Leading change in HE: lessons & recommendations by Paul Coyle
HEInnovate Leadership and Governance

How do leaders:

**Ignite** - excite people, get them interested

**Inspire** - fill people with the urge to do something

**Innovate** - enable people to change something established, introducing new methods, ideas or products
Reflections on the importance of leadership support and connections to the overall strategy

1. A factor that helped to make the event so popular was that it was advertised as a BCU leadership network event as part of BCU's 2020 Leadership Programme. This located HEInnovate within a broader strategic context and helped to create a high level of engagement during discussions at the event.

2. Identified potential priority areas for development in support of the BCU strategic priorities

3. Identified a small set of priority actions for them to personally take forward following the event

4. Identified colleagues within the leadership network with whom they can work following the event
HEInnovate Event
October 2015

20 participants from the Hollings Faculty and 1 from a partner college

Main contact: -
Dean of Faculty

Facilitator: -
Paul Coyle

Reflections on the organisation of events

1. Very strong enthusiasm from MMU about hosting an HEInnovate event

2. Difficult to organise the event, due to competing demands on people's time

3. Despite these issues, the event itself was successful with very high levels of engagement by the participants.

4. Participants found the 7 dimensions relevant to the work of the faculty and were able to critique their current plans and performance
Suggestions arising from the discussions: -

1. There is a need to recognise that not all staff can or will want to teach entrepreneurship

2. Teaching staff should be allowed to experiment and fail with their teaching initiatives

3. There should be equal recognition for researchers who get published and the teaching staff who don't publish

4. Need to resolve the conflicting priorities in universities between research, teaching, and commercialisation

5. Leaders need to commit to change the culture, otherwise the approach will always be piecemeal, reliant on the advocates who want to push the agenda
Common Features of Unsuccessful Dimensions

1. Not joined up - pockets of good practice
2. Multiple internal perspectives
3. Not clear how to scale up
4. Mismatch between policy and practice e.g. in promotion criteria
5. Challenging to achieve
Some quotes in relation to change management:

1. "Asking a leader to spend 45 minutes to complete the tool is unrealistic" Troels Jacobsen

2. "Difficult to get buy in from university leaders" Jonathan Potter

3. "Entrepreneurial staff find it difficult to convince others" Jonathan Potter

4. "Major change fails. Change is actually incremental" Allan Gibb

5. "To generate entrepreneurial behaviour you have to push people out of their comfort zone" Frank Gielen

6. "Isn't it unrealistic to expect innovative individuals to be able to change their whole organisation?" Paul Coyle

7. "Shouldn't people in HE be talking more to be people outside HE?" Paul Coyle
Some examples of the aspirations for collaboration:

1. Involve all people in the university
2. Promote joint projects between different faculties and schools
3. Promote collaboration with industry
4. Try to connect with the whole society
5. Promote entrepreneurship in schools
6. Make a rich network with all stakeholders

HEInnovate Event
December 2015

Duesto Business School
Universidad de Cádiz
Universidad de Cantabria
Universidad de Castilla la Mancha
Universidad de Extremadura
Campus Iberus
Universidad de Leon
Universidad de Miguel Hernández
Universidad de Murcia
Universidad del País Vasco
Universidad Rey Juan Carlos

11 HE Institutions
45 participants

Facilitators: Paul Coyle and Ana Fernández-Laviada
Reflections on a whole organisation approach
Baotou Light Industry Vocational Technical College

1. Event opened by the President
2. All faculties represented
3. Competition to attend the development course
4. All participants connected through social media sharing lessons learned
5. Participants sharing, the next day after the course, pictures of changes they had made in the classroom
6. Everybody to attend a meeting in one month to report actions taken as a result of training

Non HEInnovate events
Entrepreneurial teaching events in Baotou, Inner Mongolia & Beijing, China May 2016

Baotou Light Industry Vocational Technical College
Beijing Forestry University
Beijing University of Technology
Beijing Technology and Business University
Guangdong University of Technology
Guizhou University of Commerce
Heibei Geo University
Inner Mongolia University of Science and Technology
Jinan Vocational College
Lanzhou University
Lanzhou University of Arts and Science
Minzu University of China
North China Institute of Science and Technology
Northwest University
Northwestern Polytechnical University
Shandong Technology and Business University
Shanghai University of Int. Business & Economics
Shihezi University
Weihai Ocean Vocational College
Wuchang University of Technology
Xiamen University

21 HE Institutions
115 participants
41 men, 74 women

Facilitators: - Paul Coyle and Alison Price @ Enterprise Evolution
## Lessons and recommendations

<table>
<thead>
<tr>
<th>iGNITE</th>
<th>iNSPIRE</th>
<th>iNOVATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>organise events</td>
<td>connect to strategy</td>
<td>don't rely just on individuals</td>
</tr>
<tr>
<td>invite all staff</td>
<td>encourage experimentation</td>
<td>create a network</td>
</tr>
<tr>
<td>clarify ambiguous definitions</td>
<td>provide equity in incentives &amp; rewards</td>
<td>make things joined-up</td>
</tr>
<tr>
<td>acknowledge change will take time</td>
<td>report progress regularly</td>
<td>work out how to scale up</td>
</tr>
<tr>
<td>talk to people outside HE</td>
<td>connect on social media</td>
<td>show commitment from the top</td>
</tr>
</tbody>
</table>

*280 people, 51 organisations*

*Facilitator:* -
*Prof Paul Coyle*
Leading change in HE: lessons & recommendations

by Paul Coyle