

# Innovation – embracing change to create value

Innovation is a buzzword and seems to have become an end in itself. Companies invest in it, but not many are happy with what they get in return.

## What really makes a difference?

It is about understanding the real barriers, it is about having a vision, it is knowing where to innovate, it is about leadership, it is about behaviours and attitudes, it is about the people inside the organisation, it is about your external collaboration partners – in short, a holistic approach is required!

The following **6 one-day MasterClasses** for senior managers and innovation leaders will not only help identify the barriers that exist in your organisation to becoming more innovative, they will also show how to address them, and what you can do to create a sustainably innovative organisation.

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| <p><b>1. Barriers to innovation – and what you can do about them</b></p>           | Understanding where your company currently is in its innovation journey. What are the next steps to move forward?                         |
| <p><b>2. A glimpse of the future - and what it means for your organisation</b></p> | A new map is being drawn – in business, in society, in our surroundings. In which direction do you set your compass?                      |
| <p><b>3. Innovation – setting the agenda</b></p>                                   | You will shape your future – you have limited resources to do that. What kind of innovation is required, and in what areas?               |
| <p><b>4. Leadership for innovation – what it takes</b></p>                         | It is not what you say but what you do. What kind of leadership is required to get to the desired destination?                            |
| <p><b>5. Innovation starts with people</b></p>                                     | Innovation is about people. Who are the companions you need on your journey?  |
| <p><b>6. Maximising innovation - collaboration across boundaries</b></p>           | Beyond your organisation's boundaries lies the potential for creating a truly unique future. How will you create these new relationships? |

A lack of innovation has many roots. The MasterClasses have been designed to offer an all-encompassing approach to innovation. Each MasterClass can be used independently though we would strongly recommend you use MasterClass No 1 to ground any actions in the realities and challenges that exist in your particular organisation.

All MasterClasses are highly interactive, drawing on a toolkit that helps to Visualise the Invisible (V-Kit), and are aligned to the BvS Innovation Framework which is based on insights into where innovative organisations differ from their less innovative counterparts (for additional information on the V-Kit and the BvS Framework see separate leaflets).



## Where your organisation is now

**Does the following statement reflect your current situation?** “We would like to improve our organisation's innovation performance, but somehow struggle to achieve results.” You may even have introduced processes, structures and systems to encourage and support innovation yet are still not satisfied with the innovation performance. This can refer to,

- the rate of innovation – how often innovations are introduced into the market;
- the level of innovation – lots of incremental innovation but not much radical innovation;
- the type of innovation – innovations concern products only and little innovation happens around processes, services and the business model;
- the speed of innovation – innovation projects are started but never seem to reach readiness to be launched.

## Finding the right starting point for your organisation – which of the following resonates most?

1. “In our organisation a small group of people are seen to be responsible for innovation; innovation is something for specialists.” or “We talk about innovation a lot and have processes in place to support it yet nothing much seems to happen.”  
If so, MasterClass No 1 is definitely the one to start with. During this MasterClass we will take a different look at understanding resistance to change and innovation which will give you a different starting point for creating a more innovative organisation.
2. “We tend to react to developments in the market rather than initiating them.” or “We look at our current competencies and skill sets to decide where we should go next.” or perhaps “We are too busy in the here and now to contemplate the future much.”  
The future is not something that just happens to us; innovation is about shaping and creating a future. If this resonates, then perhaps MasterClass No 2 is a good starting point. Fundamentally, this one is about understanding drivers of the future, and how these can be used to shape an innovation agenda.
3. “We do not have a shared definition of innovation; we are being told to be innovative – but where to start? What does the kind of innovation we need to succeed actually look like?”  
If you can identify with these comments then perhaps MasterClass No 3, taking a closer look at your organisation/s strategy and vision – the way they are developed, whether they make explicit reference to your organisation's innovation ambition, and how they are communicated – could be the right one for you. This Masterclass will also take a closer look at different types and levels of innovation, and their implications, as well as explore concepts such as platforms and product portfolios.
4. “Our leadership talks a lot about innovation; it is mentioned a lot in our written statements. But if you propose new things there is always a good reason why nothing can be done about it.”  
How did your organisation react to the economic crisis? Was it seen to be an opportunity to cut long-term and radical projects? Then you should consider MasterClass No 4. Here it is all about leadership, why it plays such a critical role in improving organisations' innovation performance, and what leadership for innovation actually looks like.
5. “In our organisation we all seem to be rather alike.” or “We do not really have anyone who challenges what and how we do things.” or “Everyone here knows exactly what our customers want and how things should be done.” or even “In our organisation silos are still quite strong.”  
If this is the case in your organisation, you would benefit from MasterClass No 5 which explores people's skills, attitudes and mix as well as roles in the context of innovation.
6. “There are so many good ideas out there, I wish we had a way of tapping into that.” Or “I have heard so much about open innovation and all its possibilities, but what does it actually mean?”  
Coming up with an idea might depend on creative individuals, but building on the ideas, developing and implementing them is decidedly a team sport. MasterClass No 5 looks at people and relationships inside your organisation, MasterClass No 6 takes that to another level. Most of you will already collaborate with suppliers and customers at many levels. But do you really jointly pursue innovation? Have you thought about innovating with partners from currently unrelated industries? Well, if you have not, perhaps you should... Find out more in Masterclass No 6.

## Other Useful Information

### Who will be your guide

**Dr Bettina von Stamm**, original and visionary thinker in the field of innovation, who has focused on understanding and enabling innovation, particularly in large organisations, since 1992 (see leaflet of her bio).

## Further Guidance

<b>Participants:</b>	Senior managers and innovation leaders in your organisation; multi-organisational MasterClasses can be organised on request
<b>Date:</b>	At your convenience
<b>Duration:</b>	Each standard MasterClass is designed as a one-day event; duration can be varied to suit individual needs
<b>Number of participants:</b>	From experience 10-25 works best
<b>Location:</b>	Off-site strongly recommended
<b>Pricing:</b>	MasterClasses start from £6,000 per MasterClass – we will be more than happy to discuss your specific needs, requirements and constraints.

If you would like to find out how your organisation can benefit from these MasterClasses, **Emily Miller** will be delighted to answer any questions (Emily@innovationleadershipforum.org).

[Click here to look at the MasterClasses in more detail.](#)