**THE ROLES OF PREMIER POLYTECHNIC:
TRANSFERRING MINDSET FOR INNOVATION**

UNIT8:

REFLECTION ON STRATEGY OF INNOVATION

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Learning Outcomes:

At the end of this unit, participants will be able to:

i. Reflect on the main roles for strategy of innovation
ii. Answer the questionnaire for strategy of innovation
iii. Examine how Premier Polytechnic drive their activities in innovation focus

REFLECTION ON THE KEY CHALLENGES AND ROLE OF INNOVATION AMONG ACADEMIA IN POLYTECHNICS

1.0 Introduction

An innovation mindset is an issued for all members in polytechnic's academia now days. It is become a role and responsibility in every department in polytechnics since PSPTN Phase 11 launched. Head of department need to be actively involved in setting the mindset, direction, and environment for innovation. They also instill a confidence in their member of faculties.

In their role as strategy leader, they need to cast innovation as the central character in their department scenario of future growth. It is states under MOHE Transformation Plan 2009, and innovation is polytechnics Critical Agenda in New Economic Model 2008-2015. Innovation matters have to scrutinize even in the classroom. On the top of that, besides teaching, the academia in polytechnic, have to read, think, and do some relevant research with industries and companies.

Smart partnership with industry and community encourage them to look out of the box, looking for new ideas and formula. Academia also needs to have develop an article journal and book publication and play a role as speakers to the community outside campus. Last but not least, they also need to reflect their innovation experiences; no matter it is a failure or success portfolio.

Some head of department in faculty espouse a belief that innovation is a major factor in creating competitive advantage for their learning organizations and can serve as the fuel for future growth. Faculty or department need also to win gold medal at least one's a year for any conferences, exhibition or innovation showcase that they involved. In Malaysia it is a part of academia role's, it is a culture.

In this case, it is clearly possible to implement innovation effectively in Malaysian Polytechnics. There are Polytechnics in Malaysia doing it systematically well, and here in, we examine how they achieve this. The aim is to observe closely the managerial factors at Premier Polytechnics (Politeknik Ungku Omar, Politekni Ibrahim Sultan and Politeknik Salahuddin Aziz Shah) that make up systematic innovation in these successful Polytechnics then to work out from these current successes a set of generic elements, which they term as principles, of managerial practice that can be valuable and instructive to other polytechnics which aspire to such success.

Yet Malaysian Polytechnics is still struggling to develop a successful approach for managing innovation effectively. Too often, the task of developing new products is delegated to middle-level academia or lecturers simply because senior or head of department him/her self is not knowledgeable about the whole process of innovation. Indeed new product today cooperate with ICT and new computer software which is need another cross faculties with IT expert.
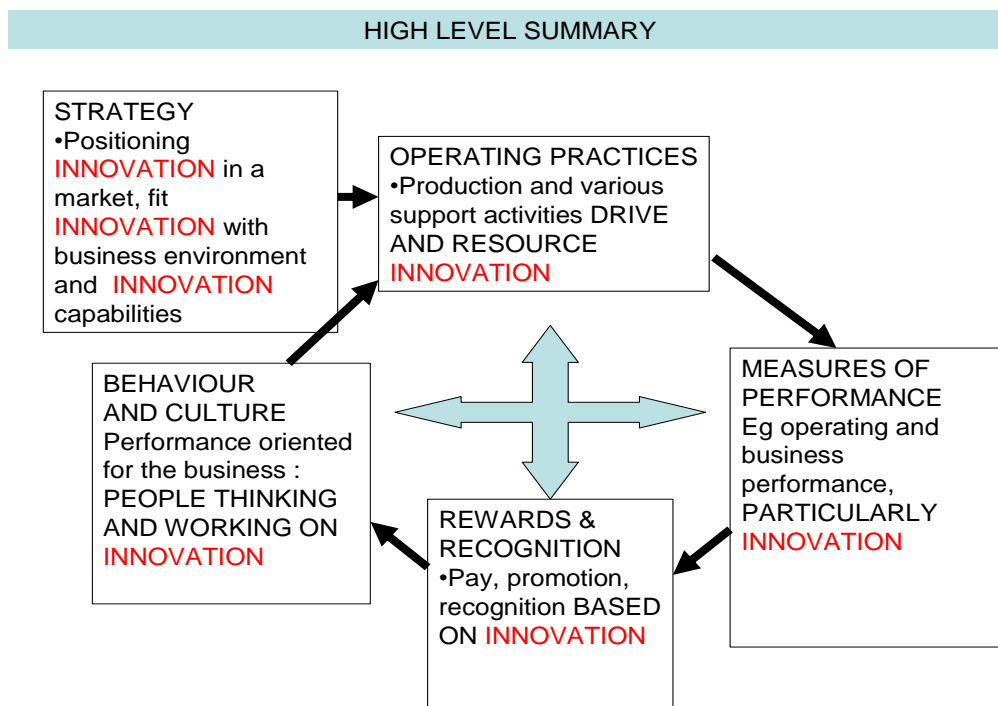
Beyond that, they are uncomfortable with the very concept of innovation. Many view new product development as a necessary evil. They (industries or firms) think of innovation as a profit-eating monster rather than a growth- and earnings-yielding investment. For most senior lecturers, risk aversion is the sand that slows the wheels of innovation. The importance of innovation has not, however, dwindled away.

