



HARVARD | BUSINESS | SCHOOL

Innovation in Information: Making a Difference in Higher Education

Presented by Mary Lee Kennedy

To the 97th Bibliothekartag

Mannheim, Germany

June 5, 2008

Knowledge
& Library
Services

Imagination, Creativity and Innovation

Imagination is the image-making power of the mind; the power to create or reproduce ideally an object of sense previously perceived;

Creativity is the production of novel and appropriate (useful) ideas by individuals or by teams;

Innovation is the successful implementation of those ideas.

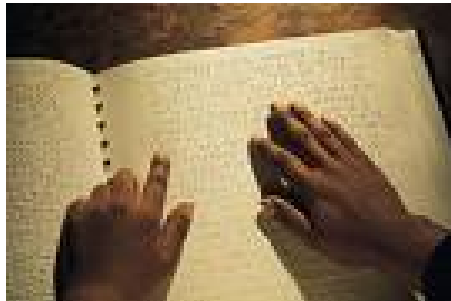
Wiktionary: A wiki-based Open Content dictionary. 2008. <http://en.wiktionary.org/wiki/imagination>

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Amabile, T.M. 1988. "How to Kill Creativity," Harvard Business Review, Sept-Oct 1998, pp. 76-87;

Leonard, D. and W Swap. 1999. *When Sparks Fly*, Leonard/Swap, Harvard Business School Publishing.

Boundaries and Innovation



The Choice: Dive or Thrive



It's all because of Franklin. He has terrible business sense, but great leadership skills, and everyone is following him down the road to ruin.

