



Leadership and Innovation in Complex Systems

Module 3: Leading Innovation in a Global Environment Autumn 2010

Master in Leadership and Innovation in Complex Systems (LAICS)

Today's world being global and local at the same time gives rise to new types of challenges. Both private and public organisations need to create innovative ways forward to identify leadership approaches that open new possibilities instead of closing them. New partnerships, new constellations and new technologies make social innovation more important than ever. What can organisations learn from individuals and organisations working globally and at the front edge?

Aim

This module focuses on leadership, from identifying personal leadership styles and guiding principles to examining the kind of leadership needed in an organisational and global context. It examines how global trends influence innovation and presents analytical and practical tools that deal with global as well as local innovation opportunities and challenges. The module includes designing and facilitating sessions for creating innovation and user and customer interaction.

Competencies

Upon completion of Module 3 the student will be able to:

- demonstrate ability to apply theories and models from the module in the analysis of empirical issues using own examples or cases.
- explain and compare the different theories and models from the module and discuss their strengths and weaknesses and applicability on selected example cases.





- facilitate conversations and meetings for enhancing innovative output from colleagues, networks and customers.
- analyse and discuss global trends in relation to leading innovation.

Content

- Theories on leadership styles and leadership principles and reflection on own leadership.
- Global trends that influence opportunities for innovation in organisations.
- The concept of the “BOP (Bottom of the Pyramid)” approach to innovation.
- Theories and approaches to user-driven innovation.
- Methods for designing and facilitating different types of meetings.

Learning and Teaching Approach

The module examines innovation and leadership from a ‘real-world’, practice-based perspective. The learning and teaching approach emphasizes engaging intellect, senses, emotions and body as well as artefacts through:

- Residential seminars
- Group work
- Self-study
- Peer-learning
- Experiential problem-based learning
- Playful learning
- Arts-based learning
- Lectures
- Reflection and Learning Journals



Structure (provisional dates 2010)

LAICS Module 3 consists of three seminars - each lasting 3½ days:

- Seminar 1: Leading Authentically in a Global Culture (7-10 Sep 2010)¹ – Banff, Canada
- Seminar 2: Front Edge Innovation (6-9 Oct 2010) – Hjalet, Vordingborg
- Seminar 3: Leading the Customer Relationship (17-20 Nov 2010) – Højstrupgaard, Helsingør

Each seminar is followed by a period where the participants complete assignments, work in groups and participate in virtual dialogue with the faculty. The module is taught in English. All discussions, assignments and exams, both virtual and during workshops, will be in English.

Faculty

Lotte Darsø (Programme Director) Associate Professor in Innovation at Department of Learning, School of Education/University of Aarhus, Hanne Kirstine Olsen Adriansen (Module 3 Coordinator) Department of Learning, School of Education/University of Aarhus, Daniel Hjorth Professor CBS, Jacob Buur Professor University of Southern Denmark, Margaret Wheatley (PhD), The Berkana Institute - USA, Nick Nissley (PhD) Executive Director Leadership Development Programme, The Banff Centre (Canada) - and other guests.

¹ This seminar takes place at the Banff Centre of Leadership in Canada – participants should plan for 2 extra travelling days – departure 6 Sep and return 11 Sep