

MO 563 Leading Creativity and Innovation

Jeff DeGraff (qumuse@umich.edu) and Michael Tschirhart (mtschirh@umich.edu)
Teaching Assistant, Pete Bacevice (bacevice@umich.edu)
Ross School of Business at the University of Michigan

Overview

This course is designed to introduce you to the practices necessary to stimulate and manage innovation in a business. You will be given frameworks and methods for designing, developing, and implementing innovation in real work situations. The aim of the course is to provide you with the perspective and skill base necessary to manage innovation-focused projects, people, and ventures.

The course will emphasize how innovation tools and methods can be successfully employed in real work situations. Each class will consist of several basic components include: (1) a framework, (2) a business case, (3) a methodology or tool, and (4) an application to a practical business situation. Each segment of the course is designed to engage you in a conceptual and experiential application of innovation practices.

Logistics

This course is only for those students have a serious interest in the development of personal creativity and organizational innovation. Like creativity itself, this course is more about experiences and experiments than tools and methods. Each participant is expected to contribute to the learning experience.

This course will meet on Monday from 9:00am – 12:00pm

- September 14th
- September 21st
- September 28th
- October 5th
- October 12th
- October 19th

Classes will be held at the Innovatrium (601 E University Ave) on the Second Floor of the National City Bank on the Corner of South and East University. For assistance, call 926-0350.

ATTENDANCE AT ALL SESSIONS IS MANDATORY.

Readings for the September 14th class and the online assessment must be completed before the first class meets. Remember to bring your assessment results to the first class. The assessment is available at: <http://www.competingvalues.com/assessment/>.

Optional open discussion sessions will be held for those who would like to discuss their case studies and projects with the faculty. Meeting times will be announced each week.

Required Texts

- *Leading Innovation: How to Jump Start Your Organization's Growth Engine* by Jeff DeGraff and Shawn Quinn, (New York, McGraw-Hill, 2006)
- Course Pack

Assignments and Grading

- 15% Affinity group key ideas presentation
- 40% Affinity group case study
- 45% Affinity group final group project

Affinity Group Key Ideas Presentation

You will be placed in affinity group in Session 1. It is wise to meet with this group regularly. Each group will focus on a specific approach to an innovative solution to a pressing business problem or opportunity. Each group will be responsible for completing class assignments.

Each Affinity group will be responsible for presenting the materials for their assigned session. Each group will be given 15 minutes (presentations will be stopped at 15 minutes) to present their teachable point of view that includes:

- Assimilation, synthesis and presentation of key ideas for the assigned Session
- A unique tool that students can use in their work
- A brief description of simple rules of thumb

Affinity Group Case Study - due October 12th

The objective of this case is to identify, frame, and diagnose the organization's current innovation practices. Use the *Competing Values Framework* and other models from Session 1 to frame their situation. Examine the organization's intended purposes, practices, and people.

Develop your Affinity Group's perspective as to what are the essential elements of innovation in this organization. Frame innovation in terms of its strategic importance or value to the firm. Remember you can not include everything in this case. Focus on those innovation practices that will best determine the success or failure of the organization in achieving their desired purposes and the charge of your Affinity Group. Consider all the facts and carefully develop your point of view.

At each crucial junction in the case, describe the various key tradeoffs. For example, what would a firm gain and lose in terms of innovation by implementing a disciplined resource allocation process? Remember there are no "correct" answers; only ideas that may be more useful and valuable given a particular innovation in a particular context.

The case should be completed with three essential and pointed questions that a key observer or stakeholder might ask to determine if the organization was going to succeed in achieving their desired purposes. For example, one question might be, "How will the firm build upon this innovation to energize its market share losses in its core business areas?"

This paper should be crisp (somewhere between 7 and 10 pages, not including appendices and charts). Single-spaced, 12-point font please!

The more direct experience you have with the case, such as interviews with key people or personal experience at the firm, the more likely it will be credible. Camcorders will be available and video of the interviews and data finding excursions are encouraged as they provide credible authentication of insights. Demonstration of imagination will be rewarded.

This case provides the foundation for your final presentation.

