EMBA-2325-127-Leading Innovation

Name of lecturer(s) & Email	Level/Semester, Status, Timing	ECTS*, CH & SDL**
John METSELAAR john.metselaar@solvay.edu	Level 3 Elective Between 15-05-25 and 17-05-25	3 20 70

Description of the course
We have come to live in a "VUCA on Steroids" world where Innovation is not optional any longer. To survive, or even thrive, we need to ensure progress behind innovation. I will introduce an integrated framework to organize this. My "Generative Leadership" covers 1) Envisioning, 2) Enabling to Execute, and 3) Engaging and Empowering, toward ultimately, -as Innovation is a human team sport - creating a "Love-of-Learning Culture

Course units
- Fundamentals. What is innovation, why is it so critical, and so challenging, and what is required.
- Generative Leadership: Introducing the Need, and Fundamentals of the new Leadership required today to lead successfully with innovation that produces value for consumers, company, stakeholders, and society: Envisioning, Enabling to Execute, and Engage and Empower.
- Envisioning - The Power of Purpose and the Strategy-Innovation Integration.
- Enabling to Execute - Start with the Consumer: an intro in Design Thinking
- Enabling to Execute - The Process of Innovation: Creativity AND Discipline. Introducing "Future-Fit" over "Agile".
- Engaging and Empowering - Establishing a "Love-of-Learning Culture to enroll everyone, constructively"

Course Learning Outcomes (CLOs)
1. Understand the Fundamentals of Innovation. What it means for corporations - the challenges, the threats, the opportunities. That is a combination of creativity and discipline.
2. Apply the S-curve to help you define your Strategies. How does Strategy intersect with Innovation in today's world? How you manage core vs. stretch, incremental vs. disruptive, "old" world vs. new, digital world
3. Ensure the appropriate Leadership beliefs, values, and behaviors are in place to unleash Innovation by engaging the organization and setting them up for the change required.
4. Execute the right Processes to manage Innovation – from generating ideas including learning from the outside to passing the ensuing project through the stage-gates managing the inherent uncertainties, ultimately into execution and commercialization.
5. Recognize that Innovation is as much about psychology and sociology as it is about technology, and hence develop the right Culture for the people and the teams to get on fire and are keen to jump onto the opportunities for growth.

Teaching Activities (TAs)	Learning Activities (LAs)
Lecture, Interactive Lecture, Directed Discussion, Case Based Learning	Lectures, Readings, Case Studies, Group Work, Presenting, Essay writing, Videos.

Contribution to Programme Learning Objectives (PLOs)***	Assessment methodology / Learners Use of Time and Load
- Learning Objective 1.1: Reinforcement - Learning Objective 1.2: Mastery - Learning Objective 2.1: Introduction - Learning Objective 2.2: Mastery - Learning Objective 3.1: Introduction - Learning Objective 3.2: Mastery	Individual Assignment - weight 50% - workload estimated = 40 hours - due 08-06-25 Class Participation and preparation - weight 20% - workload estimated = 8 hours - due 17-05-25 Group assignment - weight 30% - workload estimated = 8 hours - due 08-06-25
Evaluation scale 0-20	

Contribution to the Environmental, social and governance (ESG)
Course Contribution to ESG: Yes
Contact Hours are dedicated to ESG: 2
Contact Hours containing climate solutions for how organisations can reach net zero: 0
Description of contribution: The course fosters a sustainable mindset, enabling students to develop innovative solutions aligned with ESG principles for addressing societal and environmental challenges.

Readings
Required
Case Studies:
- Design Thinking and Innovation at Apple
- LEGO
- Satya Nadella at Microsoft: Instilling a growth mindset
- Crest Whitestrips
- Kathy Fish at P&G: Navigating Industry Disruption by Disrupting from Within

Other Learning Material(s)
Required
- Strategic Management and Innovation offered by Copenhagen Business School (CBS) on Coursera

Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking Canvas.