



Leadership and Innovation

Study tour – activity and reflections

Tim McNevin

Sept – Oct 2016

+ What



- 3 continents
- 6 countries
- 4 weeks
- 18 educational institutions – schools, university, early childhood settings



Leadership and Innovation



- What management structures best suit innovation?
- What are the attributes of leadership necessary to promote and foster effective innovation and to lead meaningful change?
- What are the most effective scaling and diffusion strategies that can be applied to ensure that change and benefit are shared?
- What accelerators have been seen to advance the journey toward innovation?

+ Why



- The social value of knowledge has increased but its economic value has dramatically decreased
- The disaggregation of full-time jobs into 'tasks' auctioned globally
- Economic instability
- And

INQUIRY

RISE OF THE MACHINES



Artificial intelligence is coming to a workplace near you. Maybe too near

JAMIE WALKER
ASSOCIATE EDITOR

\$40 billion in assets globally. This week, Douglass described the opportunities and potential pitfalls of the explosion in artificial intelligence technologies in

moves in a game of Go than there are atoms in the universe."

No machine was supposed to master it. But then came AlphaGo, a computer program developed by Google DeepMind. The machine won four of the five rounds it played against world champ Lee Sedol, eclipsing the 1997 victory of an IBM computer over chess grandmaster Garry Kasparov.

"The breakthrough with AlphaGo is that it is a self-learning algorithm that learns from raw data told his investors.

3-D printing and even the development of a driverless car — are so fast and furious that it's almost impossible to keep up. Bill Gates once said the change that would take place in the next two years, and underestimate what would happen a decade down the track. So let's take stock.

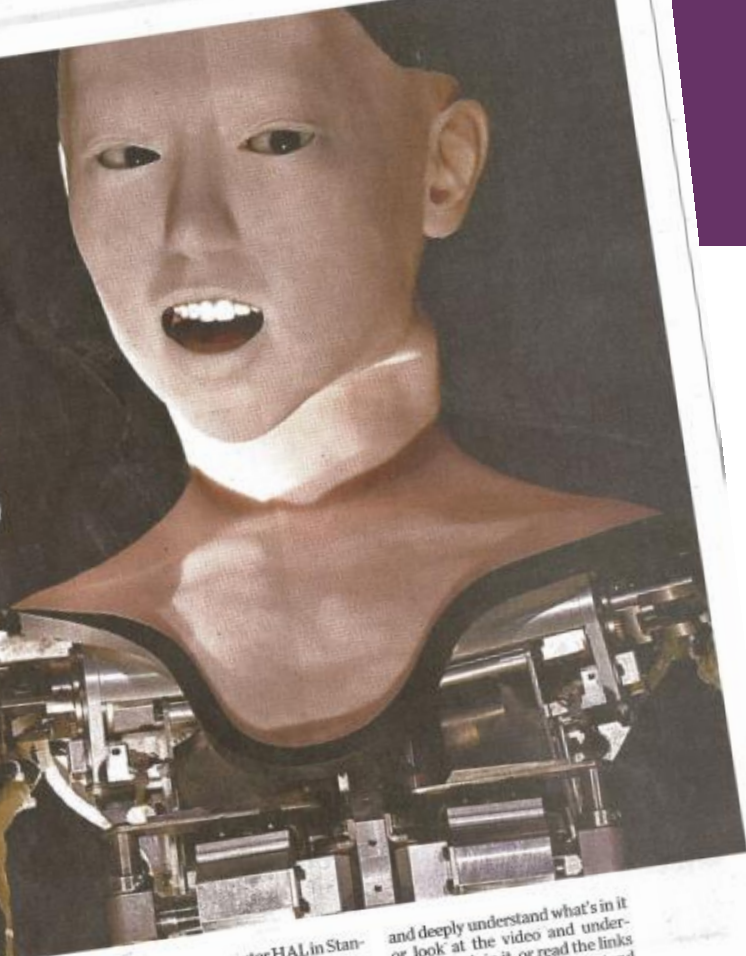
"There is evidence that technology may be nearing a tipping point"

sorts supercomputer HAL in Stanley Kubrick's 2001: A Space Odyssey or a genocidal Skynet system in the Terminator movies.

Yet, in the real world, the development of narrow forms of AI has taken place with little fuss. The best known example is probably the Google search engine, which is using increasingly refined algorithms to tailor information to an individual user. Facebook employs another basic form of AI to automatically label your friends in photos, as does Netflix when it recommends a show you may like, based on viewing history. These

and deeply understand what's in it or look at the video and understand what's in it, or read the links that people share and understand what's in them. But in the future we'll be able to. I think on a five or 10-year period."