The Context of our Work in 2008

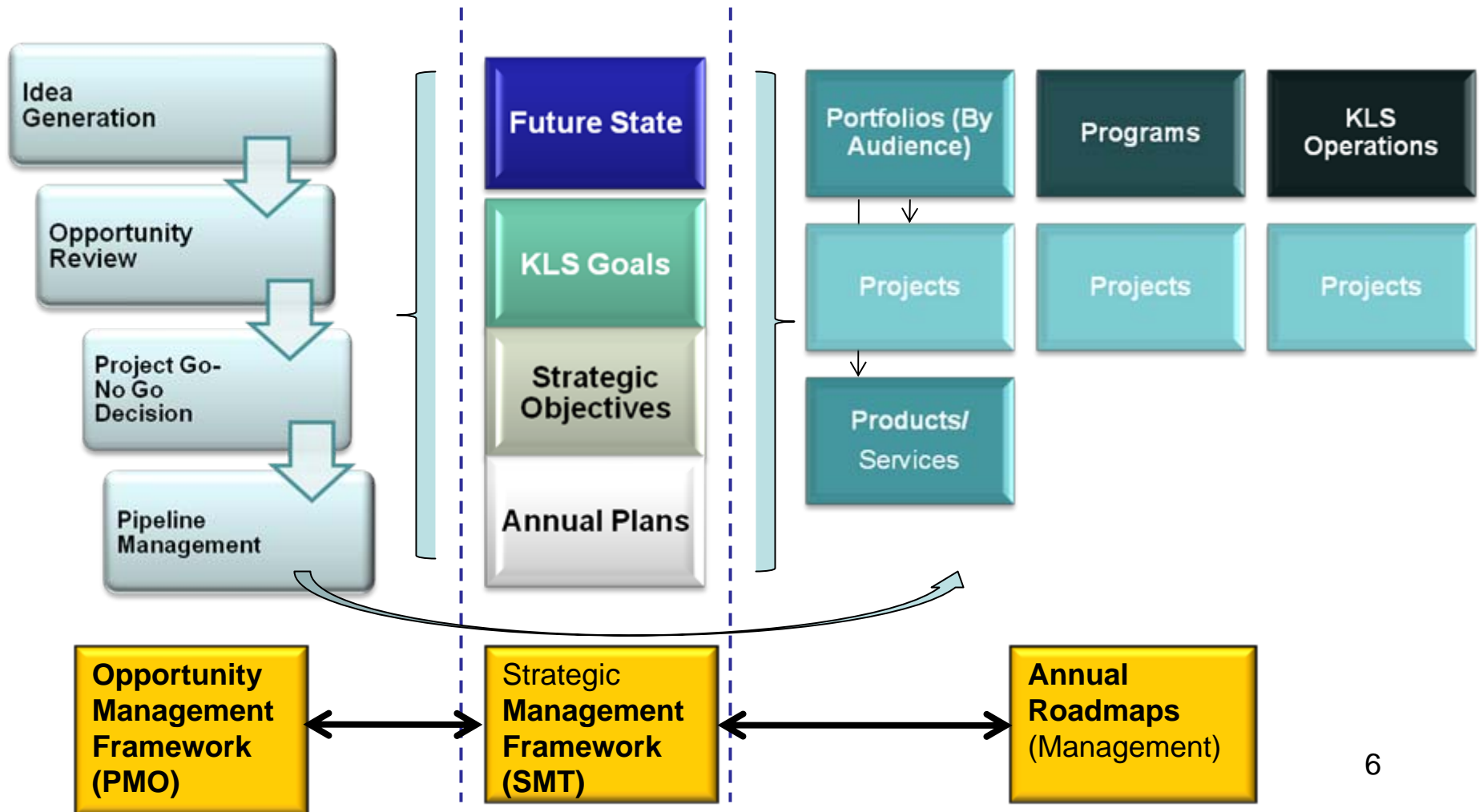
Broad Themes

- The global economy
- Global demographics
- The nature of organizations
- The ways in which information is created, dissemination, accessed
- The technology used by individuals entering the workforce/
going to University
- The forms in which information and data are visualized and manipulated

Education Themes

- Globalization of education and business practice
- Interdisciplinary research
- 2+2 applicants
- Personalization of information environment
- Web 2.0 and 3.0
- The way scholars work and publish
- Data, information and what we can do with it
- Changing skills and competencies of information professionals

Opportunity Management



Stretch

Through a unique combination of expertise and resources KLS connects its customers to the information and knowledge they need for their research, teaching, learning and practice.

“Understand my work and give me the correct information and guidance;
Give me an edge;
Give me convenient access;
I count on you to be a knowledgeable, resourceful, leading practitioner;
Help me manage my information.”

Governance and Metrics: Fit for Purpose

- Faculty
 - Students (Doctoral, Executive Education, MBA, other Graduate, Undergraduate)
 - Alumni
 - Staff
 - Public
- **Research support**
 - [Library services web site](#)
 - [eBaker](#)
 - **Course support**
 - [BBOP Knowledge Center](#)
 - Information research skill development
 - **Knowledge sharing**
 - [Working Knowledge](#) (*as topic feeds too*)
 - [Historical Collections outreach](#)
 - **Web development and maintenance**
 - www.hbs.edu
 - Usability and Web analytics
 - **Information management**
 - Knowledge asset management
 - Indexing, thesaurus development, meta data management

