Innovation Leadership

INTRODUCTION

Designforum is an academy for leadership development for professionals with the ambition to steer, create and support new developments for improvement and innovation. We believe that leaders can learn from successes and failures of Start-ups and Scale-ups with high topicality. Unique in our programs is their contribution based on essential strategies for lean thinking, process management, design thinking, team performance, risk-, and change management. In all our Leadership programs we enhance your intrapreneurial mindset, developing business sense and enabling new ideas to be realised, with shared commitment and more impact.

RESULTS

In this training we develop leadership based on your personal talent and natural preferences. Thereby we offer a new approach to improve organizational performance, transforming valuable ideas into realization and sustainable implementation.

After attending this program:

- You can apply your leadership skills effectively and are capable of managing by results in a way that suits your style, your colleagues and your organization;
- You demonstrate an intrapreneurial mindset and will have a hands-on understanding of business dynamics and all the associated facets, from the first customer's needs to delivery of a complete solution;
- You will demonstrate a T-shaped professionality; i.e. you are capable of approaching a problem flexibly from different perspectives and you collaborate more efficiently in project teams;
- You can foster the growth of new initiatives in your own working environment, from idea to feasible concept to commitment;
- You can apply the process of Design Thinking as a successful problem-solving approach that is increasingly prevalent in learning organizations;
- You can adjust your leadership role and style depending on what is needed and motivate others to participate and contribute;
- You can effectively present and transfer knowledge and ideas to a larger audience.

FOR WHOM

You are a professional who is constantly looking for impact and improvement. You are involved in optimizing daily operations and in creating a desired culture for innovation.

This program is for participants with an academic work and thinking level or comparable work experience, who prepare for a (future) management position or project leader position. Furthermore, we welcome participants who:

- need to enhance leadership skills as part of their career planning;

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- want to optimize their impact on team- and talent development;
- aim to drive innovation and an entrepreneurial attitude

The program suits leaders who work up, down and across the organization.

WHY CHOOSE THIS LEADERSHIP PROGRAM

Designforum is a case-based academy providing certified leadership programs. The program is organized in cooperation with ESOE TU/e and USBO of Utrecht University. Current leadership skills are developed by leadership experts. Innovative power is developed by professional designers and startups who contribute with powerful tools and methods to develop smart and feasible solutions for wicked problems.

Exploring your leadership profile is embedded in real life case studies, brought in by you and / or by other participants. We do NOT make use of practicing skills in a role play setting with your colleague or a training actor! Instead you'll explore your leadership potential in our Startup Fieldlab that is represented by executives, consultants, designers and influential entrepreneurs, all striving to bring a new idea to the market.

Joining this course is a great experience because you can experiment with your learnings in a dynamic scene that provides room for practicing new acquired skills in a real-life setting that is not your work floor. And to complete: you'll be part of an inspiring leadership network to continue your development during your career.

CONTENT

This program addresses leadership in the context of innovation for strategic decision making, continuous improvement and business development. The core of the course consists of the integration of three concepts: Leadership, Design Thinking and Lean innovation, to understand self and others in individual and collective performance.

The program consists of two consecutive modules, each of 3,5 days that you can choose separately from each other, depending on your needs and availability. After joining these two modules, you can decide for an in-depth follow up program of 3,5 days which is rewarded with post HBO / post WO certificate. The tuition is:

Innovation Leadership I, € 1020,- excluding 21% Dutch VAT.
Innovation Leadership II, € 1020,-excluding 21% Dutch VAT.
Innovation Leadership III, € 1190,- excluding 21% Dutch VAT.

Pricing includes all course materials and registration for our online learning space and catering. Certification after following Innovation Leadership III (post HBO / post WO) will cost € 390,-. The abovementioned prices are based on a group of minimum 8 and max 16 participants.

Personal coaching is optional to ensure transfer and in depth development.

COURSE STRUCTURE

The quality of the program Innovation Leadership is guaranteed by:

- The **best Leadership experts,** sharing actual knowledge and theoretical frameworks as a solid base for leadership in practice.
- **Influential designers and startups** who demonstrate their tools and methodologies for solving cases in multidisciplinary groups.
- **Experienced trainers and coaches** who ensure that you maximize the training results with regards to your own learning objectives.

REGISTRATION

If you require further information please contact us via j.hardeman@designforum.nl

If you want to register as a participant please visit our website www.designforum.nl

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THE PROGRAM
The program Innovation Leadership is offered by unique team of academic Leadership experts, experienced Design Thinkers and influential Startups and consists of a combination of Master Classes for in-depth knowledge and 'learning by doing'. **Course days start at 9:30 am and last until 6:30 pm where the mornings are dominated by new theories and the afternoons are dominated by the case-based practice of leadership in the context of the startup field lab.**
After each module, a Recap session is organized from 6:30 pm to 9:30 pm. The central question here is: how do you succeed in translating what you have learned into your own work situation?

Module: Innovation Leadership I

The first module of Innovation leadership addresses the skillset necessary for leading projects for means of improvement or innovation, which are often ill-defined problems with uncertain outcomes. Understanding leadership and setting up a credible case make for a solid base to build on. For design driven innovation you need to know how to construct a strong value proposition and how to communicate this effectively.

Day 1. Understanding Innovation Leadership
The morning starts with an inspiring introduction about leadership, in which different models are scanned that represent the construct. In the afternoon the subjects Lean Thinking and Intrapreneurship are explored in collaboration with influential startups. The subject value proposition design is presented, followed by the analysis of (startup) cases and their problem-solution fit.

