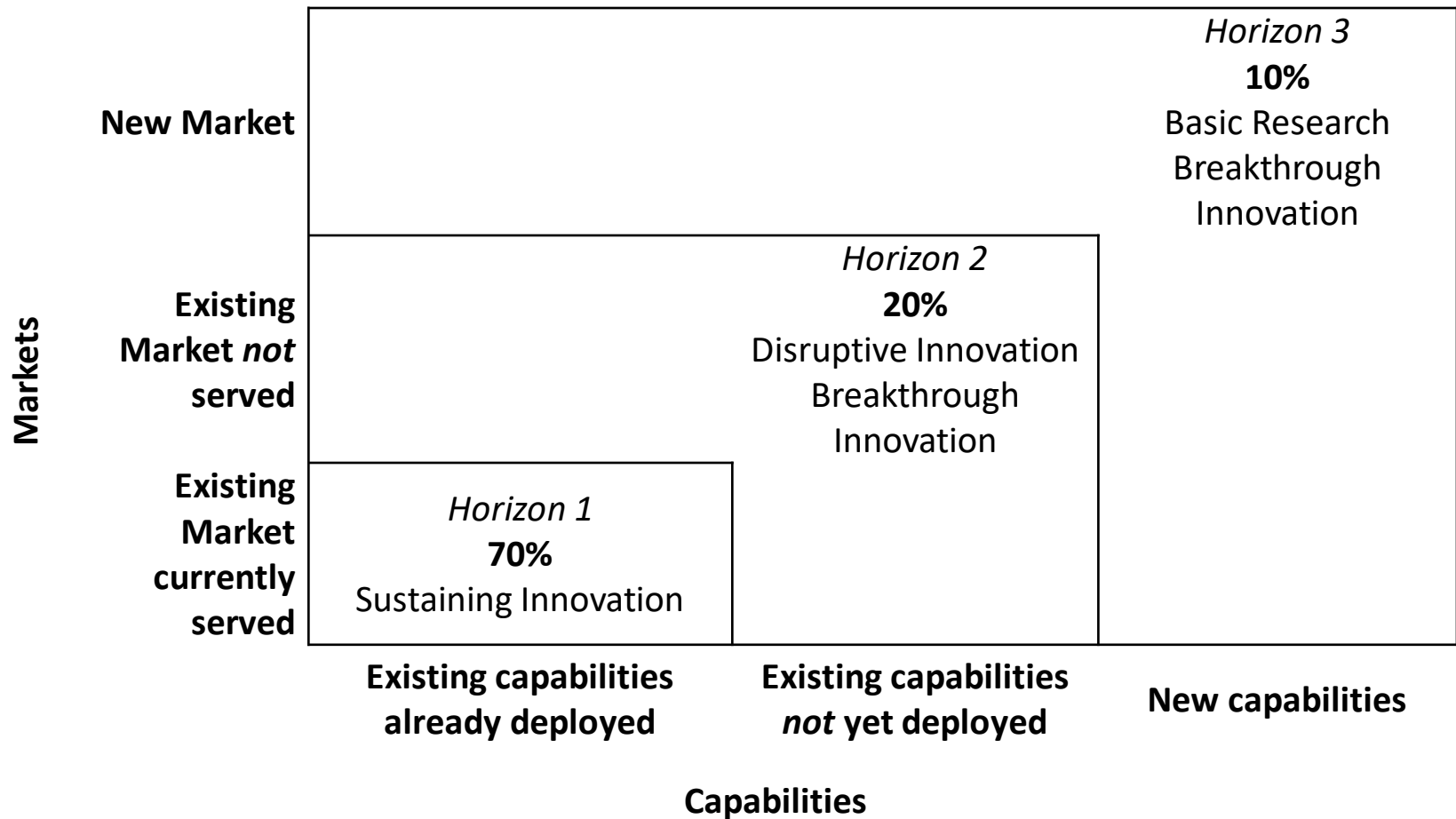
- Business and industry
- Health care
- Social and educational institutions



The Innovation Landscape Map



Three Horizons Framework



Old vs. New Mental Models of Innovation

Old Mental Model	New Mental Model
Inventers invent	Innovation is a disciplined process grounded in an understanding of need, based on close observation
Innovation is everyone's job	Innovation requires dedicated resources
Leadership commissions innovation and then awaits its products	Leadership conscientiously links innovation and operations together to ensure implementation and adoption of proven new ideas
There is a specific way to innovate and create value	Organizations use multiple innovation methods, matched to customer needs
Innovations are found and developed within an organization	The organization is open to new ideas from anywhere

Developing an Innovation System

Determine the Innovation System Architecture	<ul style="list-style-type: none">• Establish the Aims/Goals of the Innovation System• Determine Innovation Priorities• Dedicate Resources for Innovation• Prepare the Environment for Change
Create a Disciplined Innovation Process	<ul style="list-style-type: none">• IHI's Innovation Process: 90-Day Learning Cycles, 90-Day Testing Cycles• Link Learning and Testing Cycles
Establish Ongoing Management of the Innovation System	<ul style="list-style-type: none">• Innovation Drivers• Mainstay Processes• Support Processes

IHI 90-Day Cycles

90-Day Learning Cycle



90-Day Testing Cycle



Improvement Science Networks

- Brings scientific discipline to social learning
- Leverages the social intelligence of a group to accelerate a whole professions/organizations capacity to learn and improve
- Represent a new organizational form, deliberately designed to enable effective collective action on solving complex problems and for developing complex products
- Accumulate practical knowledge generated from multiple tests, making reform work reliably across various contexts



Improvement Science Network Hub

- Play a critical role in structuring and supporting Improvement Science Networks:
 - Detailing the problem and maintaining the framework
 - Establishing processes and norms
 - Establishing evidentiary standards for warranting claims
 - Providing technical resources
 - Supporting the communication mechanisms to accelerate learning



Collective Impact



Functions of a backbone organization

- Guide vision and strategy
- Support aligned activities
- Establish shared measurement practices
- Build public will
- Advance policy
- Mobilize funding

Principles of Practice

- Design and implement the initiative with a priority placed on equity
- Include community members in the collaborative
- Recruit and co-create with cross-sector partners
- Use data to continuously learn, adapt, and improve
- Build a culture that fosters relationships, trust, and respect across participants
- Customize for local context
- Cultivate leaders with unique system leadership skills

Senge's key capabilities of system leaders

- Commitment to the health of the whole
- Ability to see reality through the eyes of people very different from themselves
- Build relationships based on deep listening and networks of trust and collaboration
- Do not wait for a fully developed plan
- Encourage learning by doing
- See intractable problems as opportunities for innovation



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