Affinity Group Final Group Project - due October 19th

Design and develop a solution to the challenge/opportunity. This is a VC/Capital Committee style pitch. The criteria for the solution are as follows:

1. The solution must resolve, at least in part, the CHALLENGE (Stay on goal)
2. The solution CAN'T require any significant INVENTION of new technology or products (Use what is available and search for viable options)
3. The solution must address ALL FOUR COMPETING VALUES quadrants (Connect the dots)
4. The solution must be UNIQUE (Do some real research)
5. The solution must be WOW (Be creative)
6. The solution must be FEASIBLE (Be realistic)
7. The solution must be VALUABLE (Be ambitious)
8. The solution must provide NEXT STEPS to PROOF THE CONCEPT
9. The presentation of the solution must be NO LONGER THAN 15 MINTUES
10. The presentation of the solution must be CLEAR, COMPELLING and CREATIVE

Please turn in any mock ups, slides or other work product that goes with your pitch at the time of your presentation.

Reading Assignments

Assessment Due - Take the assessment online at <http://www.competingvalues.com/assessment/> and bring results to the first class.

Pre-Reading Due

Session 1 (September 14th): Overview, assessment and assignment

Pre-read:

- "Creativity," by Judith Heerwagen, from *Understanding Creativity: The Interplay of Biological, Psychological, and Social Factors*, by John S. Dacey and Kathleen H. Lennon, Chapter 15.
- "The 12 Different Ways for Companies to Innovate," by Mohanbir Sawhney, Robert C. Wolcott, and Inigo Arroniz, *MIT Sloan Management Review*, Spring 2006.
- "The Innovation Value Chain," by Morten T. Hansen and Julian Birkinshaw. *Harvard Business Review*, June 2007.

Session 2 (September 21st): Jumpstarting solutions, collaborative and web enabled business model innovations

Pre-read:

- *Innovation Networks*, by Navi Radjou (research report published by Forrester Research) 2004
- *The Three Archetypes of Innovation Management Tool*, by Chris Townsend (research report published by Forrester Research) 2008
- "Reinventing Your Business Model," by Mark W Johnson, Clayton Christensen and Henning Kagermann, *Harvard Business Review*, December 2008
- "Radical Collaboration: Lessons from IBM's innovation factory" by Steve Hamm, *Business Week*, August 30, 2007.

Case

- "Radiohead: Music at Your Own Price (A)" by Anita Elberse and Jason Bergsman. *Harvard Business Publishing*, May 2008.

Session 3 (September 28th): Solution patterns, and prediction

Pre-read:

- “Meeting the Challenge of Disruptive Change,” by Clayton Christensen and Michael Overdorf, *Harvard Business Review*, March, 2000.
- “Blue Ocean Strategy,” by W. Chan Kim and Renee Mauborgne, *Harvard Business Review*, October 2004.
- “IBM’s Grand Plan to Save the Planet,” by Jeffrey M. O’Brien. *Fortune* 159.9, May 4, 2009.

* **Affinity Group Case Studies Due**

Session 4 (October 5th): Creative, design and innovation processes

Pre-read:

- “How Pixar Fosters Collective Creativity,” by Ed Catmull, *Harvard Business Review*, September 2008.
- The Weird Rules of Creativity, by Robert I. Sutton, *Harvard Business Review*, September 2001.
- “Innovation as a Learning Process: Embedding Design Thinking,” by Sara L. Beckman and Michael Barry, *California Management Review*, Fall 2007.

Session 5 (October 12th): Innovation practices and organizational competency development, moving innovation through the “system”

Pre-read:

- “Deep Smarts,” by Walter Swap and Dorothy Leonard-Barton, *Harvard Business Review*, September 2004.
- “Innovation: The Classic Traps,” by Rosabeth Moss Kanter, *Harvard Business Review*, November 2006.
- “Moon Shots for Management” by Gary Hamel, *Harvard Business Review*, February, 2009.

Session 6 (October 19th): Connecting the dots, hybrids, final projects

Pre-read:

- “Creating New Markets Through Service Innovation” by Leonard Berry, Venkatesh Shankar, Janet Turner Parish, Susan Cadwallader and Thomas Dotzel, *Sloan Management Review*, Winter 2006.
- “Is It Real? Can We Win? Is It Worth Doing? Managing Risk and Reward in an Innovation Portfolio” by George Day, *Harvard Business Review*, December 2007

* **Affinity Group Final Group Project Presentation Due**