

Accelerating Innovation Programme

Programme outline

Your business works in an ever changing environment. It adapts, maintains its revenues and grows. But whatever the future holds, your business will need to innovate and change to survive. It will need to find new markets, products, and business models whilst maintaining old business revenues. Change is risky and hard to do, but even riskier to ignore.

This programme is designed to give you the latest techniques in strategic innovation so you can maintain the edge as your company adapts and grows. It is organised in the following four modules:

Strategy and purpose

Today's businesses face political instability, economic downturns, changing consumer demand and technological innovation that make predicting and planning for the future very uncertain. This session discusses the volatility, uncertainty, complexity and ambiguity (VUCA) environment and the need for a different approach to innovating for the future.

- Understand the 'VUCA' environment, the iterative nature of strategy formulation and why traditional business planning techniques are likely to fail.
- Understand how the combination of disruptive innovation and new business models can have a multiplier effect on future economic contexts.
- Understand where the returns on innovation come from.
- Learn how to look differently at one year, three year and five year horizons and how to define your innovation strategy accordingly.

Ideas, creativity and culture

Doing something different is hard. It takes energy and courage. There is always the risk it won't work, and not many companies accept that. Your staff have to know that it is safe to 'move fast and break things', as Mark Zuckerberg would have it. Thinking about the future necessarily involves planning for more than one scenario, in the full knowledge that some of the planning will be wrong, you just don't know which bit. The trick is to make that planning and testing quick and cheap.

- Understand the signals you need to look out for in the market.
- Learn from other industries, organisations and competitors.
- Judge what to keep, develop and change in your company to create the right innovation process.
- Learn how to create the culture that encourages innovation, not stifles it.

Implementation, management and process

In this session, we explore how to develop strategic projects, define experiments and set up the processes and incentives to promote innovation. Options can include whether to innovate internally, research, build or buy capability.

- Understand the innovation process as a series of staged gates and learn how to build a process to manage and measure innovation.
- Understand how to sponsor disruptive ideas with small bets and develop proof of concept.
- Apply lean thinking concepts in the SME world.
- Understand how to develop, test and commercialise your ideas quickly, efficiently and cheaply.

- Understand how to run low cost experiments and learn both from positive and negative outcomes.
- Understand how to integrate lean startup and design thinking methodologies into your company.
- Understand the capabilities needed in your company to make innovation work.

Leadership and clarity

Strategic Organisational Leadership looks at elements of building a robust organisational strategy, the barriers leaders face in execution and techniques to overcome them. Asking teams to be “more innovative” does not produce the desired results. In this session we explore how messages and communication can be made more effective as organisations build in and implement a culture of innovation.

- What managerial skills can I develop?
- What are the elements of bad strategy that I should avoid?
- Learn why messages cease to be effective when they are cascaded down the organisations and how you can avoid that.
- How can I inspire my organisation in times both good and challenging?