



Leadership and Innovation in Complex Systems

Module 1: Creating Innovative Organisations (Autumn 2009)

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.

Purpose

The aim with Module 1 is to teach students how to map, model and analyse the innovation process in their organisation. The course includes a theoretical overview of the various sources, methods & techniques for framing and reframing problems as well as for generating and selecting implementable ideas. Furthermore theories and approaches are introduced on creating space for innovation through effective navigation and networking.

Competencies

Upon completion of Module 1, the participant will be able to:

- analyse the dynamics and dimensions of the innovative process in groups and networks
- analyse how the innovation process plays out in his/her organisation
- demonstrate comprehensive knowledge and insight into different models for innovation processes, with the aim of improving the innovation process in his/her organisation



- demonstrate comprehensive knowledge and insight in different techniques and methods for idea generation, and to discuss the ideas' sources including selection, assessment and development of these
- discuss the advantages and implications of different types of networks
- demonstrate comprehensive knowledge and insight into the dynamics of power in organisations.

Content

- Clarification and definition of key concepts: creativity, innovation and innovation process.
- Innovation models: stage models, relational models, emergent models, process models.
- Aesthetic and enriching models of innovation, prototyping in theory and practice.
- Analysis of innovation process in own organisation and identification of challenges and needs.
- Identifying, formulating, framing and reframing problems and challenges.
- Acquiring a general knowledge and understanding of a variety of techniques and methods for idea generation.
- Assessment, development and choice of ideas and concepts.
- Organisational politics and creating a space for innovation.
- Networks and networking in theory and practice.

Learning and Teaching Approach

LAICS Module 1 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 1 consists of three seminars - each lasting 3½ days:

- Seminar 1: Innovation Processes (23-26 Sept 09) – Lisegaarden, Liseleje
- Seminar 2: Creativity and Ideation (19-22 Oct 09)¹ – Moulin de la Forge, France
- Seminar 3: Creating Space for Innovation (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

Robert Austin Associate Professor, Harvard Business School and Guest Professor CBS, Lotte Darsø (LAICS study leader) Associate Professor in Innovation Department of Learning School of Education/University of Aarhus, Piers Ibbotson Directing Creativity (UK), Annemette Kjærgaard (LAICS Module 1 Coordinator) Associate Professor CBS, Mette Mønsted Professor CBS, Miha Pogacnik Violinist (Slovenia), Alf Rehn Professor Royal Institute of Technology Stockholm (Sweden), Ann Charlotte Thorsted Industrial PhD Department of Learning School of Education/ University of Aarhus, Morten Thanning Vendelø Associate Professor CBS - and other guests.

¹ This seminar takes place in France – participants should plan for extra travelling time.