Douglass argues that the cash and effort being poured into AGI by major technology companies — extending to Microsoft, IBM, China's Alibaba and Baidu — is the equivalent of the Manhattan Project, the rapid-fire program by the US to develop the atomic bomb in World War II. "We believe there is evidence that technology may be nearing a tipping point," he wrote this week. "Technology is now advancing at such a

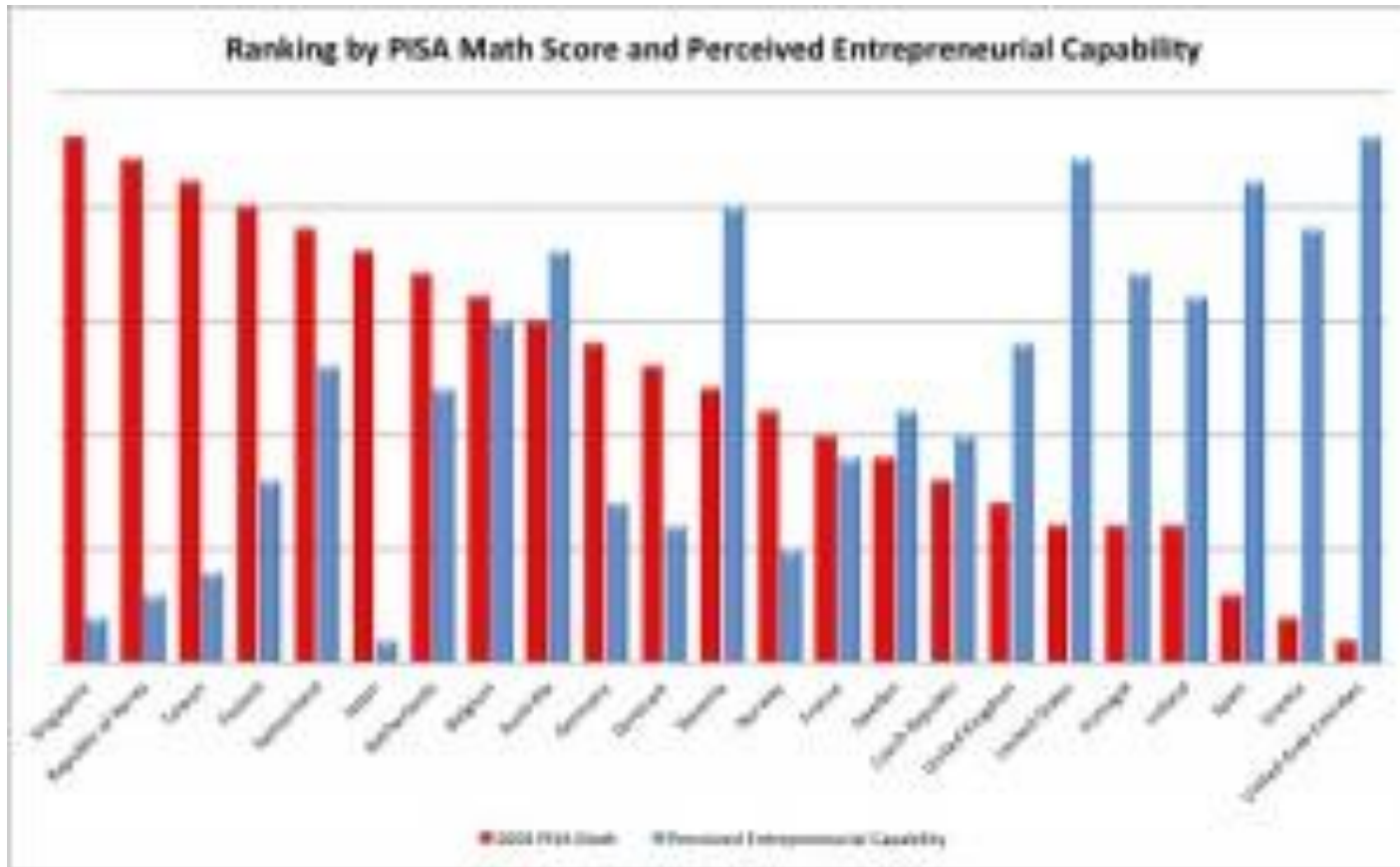


+ Not just in the US ...