Day 2. Personal leadership and Design Driven Innovation
In the world of today we need leaders that can solve unexpected problems and take action in complex conditions. This day is about your personal development as a leader who can initiate innovation and support change processes. You will also be introduced to powerful tools for Design Thinking and for formulating the scope and the solution criteria for a problem.

Day 3. Create engagement with a T-shaped professionality
Effective innovation leaders have a T-shaped professionalism, combining in-depth expertise with broad communication skills. These skills are needed to support people at an early stage behind an idea to bring together sufficient budget, time and expertise to build a multidisciplinary team. This course day you'll also be introduced to powerful tools for scenario planning that startups use to manage uncertainty and you'll discover your potential roles in the internal and external focus of driving newness and improvement

Optional Recap session: Intervision & Reflection

Module: Innovation Leadership II

Innovation requires leaders who strike a balance between two conflicting roles: encouraging innovative ideas versus limiting new initiatives, to ensure that only the most feasible and useful innovations are supported. In this three-day module we focus on assessing new initiatives, taking into account aspects that predict successful solving & implementation and the possibilities to create growing support and commitment from stakeholders.

Day 1. Individual, team, organizational level
Innovation leaders combine different leadership styles to stimulate others to produce creative ideas, products, and services. Depending on the type of leadership that is adopted, as an innovation leader, you can have a direct or indirect influence on innovation and apply an action repertoire. This day we also address how to assess the potential of new ideas. How to value the readiness, impact and feasibility of a concept is key to avoid failure and loss of motivation.

Day 2. Design Thinking as leadership strategy
Running the process of design thinking is vital to making the most impactful improvements or innovations. At its core design thinking is about collaboration, collecting perspectives from across your organization and extract the optimal solutions. Initiating collaborative inquiry is addressed today as well as the practice of a coaching and mentoring leadership style. The model of Situation Leadership and -as an extension thereof - a robust Mentor intervention model,

explain how to decide what kind of interaction is most effective to meet the demand for support of an innovative individual or team and to increase their self-directing potential.

Day 3. Creating commitment
As the original idea evolves, it becomes important to find more support from other innovators and early adopters and to build strategic alliances. To create a growing commitment, specific performance goals are needed, both financially and qualitatively. And for convincing others of the win-win of these goals, effective influencing and presentation skills are needed.

Optional Recap session: Intervision & Reflection

Module: Innovation Leadership III

Improving the innovative power in a company requires a clear strategy and good practices as example. In addition to toolsets and skillsets, a collective mindset must be developed to strengthen the climate for innovation. An innovation mindset includes curiosity, postponing judgment, resilience, persistence and sharing the story. During this three-days module you'll set a foundation for a compelling vision that inspires and gives direction, for trouble shooting when necessary and for passing on your learnings and results to others.

Day 1. Make ideas happen
Make ideas happen and become a thought leader about it! Thought leaders break conventional thought patterns. They are not only inspired by a purpose but present a consistent and innovative perspective that inspires and encourages behavioral change. In this way they create value at the intersection of market and society. A positioning that leads to loyalty and benevolence of others to contribute to the process of innovation or improvement.

Day 2. Building resilience for handling conflicts
The process of driving the development of a new idea from concept to implementation is full of conflicting interests, pressure and disagreement. In this course day you learn how to deal with a variety of conflict modes and behavioral styles based on concrete practical situations. In addition to this we dive in the subject of how to handle deeper problems applying a next level of the Design Thinking Method.

Day 3. Transfer knowledge and skills
When you transfer knowledge and skills to others, it is less likely that informal hierarchies can build and people lose their sense of responsibility and ownership. During this course day you work on a strong pitch and on your development as a meeting or workshop facilitator.

Recap session: Intervision & Reflection

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The building blocks of the program Innovation Leadership

	Innovation Leadership Module **1**				
Day 1	**Opportunities for impact**	**Day 2**	**Creative problem solving**	**Day 3**	**Connectivity**
	Understanding Innovation Leadership Topics: • The pillars of this program • Innovation leadership in the broader context of leadership • Lean thinking • Intrapreneurship • Powerful Value proposition design		Personal leadership and Design Driven Innovation Topics: • (Personal) leadership skills • Design Thinking I		Creating engagement Topics: • T-shaped professionality • 7 communication skills • Scenario Planning • Internal and external roles of innovation leaders

	Innovation Leadership Module **2**				
Day 1	**Opportunities for impact**	**Day 2**	**Creative problem solving**	**Day 3**	**Connectivity**
	Individual, team, organizational level Topics: • Direct and indirect influence on the process of innovation • Lean Innovation Strategy • Assessing innovative potential		Design Thinking as leadership strategy Topics: • Design Thinking II • Collaborative inquiry • Situational leadership • Mentoring models		Creating commitment Topics: • Performance metrics and targets • Stakeholders, teams & alliances • Influence styles • Presenting

	Innovation Leadership Module **3**				
Day 1	**Opportunities for impact**	**Day 2**	**Creative problem solving**	**Day 3**	**Connectivity**
	Making Ideas Happen Topics: • Thought Leadership		Building resilience for handling conflicts Topics: • Conflict modes • Dealing with resistance • Professional feedback • Design Thinking III: a tough solution for tough problem		Transfer knowledge and skills Topics: • Facilitating meetings and / or workshops • Pitching

Daily programming	
Knowledge, tools and methods	**Case-based workshops in the startup fieldlab**
09:30 Start	13:30 Setting the stage and the subjects
10:15 Lecture	14:00 Case-based interactive sessions part I
11:15 Working in subgroups	15:30 Break and sharing interim insights
12:15 Sharing insights	16:00 Continuation of case-based interactive sessions
13:00 Lunch break	18:00 Translation to your own work situation
	18:30 End

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