Leadership in Information Innovation

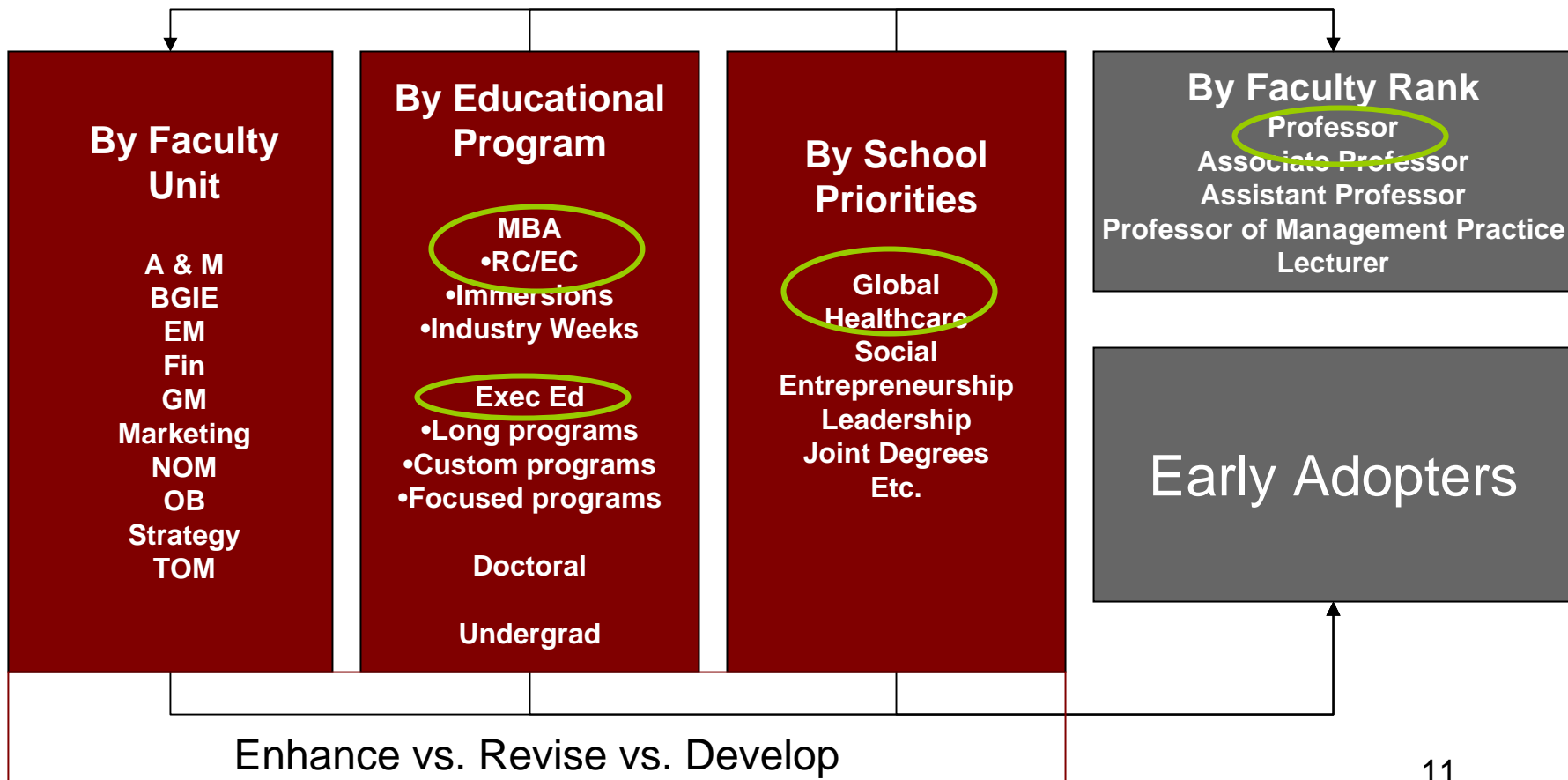
Priorities in FY08:

- **Integrate** our work into the research and course support of the School
- Create a **breakthrough contribution** to the School's Centennial celebration
- Create a **sustainable management process** for the School's knowledge assets

New Course Support Model



Course Support Approach



New View on History



You are logged in as:
[mlkennedy@bschool.hbs.edu](#)
[Logout](#)

Experience the history of Harvard Business School through the stories of our community, the Interactive Timeline, and "Inquiry and Innovation,"... then, add your memories. [More about the site](#) >>



1908 Interactive Timeline

Explore 100 years of Harvard Business School history and listen to voices of the past and present as they comment on historical events. [Go to Timeline](#) >>



Inquiry & Innovation

"What Makes A Profession?" Join us in the debate. This multimedia experience explores the questions and themes critical to the School's



