

MANAGEMENT
AND
LEADERSHIP

Barcelona

November 18-21,
2008



Short Focused Program
**Creative Cultures:
Making Innovation Work**

IESE
Short
Focused
Programs

 **IESE**
Business School

University of Navarra

Barcelona

**November 18-21,
2008**

CREATIVE CULTURES: MAKING INNOVATION WORK

**Truly innovative firms
nourish creativity
throughout their
organizations.
When Japanese
shopkeepers needed
more shelf space, local
farmers hit upon an
innovative solution.**

**By growing melons in
tempered glass cases,
they were able to modify
the shape of the fruit and
save on shelving.**

Creative Cultures will change the way you think about innovation and creativity in your organization. This is not a primer course on innovation; it is designed for managers who have struggled to foster innovation and experienced firsthand the hard reality of driving change.

The Creative Cultures program will help participants tap into pockets of innovation in their companies and equip them with strategies on how to stimulate innovation throughout their organizations.

Participants will explore the creative imperative of their own business. What is their organization's need and drive to innovate? How can innovation ensure continued success? Participants will leave the program armed with innovation strategies and a clear plan for action. IESE will support the implementation phase with a platform that monitors and shares results for 100 days after the program.

KEY TAKE-AWAYS

- An in-depth understanding of the dynamics of creativity, innovation and improvisation
- A tool kit for generating innovation within the organization
- An understanding of the trade-offs between new product, business model and process innovation
- Development of a new motivational model for driving innovation
- A classification of creative cultures and the ability to identify appropriate cultures for different organizations
- Discovery of hidden opportunities and reframing of traditional problems/solutions in innovative ways
- Understanding open architecture innovation
- A draft innovation strategy for your organization
- Follow-up for 100 days after the program with the IESE faculty team

WHO SHOULD ATTEND

Creative Cultures: Making Innovation Work is designed for managers responsible for driving change and innovation in their organizations.

Although creativity and innovation are often solitary activities, most organizations require a broad-based coalition in order to get things done. Participants are therefore encouraged to attend with other members of their organization.

APPROACH

The Creative Cultures program utilizes a number of case studies as vehicles for discussion, as well as workshops to address the participants' own innovation issues. The program begins at a theoretical level, laying a framework for a diagnostic that includes an innovation audit and outline of the fundamental concepts for nurturing a creative culture.

Participants will apply these concepts to their businesses to develop their own creativity strategies. To optimize the program's benefits, participants are asked to bring an innovation project with them.

PROGRAM STRUCTURE

TUESDAY, November 18

- Introduction to Creativity, Innovation and Improvisation
- Learning the Tools of Innovation: Brainstorming and Ideation
- Making Innovation Work: Classification

WEDNESDAY, November 19

- Innovation and Entrepreneurship
- A Motivational Model
- Situational Creativity
- Classifying Culture
- Hidden in Plain Sight

THURSDAY, November 20

- The Questioning Culture
- Developing an Innovation Strategy
- Broadening the Net
- Open Architecture
- Ethnographic Studies

FRIDAY, November 21

- Leading Innovation Strategy
- Reframing Strategy
- Presentation and Wrap-up

FACULTY



Paddy Miller
Academic Director
Professor of Managing
People in
Organizations, IESE
Ph.D. in Management, IESE

Paddy Miller teaches leadership and change management, focusing on leading change in multinational organizations transitioning to globalization. Prof. Miller has consulted for numerous firms, including Bulgari, IBM, Henkel, Volkswagen, Lufthansa, Standard Life Scotland and Sun Microsystems.

Prof. Miller has worked with various CEOs and their global management teams in Europe, Africa and the United States. In 2006, he was recognized by the American Academy of Management for his work in the field of globally distributed teams.



Antonio Dávila
Professor of Accounting
and Control and
Entrepreneurship, IESE
Doctor of Business Administration,
Harvard University

Director of IESE's Ph.D. program, Antonio Dávila has also taught at Harvard and Stanford Universities. His teaching and research interests focus on management systems in entrepreneurial firms, new product development and innovation management, and performance measurement.