On the contrary, its role of polytechnic's staff in providing companies with a competitive edge in the marketplace is increasingly recognized. The need for innovation leadership has arrived. In doing it, it is pleasure to have your comment or feedback about the strategies that your leader takes action

2.0 Reflection on Strategy of innovation

This section is going to conduct closely examine and think deeply the factors that are associated with successful innovation at the academia level. Firstly we want to find polytechnic that have consciously adopted a competitive strategy that is at least partly if not significantly based on their innovation capability. Second we want to find some polytechnics which have different approaches to innovation.

Our approach is to examine key building blocks, and these are set out in overview in Figure 1. We examined how these organizational drive their activities in each of these areas of activity, and importantly, how they connect them up to achieve a powerful, Polytechnics -wide innovation focus.

HIGH LEVEL SUMMARY

STRATEGY
•Positioning INNOVATION in a market, fit INNOVATION with business environment and INNOVATION capabilities

OPERATING PRACTICES
•Production and various support activities DRIVE AND RESOURCE INNOVATION

BEHAVIOUR AND CULTURE
Performance oriented for the business : PEOPLE THINKING AND WORKING ON INNOVATION

MEASURES OF PERFORMANCE
Eg operating and business performance, PARTICULARLY INNOVATION

REWARDS & RECOGNITION
•Pay, promotion, recognition BASED ON INNOVATION

sources: D. Samson, 2010.

Figure 1: Systematic innovation capability requires a focus on innovation in every one of the key building blocks and the connections between them

First let us define each of the building blocks in Figure 1 and comment on some of the connections in this organizational 'system'.

A precursor for a systematic innovation capability is to consciously and purposively engage in such as a strategy. Then and only then, will it achieve enough resources, priorities and company-wide attention. Strategy is usually best made plain and explicit so that staff and indeed all stakeholders can understand and align with it, hence we would expect to see systematically innovative companies 'talking the talk' of innovation at all levels of the organization, on the way to 'walking the walk' of innovation. This is certainly the case in 3M in terms of product and service innovation that leads to revenue growth, and similarly in PROTON in terms of process innovation that brings increased productivity and quality.

In this aspect of strategy and 'mindset', some companies especially Proton have the dynamism of innovation 'in their DNA', and some simply don't, with all shades of grey existing in between these extremes.

In summary, it is possible to recognize the extent to which innovation is central to a business' competitive strategy. If it is not a key part of its stated competitive strategy, then that is the first building block to work on, assuming that systematic innovation is a desired outcome. Please look at this variable when you want to do some research under this category.

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Below is a list of behavior to show your level of agreement on all variable given. Please Choose 1 for totally not agree and 5 for totally agree. (Hanipah Hussin 2012)

Bil.	Mindset For Innovation					
A.	**Innovation Strategy Factors**					
A1.	Does your leader commit to innovation issues in your workplace?	1	2	3	4	5
A2.	As a lecturer, do you have specific/unique innovation strategy?	1	2	3	4	5
A3.	Does your innovation product is customer focus/obsession?	1	2	3	4	5
A4.	Do you implement innovation as radical and incremental in your strategy?	1	2	3	4	5
A5.	Do you allocate dedicated resources for innovation?	1	2	3	4	5
A6.	Do you establish the innovation risk appetite?	1	2	3	4	5
B.	**Innovation Processes/Resources**					
B1.	Does innovation change your management capability/readiness?	1	2	3	4	5
B2.	Does your innovation is sustainable development oriented?	1	2	3	4	5
B3.	As a lecturer, do you have an external partnership/open innovation approach that influencing throughout supply chain?	1	2	3	4	5
B4.	How strength an innovation in the DNA of system and process at your workplace?	1	2	3	4	5
B5.	Do you have a solid foundation of quality management/stability?	1	2	3	4	5
B6.	Have you practice innovation skill in your products/services process technologies/business model?	1	2	3	4	5
C.	**Innovation Measures/Payoff**					
C1.	Have you evaluate your innovation work in term of growth, price premiums, and innovation overcoming cost disadvantages?	1	2	3	4	5
C2.	Does your innovation work invent a new initiatives products and services?	1	2	3	4	5
C3.	Does your innovation work contribute to profitability value?	1	2	3	4	5
D.	**Innovation Rewards and Recognition**					
D1.	How priority the innovation orientation in labor market and HR systems at your workplace?	1	2	3	4	5
D2.	Does your innovation contribution at workplace attract you by retaining staff, promoting, rewarding and recognizing?	1	2	3	4	5
E.	**Innovation Behaviors and Culture**					
E1.	Is it innovation "buzz" in your mindset?	1	2	3	4	5
E2.	Do innovation windspread the staff value?	1	2	3	4	5
E3.	Do the culture of innovation implement as experimentation/tolerance of failure?	1	2	3	4	5
E4.	Is it innovation become learning culture among the staff member at your workplace?	1	2	3	4	5