Community Narratives

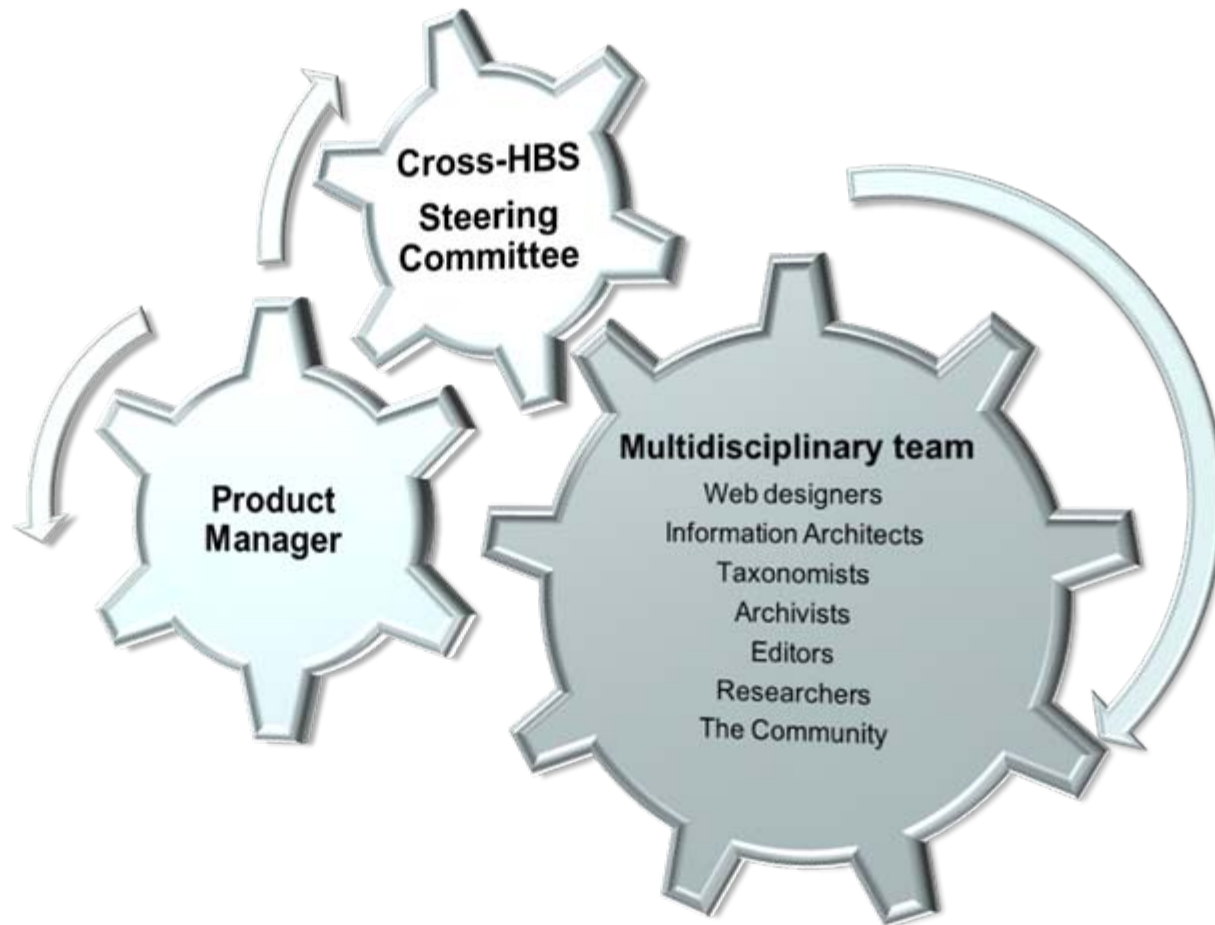
Explore the experiences of the HBS community through interviews with HBS leaders, alumni, students, and staff... and share your story.