SOURCE: WWW.TRADINGECONOMICS.COM | AUSTRALIAN BUREAU OF STATISTICS

+ What measures are the right ones?



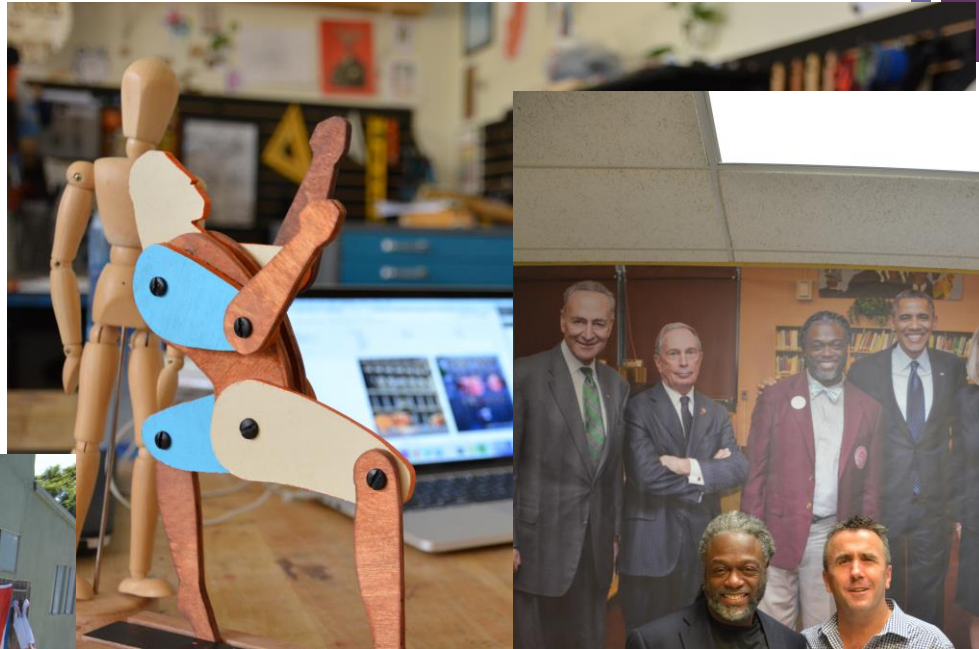
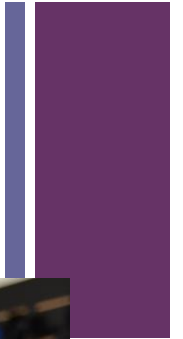


What did the innovation look like?



- Khan Lab School
- Niekke Facilitair - Amsterdam

+ United States





+ Netherlands





3 or 4 or more emerging themes



- Culture
- Belief
- Deep competence
- Attitude of the team to the leader
- Lean and nimble
- Learner agency

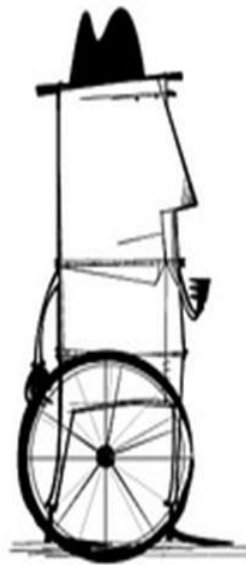


Google

To ensure this is not us

ERRR...

**CAN'T STOP.
TOO BUSY!!**



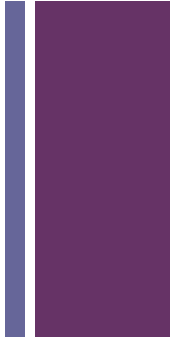
TOO BUSY TO IMPROVE?

INNOVATE FOR THE *customer experience*

*"You've got to start with the **CUSTOMER EXPERIENCE** and work back toward the technology"*

- Steve Jobs

+ Leadership and teams



- Distributed leadership
 - Trust
 - Belief
 - Deliberate
 - Value in their people
 - They understand what motivates
- High performing teams
 - Surpassing expectations
 - Empowerment at the point of delivery
 - Effective feedback and a culture of reflection
 - Continuous improvement

+ Other lessons for ...



- Scaling - Understand what it is about your activity that actually works.
- Growth – effective partnerships
- Conflict is not something to be avoided – this is messy
- Sustainable improvement – a coaching model

+ So ...



■ Bill Gates:

‘the tendency is is to over estimate the change that will take place in the next two years and underestimate what will happen a decade down the track.’



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