

# Innovation in Fieldwork and Managing Change

Developing Fieldwork Coordinator  
Leadership Capability

# Purpose of this module



- gain sound understandings of innovation, its:
  - Meanings
  - Needs
  - Goals
  - Roles
- explore together how to include creativity and innovation in fieldwork programs

# Learning outcomes and plan

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On successful completion participants will:

- Identify the need and goals for change in WIL.
- Explore creative models of WIL underpinned by scholarship.
- Apply a range of problem-solving models to support the change process.

# What is your experience with innovation?



- What innovative changes have you made lately in your role as fieldwork coordinator?
- What was the change about?
- What prompted it?
- Who or what initiated it?
- What were the goals and purposes of the change?
- Who was involved?
- How did you practically implement changes?
- How long did it take you?



# How would you answer these questions?

- What changes would you like to make?
- What stops you from starting the change?
- Are the obstacles within yourself, with staff around you at university, with your students, or with your industry partners?
- What support do you need to get going with change?
- What leadership skills might you need to implement this change



# Forces that drive innovation and change in WIL

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- Workforce needs
- Economic imperative
- Sound pedagogy in WIL
- Risk management issues
- Administrative aspects of WIL programs
- Increase in required WIL placements
- *Add more from participant contributions*

# The Innovator role



Inspires staff towards a common vision

Encourages, facilitates and manages change

Solves problems in a creative way

Externally focused beyond the university

Is creative and innovative

Accepts the need for change

Envisions changes

Continually searches for innovation and improvements

Needs to expand, change and adapt ideas and practices to external forces



*“Linear thinking brings you from  
A to B but creative thinking  
gets you anywhere.”*

(Einstein)



# Characteristics of a creative person



- curious
- seeks problems
- enjoys challenge
- optimistic
- able to suspend judgment
- comfortable with imagination
- sees problems as opportunities
- sees problems as interesting
- problems are emotionally acceptable
- challenges assumptions
- doesn't give up easily: perseveres, works hard

# Being a leader as an Innovator



- Avoid changing for change sake
- Resist responding prematurely
- Allow time for understanding the need for change
- Discuss change options with people who are affected by this change
- Seize opportunity for innovation

# Forces that hinder innovations in WIL



- Time
- Courage
- Skills
- Poor academic career prospects in WIL
- Resources
- *Add more from participant contributions*

# Innovative change tools



- SWOT (Strength, Weakness, Opportunity, Threat) Analysis
- Force Field Analysis
- Six Thinking Hats
- The Card Technique
- *Mind Mapping*
- *Ishikawa Diagram*



# Strength, Weakness, Opportunity, Threat: SWOT Analysis

- Write down all the strengths
- Write down all the weaknesses
- Write down all the opportunities that drive change
- Write down all the possible threats that you can think of that would block change

