



Leadership and Innovation in Complex Systems

Module 1: Creating Innovative Organisations

(Autumn 2010)

Master in Leadership and Innovation in Complex Systems (LAICS)

In this module of the LAICS Programme our focus is on innovation processes, innovation models, creativity and on navigating effectively in organisations. We examine different ways of mapping innovation in order to understand that theories and models influence how we work with innovation, and we experience idea generation and creativity through two paradigms. Finally, we map and discuss the advantages and disadvantages of political power structures and networks in organisations and identify how to approach these as opportunities instead of as obstacles.

Aim

This module introduces theories and models for understanding the innovation process in organisations. The module provides an overview of the theories, methods and techniques to understand creativity and idea generation, and it is aimed to advance innovation through effective navigation in complex organisational contexts.

Competencies

Upon completion of Module 1, the participant 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.
- understand innovation as group process and interaction, and influenced by networks and politics.
- plan creativity sessions in groups and organisations.





Content

- Theories and key concepts: creativity, innovation and innovation process.
- Innovation processes and innovation models in organisations.
- Problem formulation and problem reframing.
- Techniques and methods for idea generation.
- Organisational politics and creating space for innovation.
- Networks and networking in theory and practice.

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 1 consists of three seminars - each lasting 3½ days:

- Seminar 1: Innovation Processes (22-25 Sept 2010) – Lisegaarden, Liseleje
- Seminar 2: Creativity and Ideation (11-14 Oct 2010)¹ – Bled, Slovenia
- Seminar 3: Creating Space for Innovation (17-20 Nov 2010) – Højstrupgaard, Helsingør

¹ Group travel Sun. 10 Oct. late evening and return Thurs 14 Oct. late evening.



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

Faculty

Robert Austin Associate Professor, Harvard Business School and Guest Professor CBS,
Lotte Darsø (LAICS Programme Director) Associate Professor in Innovation
Department of Learning/ School of Education/University of Aarhus, Piers Ibbotson
Directing Creativity (UK), Mette Mønsted Professor CBS, Miha Pogacnik Violinist
(Slovenia), Alf Rehn Professor Åbo Akademi University (Finland), Morten Thanning
Vendelø Associate Professor CBS - and other guests.