Prof. Dávila is the co-author of *Making Innovation Work: How to Manage It, Measure It, and Profit From It* and editor of *The Creative Enterprise*. He has developed teaching cases based on

companies such as Checkpoint, Logitech, Siebel Systems, Citibank and Salesforce.com.



Erich Joachimsthaler
Founder and CEO of
Vivaldi Partners
Ph.D. in Business
Administration, University of
Kansas

Erich Joachimsthaler is the founder and CEO of Vivaldi Partners, an innovation strategy and marketing firm headquartered in New York City. An expert in consumer goods, retailing, telecommunications, media and entertainment, and technology sectors, he has held faculty positions at the University of Southern California and the Darden School at the University of Virginia, in addition to IESE.

Prof. Joachimsthaler is the author of the book *Hidden in Plain Sight*, and his articles have appeared in leading journals, including *Harvard Business Review*, *MIT Sloan Management Review*, the *Journal of Marketing Research* and the *Journal of Consumer Research*.



Anne Skare Nielsen
Managing Partner,
Future Navigator
Advisory Board
Member, Danish Design Center

Anne Skare Nielsen is the managing partner of Future Navigator, a Copenhagen-based firm dedicated to creating change through future-based ideas. Ms. Nielson is an expert in innovation and future studies, and her areas of interest include leadership, new value creation in products and

services, ethics and new technologies.

Ms. Nielsen is a member of the Danish Ministry of Science, Technology and Innovation's ICT forum and the Danish Design Center's Designmatters Advisory Board, the Global Future Forum and the Vallekilde Globalisation Team. She serves as an ambassador for Strategy Lab's Innovation Governance mission. Before founding Future Navigator, she helped establish Fahrenheit 212-The Ideas Company, owned by Saatchi & Saatchi.



Thomas Wedell-Wedellsborg
Founding Partner,
13 MBAs

Master's in Business
Administration, IESE
Master's in Media Science,
University of Copenhagen

Thomas Wedell-Wedellsborg is an independent consultant specializing in innovation and creative methodologies, specifically the practical intersection between business and creativity. He has worked with many organizations, including Abbott Laboratories, Joost, MTV Europe and the Danish Parliament.

Mr. Wedell-Wedellsborg is the founder of 13 MBAs, a professional network for IESE, Harvard, Stanford, Wharton and nine other top-tier business schools. He is currently co-authoring a book on corporate creativity with Prof. Paddy Miller. Earlier in his career, he spent four years as an infantry officer with the Danish Army.

“Much of the innovation industry talks recycled platitudes: the real secret is that innovation is more about business culture than it is about brainstorming ideas. A culture of innovation is driven by the individual. It’s instilled in an organization by small teams working together day to day.”

Paddy Miller, Professor at IESE Business School



DATES & VENUE

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Av. Pearson, 21
08034 Barcelona

FEES

Registration Fee: €4,500
IESE Alumni: €3,600
Company Delegation:
€11,600 in total for 3-5
participants from the same
company

Fees include:

- Tuition
- Hotel accommodation
- Meals and coffee breaks
- Study materials and documentation

HOW TO APPLY

Apply on line at
www.iese.edu/innovation.
Enrollment is limited and
registration is taken in strict order
of receipt, so early application is
encouraged.

CONTACTS

For more information, please
contact:

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Please visit our website:
www.iese.edu/SFP

THE LEARNING ENVIRONMENT

At IESE we provide a multifaceted learning experience that promotes professional development while fostering meaningful exchange and networking with other program participants.

IESE’s new campus in Barcelona features state-of-the-art learning technologies that meet the highest standards for executive education.

SHORT FOCUSED PROGRAMS

Ensuring success through innovation is one of the highly relevant business topics one of the highly relevant business topics covered by IESE’s Short Focused Program portfolio.

Designed for results-oriented senior managers, IESE’s Short Focused Programs utilize real-life case studies, group discussions and innovative concepts to deliver practical solutions for participants’ current and future business challenges.

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Innovation Work will
change the way you think
about innovation and
creativity in your
organization.



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