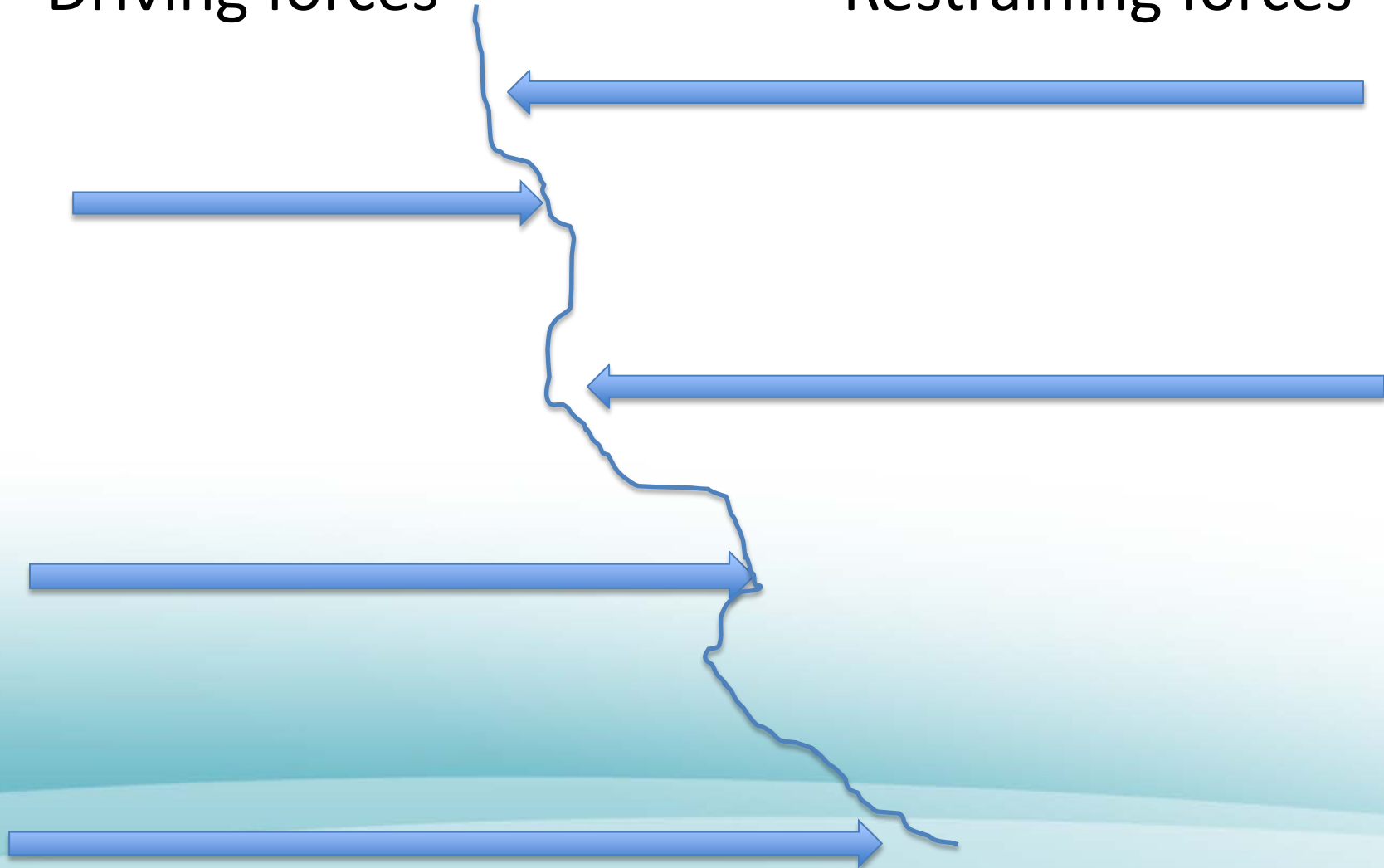
*To develop some coherence and gain commitment from the group*

# Force Field Analysis



Driving forces

Restraining forces



# Six Thinking Hats



1. facts, figures and objective information
2. emotions and feelings
3. logical critical thoughts
4. positive constructive thoughts
5. creativity and new ideas
6. overview and control of the other hats

*To reduce 'ego's and power' in the process  
because everyone is required to 'think' in the  
same manner*

# The Card Technique



- write down facts, nuances, details to consider that relate to the identified need for change - one item per card
- pass your card on and receive cards
- if inspired by a card write down your new idea
- collect all the cards and sort the cards into sets



# What innovation issue interests you?



- Think of some of your identified needs for change in your fieldwork program
- Share these innovation needs and one person write them on a white board
- Get into small groups
- Each group decides which innovation they want to work on and which change strategies they want to use

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# Scholarship in innovation



- How do you know that you have made your innovative changes scholarly
- What evidence have I gathered to show the value of this change (content or process)?
- How can I measure the impact of this innovation on self, colleagues, students, WIL partners, etc?
- What have I learnt from this innovation and what can others learn from it?
- How can I deeply reflect on the innovation to better understand what happened?
- How does this innovation relate to the existent literature?
- How and when do you know that the innovation has made a difference?
- What is the value of creativity and innovation in projects

# So what?



- What have you learnt from this module?
- What might be an action for you as an outcome of this module?