Leading Innovative Change

Program Overview

Entrepreneurial and competitive leaders must consistently ideate, innovate, and champion new ideas. In Leading Innovative Change, you will examine and apply proven frameworks and tools to capitalize on new opportunities to strengthen your competitive advantage. Berkeley-Haas professors, recognized worldwide for their forward-thinking research and thought leadership, guide you to innovate your business model and reinvigorate your leadership approach. You will strengthen your ability to foster innovation, transform your organization, drive new levels of growth, and sustain success through continual assessment and reinvention. Become a Change Agent.

INNOVATIVE PERSPECTIVE	BUILDING AN INNOVATION TOOLKIT	IMPLEMENTING INNOVATIVE CHANGE	LEADERSHIP
Apply Berkeley's 4-phase cycle to your company's Innovative Process Understand your role in the Innovation process and identify a project aligned to key priorities	Identify market-driven opportunities and internal innovation opportunities that drive clear ROI Identify new service offerings wrapped around existing products, new market segments, or new internal processes	Understand the role of organizational culture in successful implementation of innovative ideas and how to successfully navigate culture Overcome organizational resistance and blockers by developing a communications strategy based on effective storytelling	Understand, and take advantage of, your personal leadership style to lead innovative change more effectively Create organizational momentum for innovative ideas by learning how to communicate the vision and generate enthusiasm

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Key Conceptual Models

✔ **The Berkeley Innovation Process:** An iterative, four-part model for generating and implementing innovative ideas to improve business performance: Observations, Insights, Ideas, and Experiments.

✔ **Ethnographic Interviewing:** A customer-centric investigative process geared to uncover deep wishes, needs, and pain points.

✔ **Insight Generation Tools:** Empathy Maps and Customer Profiles provide structured means of deriving insight from interview data.

✔ **Value Proposition & Business Model Canvas:** Alex Osterwalder's renowned frameworks for generating internally and externally focused innovations.

✔ **Story Structure:** Narrative approaches to explaining and promoting an innovative idea to maximize persuasive power.

✔ **Culture as a Leadership Tool:** A model for understanding organizational culture and engineering values supportive of innovation.

Additional Program Features

✔ **Personal Assessment:** The Kolb Learning Styles Inventory (LSI) assesses how participants process and share information; essential to promoting effective creative collaboration with others.

✔ **Video Critiques:** Interactive dramatizations model best practices and common mistakes related to Ethnographic Interviewing.

✔ **Video Demonstrations:** "Laying out the Business Model: An Introduction" illustrates the use of the Business Model Canvas for generating ideas.

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Curriculum: Week by Week

Berkeley — University of California — Executive Education

MODULE	LECTURES [VIDEOS]	KEY LEARNING
One: Seek First Video Lectures: 65 Minutes Assignments: 45 Minutes Live Virtual Events: 90 Minutes	• The Case for Innovation • The Process of Innovation • Begin with Observation • Ethnographic Interviews	Module 1 explains the role and incredible value of innovation in the enterprise. It introduces first principles of innovation: why, when, where and what is involved. The module then begins a deep dive into the practical challenges of how: How to plan and execute strategies for innovative change in your organization.
Two: Make Meaning Video Lectures: 43 Minutes Assignments: 60 Minutes	• Sift for Insights • Insight Generation Tools • The Outer Business Model • The Inner Business Model • The Services Mindset	Module 2 branches to the the second phase of the Berkeley 4-Phase Cycle of Innovation: Insight. You'll learn how to mine observational data for opportunities that unlock value. Reflecting on what you observed in Module 1, you'll discover what it means and how you can use it.
Three: Be Creative Video Lectures: 65 Minutes Assignments: 45 Minutes Live Virtual Events: 90 Minutes	• Reframe for Meaning • Divergence then Convergence • Innovation and Learning Style • Innovation and Teamwork • Think, Act and Be Different • Open Innovation	Module 3 breaks into the exciting third phase of the Berkeley 4-Phase Cycle of Innovation: Ideas. You'll learn how to reframe meaning you discovered in Module 2, in order to turn problems and needs into unprecedented business opportunities. Because the Ideas quadrant of the Cycle focuses on cognitive powers, Module 3 also introduces you to learning styles. How you naturally perceive challenges and opportunities; and how you work with others on solutions.
Four: Shift into Gear Video Lectures: 50 Minutes Assignments: 60 Minutes	• See What Works • Outward Experimentation • Inward Experimentation • When to Pivot • Open Services Innovation	Module 4 guides you through the final phase of the Berkeley 4-Phase Cycle of Innovation: Experiment. You'll learn how transform bold ideas into tangible things that can be experienced and evaluated by those who stand to benefit. Experiment takes you to the edge of acceptance, production and implementation.
Five: Transform Culture Video Lectures: 56 Minutes Assignments: 45 Minutes	• The Role of Culture • Culture as a Tool • A Culture of Innovation • Case Study: Kimberly Clark	Module 5 pushes back the boundaries of innovation to create a cultural context for change. You'll be reintroduced to the structure and meaning of corporate culture; and given examples of cultures that deliberately spawn innovation.
Six: Communicate Change Video Lectures: 87 Minutes Assignments: 90 Minutes Live Virtual Events: 90 Minutes	• Storytelling Your Idea • Test with a Story • Tell a Better Story • Storytelling with Impact • Case Study: Apple, Nespresso	Module 6 is a gateway to implementation. By now you have learned the concepts and mechanics of leading innovation change, with one exception. You haven't yet mastered the art of sharing your bold ideas with colleagues, partners and customers. That happens now.

* Module = 1 Week   **Live Events may be subject to change
NOTE: Orientation Pre-Requisite Work (90 minutes) and Final Presentation at end of program (90 minutes).

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Project Examples

NAME	DESCRIPTION	PROJECTED BUSINESS IMPACT	PROJECTED FINANCIAL IMPACT
Flow Cytometry	A Director of Research and Development at a large healthcare company redesigned their instrument interface to make it more disease interpretation oriented, and provide more useable information, as a result.	Increased Efficiency 30%	$5,000,000
Milling Solution	A Regional Director from a large industrials company designed a solution that reduced the time of production for their their milling process without increasing costs.	Increased Customer Loyalty/Satisfaction 50%	$2,000,000
Online Finance	A Principal Leader at a major consumer products business implemented an online option, enabling customers to pursue financing without having to speak to a sales representative.	Increased Quality 5%	$25,000,000
Roast and Pack at Source	A General Manager from an agriculture business shortened their supply chain process by combining their product roasting and packaging in the same location.	Increased Customer Loyalty/Satisfaction 80%	$10,000,000
Unified Information Base	A Director of Technology and Strategy at a leading technology company consolidated multiple mobile apps to allow people to see a complete end-to-end view of the company's entire information base.	Increased Employee Productivity 8%	$5,000,000