

Short Focused Programs

# **THE INNOVATION ARCHITECT: LEADERSHIP OF SUSTAINED AND BREAKTHROUGH INNOVATION**

STRATEGIC MANAGEMENT

Barcelona, February 6-8, 2012

New York, June, 2012



# THE INNOVATION ARCHITECT: LEADERSHIP OF SUSTAINED AND BREAKTHROUGH INNOVATION

How can companies foster innovation throughout their organization?

What innovation models ensure success?

How can managers spearhead new innovation models in their company?

The Innovation Architect: Leadership of Sustained and Breakthrough Innovation will change the way you think about innovation and creativity in your organization. In this highly intensive three-day program, you will learn how to progress from having isolated initiatives to forging a powerful culture of continuous innovation that balances both sustained and breakthrough innovation.

The program helps participants tap into pockets of innovation in their companies and equips them with strategies for stimulating creativity throughout the organization. It is not an introductory course on innovation. Rather, it is designed for managers who have struggled to foster innovation and experienced first hand the hard realities of driving change.

Participants will explore the strategic innovation imperatives of their businesses. They will analyze their organization's specific needs, while identifying how innovation can ensure ongoing success. Participants will leave the program armed with innovation strategies and a clear plan for action.

**“THE PROGRAM OFFERS A PRAGMATIC APPROACH TO MAKING INNOVATION WORK IN YOUR DEPARTMENT, OPERATING UNIT OR COMPANY. IT IS FULL OF RICH EXAMPLES PRESENTED BY EXPERT ACADEMICS AND PRACTITIONERS. I HIGHLY RECOMMEND THE PROGRAM TO MANAGERS SEEKING TO INCREASE THEIR ORGANIZATION'S ABILITY TO INNOVATE.”**

**JORDAN COHEN**  
Head of PfizerWorks  
Pfizer

## KEY TAKE-AWAYS

- An understanding of how to implement dynamic innovation strategies in teams, departments and companies.
- A view of the newest theories and trends, such as crowdsourcing, choice architecture and open innovation.
- A tailored innovation strategy for your organization that balances breakthrough and incremental initiatives.
- A game plan for increasing buy-in, support and participation by driving through organizational resistance and innovation fatigue.
- The ability to create a breakthrough company by aligning and integrating culture, structure and processes.

## WHO SHOULD ATTEND

The Innovation Architect: Leadership of Sustained and Breakthrough Innovation is designed for managers who aim to drive change and innovation in their organizations.

Although creativity and innovation are often solitary activities, most organizations require a broad-based coalition to cultivate authentic change. Participants are therefore encouraged to attend with other members of their organization.

## APPROACH

The program utilizes recent case studies of actual companies that show how to spearhead innovation and build a creative culture. During the process, participants will be challenged to develop innovation strategies and a clear plan of action for their own businesses.

The program first presents a framework for self assessment that includes an innovation audit and an outline of the fundamental concepts for nurturing a creative culture. Through workshops, participants will then apply these concepts to their businesses in order to craft their own innovation strategies. To optimize the program's benefits, participants are asked to bring a specific innovation project to the program.

## PROGRAM STRUCTURE

### Day 1

- The Roles of the Innovation Architect
- Theory Update: Crowdsourcing and Open Architecture
- Developing an Innovation Strategy
- Innovation Audit: Mapping the Ecosystem
- Insights Workshop: Reframing the Problem

### Day 2

- Creative Cultures: Building the Innovation Ecosystem
- Better Than Buy-in: Creating Deep Ownership in Stakeholders
- Beyond Brainstorming: Structuring Sustainable Innovation
- The Tools of Innovation: From Insight to Income
- Making It Happen: Leading Innovation in Practice

### Day 3

- Stealthstorming: Operating under the radar
- The Monday Morning Problem
- Formulating the Plan of Action



## FACULTY

**Paddy Miller****Academic Director**

Professor of Managing People in Organizations, IESE Business School  
Ph.D. in Management, IESE

Paddy Miller's main interests lie in the areas of innovation, leadership and organizational change, with a focus on leading change in multinational organizations.

Prof. Miller has more than 20 years of experience teaching leadership and general management courses in senior executive programs.

He has consulted for numerous international firms, including Bulgari, Caterpillar, Henkel, IBM, Lufthansa, Visteon, Volkswagen, Standard Life, Sun Microsystems and the United Nations FAO. In 2006, Prof. Miller was recognized by the American Academy of Management for his work in the field of globally distributed teams.

<http://millerwedell.wordpress.com>

**Antonio Dávila**

Professor of Entrepreneurship and Accounting & Control, IESE Business School  
Ph.D. in Business Administration, Harvard University

Antonio Dávila's research focuses on management systems in entrepreneurial firms, new-product development and innovation management, and performance measurement. Prof. Dávila has received numerous accolades for his research, including the Ramón y Cajal Scholarship, awarded by the Spanish government, and IESE's Research Excellence Award. A prolific writer of case studies, Prof. Dávila is the co-author of *Making Innovation Work: How to Manage It, Measure It, and Profit from It* and *Performance Measurement and Management Control Systems to Implement Strategy*.

