

# Applying Innovation

## Course Outline

### **Theme 1 – Innovation and Process Management Methodology**

**Mod 1 Orientation and Planning** – overview of the course and themes – Voice of the Customer, Innovation Management System, Industrial Partner Projects and Non Disclosure Agreement

**Mod 2 -2-3 hour Seminar on applying a 17-step innovation methodology** (based on the course book). This seminar will enable students to begin the industrial project by identifying the deliverables that are required as the course unfolds.

**Mod 3 – Business Analyses** - Process mapping and workflow analysis, problem identification, Company Assessment – Stages of Excellence Tools, Problem identification

**1st Industrial Trip** Choose an issue with current employer or collaborate with an external company to document the problem to be solved. (Customer / stakeholder issues, establish business issues, understand the process, measures, products and services)

**Mod 4 – Effective Organizational Teamwork** - Understand how to conduct effective innovation team meetings and review findings from industrial visit in the class and establish how to structure a problem solving initiative – teams present issues

### **Theme 2 - Creativity and Problem Solving Tools and practices**

**Mod 5 – Lecture on Conflict Resolution** & continue reviewing project problem Solving and progress. In the lecture we will understand how to address conflicts that are certain to arise on Projects

- What is Conflict in the Workplace?
- Understanding Conflict
- Features of Conflict
- Causes of Conflict
- Escalators of Conflict
- Dealing with Conflict
- Exercise
- Conflict Management Strategies

**2nd Trip** Establish a cause and effect fishbone diagram to gather root cause data - each student would own an individual fishbone arm.

**Mod 6 – Decision Making in the Creative Process** and each industrial project team presents the cause and effect diagram and root cause analysis and begin to identify alternative solutions – all teams provide input to other teams findings

**Mod7 – Creativity & Solutions Development** - Creative Thinking Skills and tools - Edward De Bono- Lateral thinking & 6 thinking hats, Strategic Systems Thinking & Design Thinking, & discuss project progress

**3rd Trip** Present the alternative solutions to the industrial company for management feedback

### **Theme 3 - Management of Change Tools and Practices**

**Mod 8 - Assessing an Organizations Change Management Capabilities** & discuss project progress. We will explore how to assess a companies change management capabilities including the following categories:

- Change Readiness: Business strategy, Organization structure and management style.
- Programme Structure and Focus: Scope and alignment, Resources, Customer focus.
- Programme Management: Governance, Measures, targets and tracking, Planning and coordination, Process sophistication, Change management skills
- Results: Financial, Customer Satisfaction, Behavioral

**Mod 9 – Implementation Planning & Emotional Intelligence** - Present the project solutions and learn how to prepare implementation plans & discuss project progress. We will also explore the emotional skills require to many successful change projects. These include:

- The three components of Excellence
- Attitudes of high performance
- Rapport-The basic building block of communication
- Matching emotional tempo
- Seeing interactions from different viewpoints
- Reframing-Seeing or giving different perspectives

**Mod 10 –Chaos and Complexity Management** & discuss project progress. The language of complexity from Newton to the internet will be explored including the concepts of distance, connectivity, speed, self organization. We will also explore business paradigms and leadership in the industrial age, information age, and the age of consciousness.

**Mod 11- Management Consulting** – History, Structure, Careers, Lifecycle

**4th and final Trip)** Presents solution and the way forward presentation to the company management and get feedback.

**Mod 12 –Managing Social and Political Power Games** & discuss project progress.

**Mod 13 –Present final project draft report (PowerPoint)** and receive critical feedback from the rest of the class.