Panels

Disruptive Innovation: Leadership and Organizational Dimensions

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Today's interconnected and dynamic global environment presents challenges that were anticipated or even conceived just ten years ago. For example, the competitive pressure from growing economies such as India and China; the sensitivity of US markets to events around the world; the technological advances in virtual communications and collaboration; the decline in American scientific and engineering excellence; and security threats to our critical infrastructure and national power – all of these are acknowledged and accepted today.

These global challenges are beginning to outpace the progress in our organizational processes, architectures, and technology applications. Continuous process improvement moves business processes forward but at an incremental pace; architectures are somewhat but not fully integrated and thus continue to impede information sharing and collaboration; and existing technologies are still slow to enter mid to high levels of management and government, while younger generations have already thoroughly integrated them into their lives.

Having spent the last decade learning how to conduct process improvement and incremental change, our organizations now need to learn more about innovation, creativity, and large-scale transformation. Building on successes and lesson learned from the experiences of the 1990's, they need to increase their rate of learning. In many cases, this increase in learning will be experienced as disruptive to the organization. And, yet it is necessary and critical, for without disruptive innovation and learning, our organizations cannot achieve the desired characteristics of the 21st century organization: partnership-based, metric-oriented, integrated, and externally focused.

It has been said that disruptive innovation is the ability to see change as an opportunity, not a threat. In this panel, leadership and organizational strategies for achieving that perspective will be examined. For the first sixty minutes, two panelists will give presentations focusing on the leadership, organizational, and cognitive variables that mediate the success of disruptive innovation and learning. Dr. Robert Childs will examine key leadership variables such as vision, strategy, and flexible positioning and Dr. Gerry Gingrich will examine the organizational variables of culture, organizational behavior, and cognitive growth. The presentations will focus on two organizational-wide examples of disruptive innovation at the presenters' college – the development of international partnerships and the creation of a robust distance learning program.

For the last thirty minutes of the panel, there will be a forum involving both the panelists and the audience. The forum is intended to integrate the presentations with the audience members' experience. For example, how useful are the best practices to audience members' organizations? Are the lessons learned more useful in the private sector than in the public sector? Should they be modified for one sector or the other? If so, how? The panelists will facilitate the discussion.

Knowledge Development Innovation

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INTRODUCTION

In his 2006 book, *Knowledge Development Innovation: How To Rescue America's Advantage*, Dr. Boulton Miller concludes as follows:

"Knowledge Development Innovation will provide this nation with the ability to demonstrate a global leadership role in education, making use of the latest improvements in information technology, with faculty technically qualified to fulfill their role as guides or coaches, with students as active learners and synthesizers of

knowledge. It is impossible at this time to predict the outcomes of the information technology developments; however, our education system must remain flexible and be ready to implement whatever new developments become available."

OBJECTIVES
The objectives of this panel are threefold:

A. To discuss what Knowledge Development is and why it is a different objective than Knowledge Management making it worthy of national planning and implementation.
B. To consider Dr. Miller's recommendations for the formation and funding of a Knowledge Development Agency charged with goals that include the development of a Personal Knowledge Development (PKD) system.
C. To present the architecture of a national information technology based solution to the implementation of the PKD idea.

Issues and Trends in IT Capital Planning and Investment Management for the Public Sector

Panel Chair: Dr. John T. Christian, Information Resources Management College, National Defense University, Fort McNair, Washington, DC, USA; E-mail: christianjt@ndu.edu

Governmental agency Chief Information Officers are in a constant struggle faced with the need to provide great information technology (IT) support to a diverse customer base, while operating with few human resources and decreasing funding levels. As IT has moved from being a key component of back office support systems to being a key component of front office mission critical systems, CIOs are finding that they are under greater pressure from their agency colleagues to deliver the IT component of a "business solution" that performs as advertised and is delivered on-time and within-budget. Attempts by IT departments to meet their diverse customers' expectations with the limited resources available may result in the inappropriate allocation of resources to the "squeaky wheel projects" rather than projects that may have strategic impact.

To better manage the expectations of their customers and stakeholders, IT departments should implement an inclusive IT Capital Planning and Investment Management process that is transparent. One approach that may improve the quality of decision-making and the allocation of scarce IT resources is based on the application of financial investment portfolio concepts and techniques to selection, control, and evaluation of agency IT business cases.

The IT investment portfolio approach provides a governance framework that ensures that all IT business cases are rigorously assessed by all of an agency's line of business leaders for business value and business risk. A portfolio approach allows agency leaders to create a portfolio of IT investments that balance business value and business risk. In addition, each IT business case may be rigorously assessed by independent analysts to validate the value benefits and the costs associated with the investment. IT technical experts may validate the technical solution proposed by the business case to ensure that it is aligned with the agency's enterprise architecture. This governance framework can provide significant oversight of each IT investment during its acquisition life-cycle. The IT investment portfolio approach provides sufficient visibility into all of an agency's IT investments so that agency leaders can maintain a clear understanding of the relationship between each of their IT investments.

The first segment of this panel will be devoted to a very brief overview of an IT Capital Planning and Investment Management approach, which has been developed by employing many of the ideas that underpin a financial investment portfolio approach. The purpose of this overview is to ensure that those attending the panel have a clear understanding of the basic concepts of IT Capital Planning and Investment Management using an investment portfolio approach. The balance of the time allotted will be used by the panel members and those attending the panel to discuss current issues and trends in IT Capital Planning and Investment Management in the Public Sector. The panel will be conducted as a conversation between the panel members and the audience.

Philosophical Conversations in Information Management

Panel Chair: Dr. M. E. Burke, Information Systems Institute, University of Salford, UK; E-mail: M.E.Burke@salford.ac.uk

OBJECTIVES
This panel will build on the "Philosophical Conversations" which took place at the Philosophy track at IRMA 2006 in Washington DC. The panel will initially address themes which attempt to identify the major philosophical underpinnings within

the field of information management. There are many documented philosophical viewpoints concerning epistemologies such as rationalism and empiricism as well as research paradigms such as positivism and interpretism which have their roots in social theory. However, as information management develops as a profession it

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