

**The Ohio State University** (<http://www.osu.edu/index.php>) **Eminence** (<http://www.osu.edu/eminence/>)

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## Excellence to Eminence



September 2011

### Living Our Values

#### Change and Innovation

Change and innovation are the heritage and future of Ohio State. As a research university, it's part of the fabric of this institution. Curiosity, creativity, and positive, constructive disagreements drive world-changing discoveries.

Embracing change and innovation will enable Ohio State to continue to be a world-class institution. The University's depth, breadth, and reach can lead to significant improvements that will benefit the world. But to achieve that, the many great minds at the university must work together and look for new ways to approach old problems, and identify new problems and ways to solve them.

A spirit of change and innovation must start at the individual level. Embracing change and innovation at this level requires taking risks and initiating actions despite an uncertain outcome, and anticipating and preparing for change and shifting demands. Specific behaviors that help with this include looking for creative and unique solutions, asking how to accomplish a task instead of listing reasons why something can't be done, approaching problems with curiosity, and continuously seeking out learning opportunities. [Read more \(http://www.osu.edu/eminence/values/Living\\_Values/ChangeInnovation.html\)](http://www.osu.edu/eminence/values/Living_Values/ChangeInnovation.html)

#### Additional Resources

- [Peer Coaching Guide-Change and Innovation \(http://www.osu.edu/eminence/assets/files/PeerCoaching\\_Innovation.pdf\)](http://www.osu.edu/eminence/assets/files/PeerCoaching_Innovation.pdf) : Suggested activities to discuss and practice change and innovation.
- [Aligning behaviors \(http://www.osu.edu/eminence/values/AligningBehaviors.html\)](http://www.osu.edu/eminence/values/AligningBehaviors.html) : What Change and Innovation looks like in practice.
- [Forward-looking, momentum-building \(http://www.osu.edu/eminence/E2ENews/Success/789.html\)](http://www.osu.edu/eminence/E2ENews/Success/789.html) : Hear from Dean Tom Gregoire about how the College of Social Work has leveraged culture transformation concepts.

#### What Success Looks Like

#### Astronomers reach for the stars for new cancer therapy



Astronomers' research on celestial bodies may have an impact on the human body.

Ohio State astronomers are working with medical physicists and radiation oncologists to develop a potential new radiation treatment — one that is intended to be tougher on tumors but gentler on healthy tissue. In studying how chemical elements emit and absorb radiation inside stars and around black holes, the astronomers discovered that heavy metals such as iron emit low-energy electrons when exposed to X-rays at specific energies.

Their discovery raises the possibility that implants made from certain heavy elements could enable doctors to obliterate tumors with low-energy electrons, while exposing healthy tissue to much less radiation than is possible today. Similar implants could enhance medical diagnostic imaging. [Read more \(http://oncampus.osu.edu/2011/07/astronomers-reach-for-the-stars-for-new-cancer-therapy/\)](http://oncampus.osu.edu/2011/07/astronomers-reach-for-the-stars-for-new-cancer-therapy/)

## Culture Shaping Updates

### Now scheduling culture retreats for fall

There are still openings for culture retreats for intact teams during Fall Quarter. For information about planning and scheduling a retreat, visit the [Culture Retreats section \(http://www.osu.edu/eminence/about/DURAM/301.html\)](http://www.osu.edu/eminence/about/DURAM/301.html) of the Excellence to Eminence website. Contact the Culture Consultation Team today to reserve space for your team.

In addition to retreats for intact groups, we're hosting open invitation sessions, or "Culture Shaping and Life Effectiveness" training. These two-day, interactive retreats are for staff who are not scheduled to attend a culture retreat with their department or unit. Consider these retreats for new staff members, or team members who weren't able to attend your unit's retreat. Dates available include November 16-17, and December 5-6. A commitment to attend both consecutive days of the retreat is necessary. Register [online \(http://hr.osu.edu/training/additionaltraining.aspx\)](http://hr.osu.edu/training/additionaltraining.aspx).

## Reinforcement Ideas: Change and Innovation

*Each month, we'll feature a tip to reinforce our values, and the concepts covered in culture retreats.*

1. Approaching new ideas with curiosity. Use this [activity \(http://www.osu.edu/eminence/assets/files/Change\\_Activity.pdf\)](http://www.osu.edu/eminence/assets/files/Change_Activity.pdf) to reinforce the need to remain curious during change.
2. Increasing receptivity to change. Review the differences between the behaviors and thoughts of a participant/ supporter/ coach and an observer/ critic/ judge. Ask the group to share how each viewpoint contributes to or hinders receptivity to change. Then, talk about a change the group is facing. Is this change something the group can affect, or is it a change that must be accepted as-is? Ask the group to develop a list of participant/ supporter/ coach behaviors that will increase both receptivity and success. Agree to operate according to those behaviors. For more information, see page 96 of The Human Operating System.

*Have you implemented something that's worked well with your group? Contact Kerry Francis at 614.247.8737 or [francis.57@osu.edu](mailto:francis.57@osu.edu)*

<mailto:francis.57@osu.edu>).

## Pursuing Eminence

### Archive

Read back issues of Pursuing Eminence [online \(http://www.osu.edu/eminence/E2ENews/News/NewsArchive.html\)](http://www.osu.edu/eminence/E2ENews/News/NewsArchive.html).

## Contact Us

For questions or feedback, contact:

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## Excellence to Eminence.

### We are The Ohio State University.

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The Ohio State University

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