



Leadership and Innovation in Complex Systems

Module 2: The Business of Innovation (Spring 2010)

Master in Leadership and Innovation in Complex Systems (LAICS)

In this module of the LAICS Programme we focus on what it takes to make innovation happen from a business, communication and power perspective. We look at the challenge of developing the business plan and how to take it through the organisation to implementation. We practise how to navigate with internal and external stakeholders. Finally we work with how the physical and mental environment relates to succeeding with innovation.

Aim

The aim with Module 2 is to provide the students with analytical tools, models and approaches that will enhance their practise of identifying and improving existing knowledge and turning it into innovation and business development. The course includes work on communication processes and the relationship between power dynamics and innovation. The student will work with the impact the physical environment and space has on leadership and innovation.

Competencies

Upon completion of Module 2 the student will be able to:

- analyse the space for innovation arising from developments in the market and the value proposal of the business,
- formulate and communicate an innovation based business plan to stakeholders in their own organisation,
- carry out experiments with different approaches to sense-making in the innovation practice,





- demonstrate comprehensive knowledge and insight in different views on power dynamics in organisations and discuss how these views create multiple ways of intervening,
- demonstrate comprehensive knowledge and insight in communication as a complex and ambiguous process and how this influences possible outcomes,
- discuss the challenges of leading others and one self in an ambiguous and unpredictable environment and how to deal with this,
- discuss what contributes to creating an effective innovative environment mentally as well as physically,
- carry out and discuss experiments with prototypes for combining the physical space and social context that stimulate new thinking and invite diverse perspectives.

Content

- The analysis and management of developing new business models. How can new commercial possibilities be turned into business models? What kind of dilemmas are we facing? How to in-corporate external alliances and cooperation in these models.
- Methods for use of internal and external knowledge in innovations. Ways of examining organisational enhancers and barriers for integrating innovation across the organisation. Developing methods for overcoming inertia.
- Ways of understanding the dilemmas we are faced with in organisations and methods for establishing reflective views that can lead to new and innovative actions.
- Ways in which we can work with our own bodies and surroundings to create the generative power needed for change.
- Presentation and testing of a prototype for creating a physical and mental context that:
 - facilitates creation of hospitable space,
 - helps people identify the questions that matter,
 - supports the combination of diverse perspectives,





- facilitates identification of new patterns and sharing of individual/collective discoveries with relevant stakeholders,
- takes physical contexts creatively into account.

Learning and Teaching Approach

LAICS Module 2 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
- Elearning
- Self-study
- Working together
- Experiential, experimental, and problem-based learning
- Discussion-based coverage of readings
- Presentation
- Emergence
- Learning Journals
- Coaching

Structure

LAICS Module 2 consists of three seminars each lasting 3½ days:

- Seminar 1: The practice of Innovative Business Development (27-30 Jan 2010)
- Seminar 2: Communication, Power & Innovation (10-13 Mar 2010)
- Seminar 3: Mental and Physical space for Innovation (21-23 April 2010)

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

Morten Thanning Vendelø (Module 2 Coordinator) Associate Professor CBS, Volker Mahnke Professor CBS, John Bessant Professor Imperial College UK, Dorthe Staunæs, Associate Professor, Department of Learning School of Education/University of Aarhus
Ralph Stacey, Professor of Management Business School of the University of Hertfordshire and Head of the university's Complexity and Management Centre.
Susanne Justesen PhD Innoversity Copenhagen, Lotte Darsø, Associate Professor, Department of Learning School of Education/University of Aarhus , Hanne Adriansen, Associate Professor, Department of Learning School of Education/University of Aarhus, Silje Kamille Friis, PhD, Architect, Innovation Consultant.