[blog.iese.edu/davila](http://blog.iese.edu/davila)

**Thomas Wedell-Wedellsborg**

Partner, The Innovation Architects IIc.  
MBA, IESE Business School  
Master's in Media Science, University of Copenhagen

Thomas Wedell-Wedellsborg is an expert in innovation and creative methodologies, specifically the practical intersection between business, creativity and social media. He has collaborated with numerous organizations, including Abbott Laboratories, Joost, MTV Europe and the Danish Parliament. He also served 4 years as an infantry officer with the Danish Royal Life Guards.

Mr. Wedell-Wedellsborg is involved in the product innovation firm Prehype and 13 MBAs, a private professional network for the alumni of 13 top-tier business schools. In collaboration with Prof. Miller, he maintains a website dedicated to innovation and creative cultures (<http://millerwedell.wordpress.com/>) and has a personal blog site (<http://wedellsblog.com/>).

**“IN ORDER TO LEAD SUSTAINABLE AND BREAKTHROUGH INNOVATION IN YOUR ORGANIZATION, YOU HAVE TO REDESIGN THE SYSTEM – YOU NEED TO BECOME AN INNOVATION ARCHITECT. INNOVATION ARCHITECTS NOT ONLY GENERATE LOTS OF IDEAS, THEY ALSO FACILITATE AN ENVIRONMENT THAT ALLOWS THE PEOPLE AROUND THEM TO GENERATE IDEAS.”**

**PROF. PADDY MILLER**  
IESE Business School



## IESE BUSINESS SCHOOL

Since its establishment more than 50 years ago, IESE has had a clear mission: to develop global business leaders who can have a positive impact on people, firms and society through their professionalism, integrity and spirit of service.

Today, with campuses in Barcelona and Madrid and a center in midtown New York, IESE is consistently ranked among the world's top business schools by publications such as *The Economist* and the *Financial Times*.

## 2011-2012 SFP CALENDAR

### Strategic Management

- Global Business: Making the Matrix Work  
New York City, December 5-7, 2011 **(NEW)**
- The Innovation Architect: Leadership of Sustained and Breakthrough Innovation  
Barcelona, February 6-8, 2012 / New York City, June 2012
- Getting Things Done  
Barcelona, May 15-18, 2012

### Leadership and People Management

- Developing Leadership Competencies  
Barcelona, November 8-11, 2011
- High-Performance Negotiator  
Barcelona, January 24-26, 2012
- Develop Your Communication Skills: It's How You Tell Them!  
Barcelona, March 6-8, 2012
- Create Effective Virtual Teams  
Barcelona, March 21-22, 2012
- Managing People Across Cultures  
Barcelona, June 5-7, 2012 **(NEW)**

### Operations and ICTs

- Revolutionize your Business with Social Media  
New York City, May 15-17, 2012
- Management by Projects  
Barcelona, April 24-26, 2012 **(NEW)**

IESE offers a full portfolio of MBA programs, a Ph.D. in management and an extensive range of executive education programs, including custom solutions for partner firms. These programs are taught by internationally acclaimed faculty members, who also add their business research and experience to the wealth of case studies produced by IESE.

IESE has expanded well beyond even the ambitious dreams of its founders, but stays true to its spirit of entrepreneurship, innovation and service.

### Finance

- Finance and Accounting for Non-Financial Managers  
Barcelona, June 18-22, 2012 **(NEW)**

### Industry Specific

- Marketing Media Brands: Developing Audiences and Monetizing Content  
New York City, September 20-22, 2011 / October 2-4, 2012
- Advanced Digital Media Strategies  
New York City, November 15-17, 2011 / June 5-7, 2012 / November 13-15, 2012
- Arts and Cultural Management: From Service Design to Success  
New York City, April 24-26, 2012 **(NEW)**
- The European Healthcare Market: Challenges and Innovation  
Barcelona, May 21-23, 2012 **(NEW)**
- Optimizing Your Retail Business: Best-in-Class Operations and Customer Service  
Barcelona, July 10-12, 2012

### Public Sector

- Driving Government Performance  
Leadership Strategies that Produce Results  
Madrid, June 18-21, 2012
- Strategic Management for Leaders of Non-Governmental Organizations  
Madrid, March 26-30, 2012

## DATES & VENUE

Barcelona, February 6- 8, 2012

IESE Business School  
C/ Arnús i de Garí, 3-7  
08034 Barcelona

New York, June, 2012

IESE Business School  
165 W. 57th Street  
New York, NY 10019-2201

## FEES

Registration Fee:.....€3,500

IESE Members:.....€3,150

Fees Include:

- Tuition
- Meals and coffee breaks
- Study materials and documentation

Payment must be made prior to program attendance

## HOW TO APPLY

Apply on line at:  
[www.iese.edu/IA](http://www.iese.edu/IA)

Places are limited and will be filled in strict order of registration.

Application deadline:

Barcelona, January 13, 2012

New York, May, 2012


## CONTACTS


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**“THIS COURSE PROVIDES A GREAT OPPORTUNITY TO GET PROFESSIONAL INSIGHTS INTO HOW TO OVERCOME THE INNOVATION CHALLENGES. I WAS ALSO ABLE TO BUILD A FANTASTIC NETWORK OF PEERS WHO ARE FACING THESE SAME CHALLENGES IN A WIDE VARIETY OF INDUSTRIES AND COUNTRIES.”**

**SASCHA LATZBERG**

Manager

Henkel, Germany



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