Photo Gallery

View an extensive collection of photos showing the HBS campus and community members from the early 20th century to now. Contribute

IM Community-wide Engagement

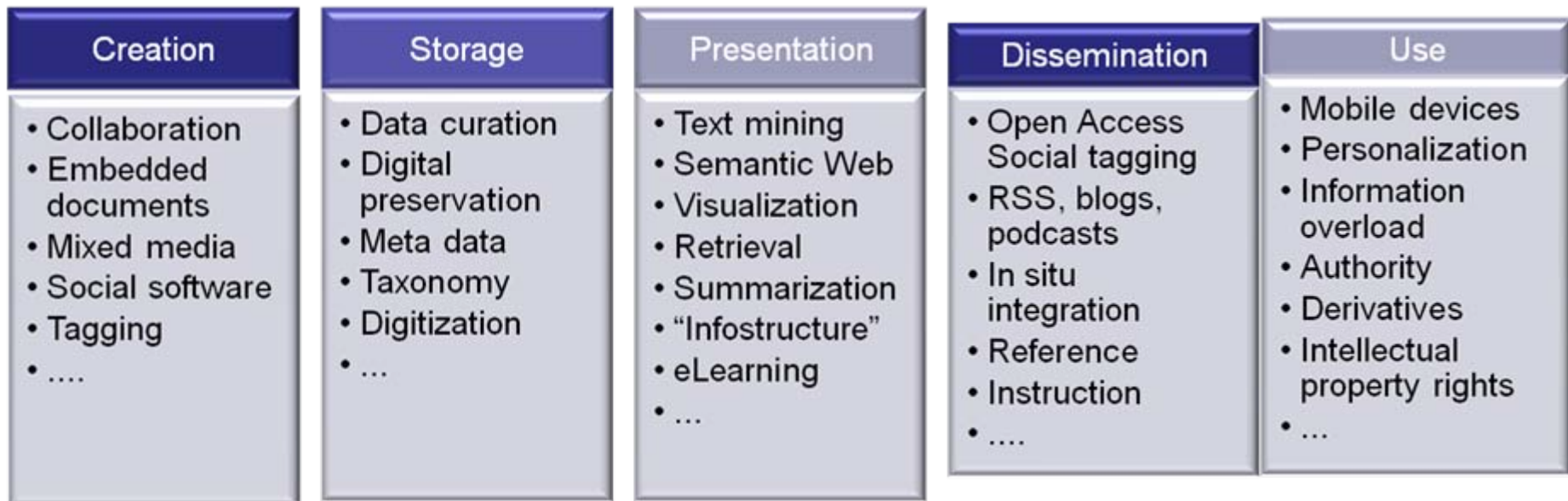


What We Can Learn

- **Invention is a process of recombinant search**
 - Increase the number of attempts
 - Maximize average success rate
 - Increase the diversity of the efforts on a richer set of opportunities
- **The most important drivers of innovation are the organization's culture and people.**
 - Incentives, openness to risk, plans for dealing with failure
- **The most important sources of innovation are the end-users.**
- **Innovation performance depends more on leadership than on a dedicated team**
- **Innovation is governed**
 - Definition of themes for crucial breakthrough innovations
 - Where to focus innovation on existing products and processes
- **Use metrics**
 - **input-related metrics, process-focused metrics, and output-focused metrics**

Opportunities for Information Professionals

Leadership in information...



And all the policies, processes and practices that make it happen

Priorities in FY09

- Knowledge collaboration suite of products and services
 - Web and Intranet 2.0 (and 3.0?)
 - Knowledge asset management program
 - Self-service tools

What Will You Do?

“It is important for the common good to foster individuality: for only the individual can produce the new ideas which the community needs for its continuous improvement and requirements – indeed, to avoid sterility and petrification”.

Albert Einstein

Thank You

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"We support Harvard Business School's mission by enabling the creation and exchange of ideas, expertise and information".