



Leadership and Innovation in Complex Systems

Module 3: Leading Innovation in a Global Environment (Autumn 2009)

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?

Purpose

The aim with Module 3 is to give the students knowledge of what happens at the global front edge and to provide them with analytical and practical tools to deal wisely with global as well as local opportunities and challenges. This includes designing and hosting sessions for creating social innovation and meaningful customer interaction. The overall theme is leadership, from identifying own personal leadership style and guiding principles to examining the kind of leadership needed in an organisational and global context.

Competencies

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

- analyse global trends and how these influence innovation and identify the opportunities these trends foster for own organisation
- analyse the forces and the needs at the "Bottom of the Pyramid" in order to be able to suggest new markets for own organisation



- demonstrate knowledge about different leadership styles and their impact on innovation
- assess his/her personal leadership story and discuss what authenticity means in relation to personal leadership style
- define leadership principles that will guide his/her own innovation journey
- demonstrate knowledge and insight on the advantages and disadvantages of different approaches to user-driven innovation
- demonstrate comprehensive knowledge and insight into making meeting sessions more effective.

Content

- Front-edge global trends that influence opportunities for innovation in own organisation.
- The concept of the "BOP (Bottom of the Pyramid)" approach to innovation.
- The concept of "Corporate Social Responsibility" and innovation.
- Leadership styles and leadership principles, in general, and in relation to own leadership.
- Methods for constructing own leadership story and working with this in practice.
- Theories and approaches to user-driven innovation.
- Methods for designing different types of meetings and hosting and facilitation techniques in practice.

Learning and Teaching Approach

LAICS Module 3 involves innovation and leadership from a 'real-world', practice-based, and psycho-social perspective. Therefore, the learning and teaching approach emphasizes the following elements:

- Seminars
- E-learning
- Self-study
- Collaboration and co-responsibility
- Experiential, experimental, and problem-based learning



- Discussion-based coverage of readings
- Presentation
- Emergence of new views and requirements
- Learning Journals
- Coaching

Structure (provisional dates 2009)

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

- Seminar 1: Leading Authentically in a Global Culture (8-10 Sep 09)¹ – Banff, Canada
- Seminar 2: Front Edge Innovation (7-10 Oct 09) – Hjalet, Vordingborg
- Seminar 3: Leading the Customer Relationship (11-14 Nov 09) – 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 (study leader) 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 7 Sep and return 11 Sep