



Unleashing and Sustaining Innovation

Goals

Unleashing and Sustaining Innovation takes a hands-on organizational behavior approach to innovation in organizations. It focuses on both the barriers and enablers that constrain or facilitate innovation, basic creative thinking skills, and collaboration techniques. It traces those along the three levels of OB analysis - individual, group/team, and organizational. Most importantly, it does so while giving students the opportunity to practice them on real organizational problems throughout the course, starting on day one. This course enables students to identify - and practice - ways of lifting barriers to unleash innovation and then sustain it through individual and team effort.

Participants will learn about the antecedents to individual and group creativity, how to construct and manage innovation teams, how to identify innovation constraints in organizational and team cultures, and how to implement new and useful ideas across the organization. Learning is both theoretical and experiential – whatever we learn, we will also implement!

The course is designed to help you answer the following types of questions:

- Why innovate? What is it and when is it useful?
- What are the conditions for successful innovation?
- What causes innovations to fail?
- How can I increase my creativity and that of my colleagues'?
- How should an innovative team be managed?
- How do I get my ideas implemented?
- How to address resistance to change?

Course Outline and Assignments

Class	Date	Topics, readings, and assignments
INTRODUCTION		
1	February 24	<p>Introduction Review Course Structure and class charter/Andragogical Approach</p> <p>Idea Trail Exercise: What is your experience with innovation? What would you like to know at the end of the course?</p> <p>Lecture & Discussion: What is innovation and what is creativity? Guest Speaker from Representative Company – Vision, goals, challenges, and pain points</p> <p>Exercise: Teaming</p>
2	March 2	<p>Lecture & Discussion: Prevalent models of the innovation process – Diamond model, models of closed, open, and hybrid innovation.</p>
3	March 9	<p>Lecture & Discussion: Team Structure and Processes; The team innovation process model Creative Cognition, Mental Expansion, and Measuring Creativity</p> <p>Exercise: Brainstorming Session and mental expansion</p>
UNLEASHING INNOVATION – INDIVIDUAL LEVEL		
4	March 16	<p>Demonstration/Exercise: Your own cognitive biases</p> <p>Lecture & Discussion: Cognitive biases, Perception and Paradigms Defining pain points, needs, and challenges</p> <p>Interview prep</p>
5	March 23	<p>Interview Representative Company</p> <p>Exercise: Beginner’s mindset & Identifying basic assumptions (flipping)</p>
6	March 30	<p>Interview Representative Company staff and leadership Interview startups/stakeholders -> Insights</p> <p>Exercise: Brain writing</p>
7	April 6	MIDTERM: Article Analysis & Discussion
UNLEASHING INNOVATION – TEAM LEVEL		
8	April 13	<p>Lecture & Discussion: Change & Stress Management</p>
9	April 20	<p>Lecture & Discussion: Team Dynamics</p> <p>Final Project Session:</p>

		Ideation Session
10	April 27	Lecture & Discussion: Strategy, Culture, and Politics Final Project Session: Ideation Session
11	May 4	Final Project Session: Draft Pitch Presentation
SUSTAINING INNOVATION – ORGANIZATIONAL LEVEL		
12	May 11	Final Project Presentation: Pitch day Feedback From each other, guest speakers, and professor

Grading structure

- Midterm %40
- Pitch Day %40
- Participation %20
- Bonus %10

To leverage our proximity to “Silicon Alley” students may interview local startups/entrepreneurs for bonus points. These interviews and write-ups will follow course modules.

Readings

Academic Journals

Amabile, T. M., & G. Pratt, M. (2016). The dynamic componential model of creativity and innovation in organizations - Making progress, making meaning. *Research in Organizational Behavior*, 36, 27. doi:10.1016/j.riob.2016.10.001

Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*, 67(8), 1609-1621. doi:10.1016/j.jbusres.2013.09.007

Amabile, T. M., Barsade, S. G., Mueller, J. S., & Staw, M. B. (2005). Affect and Creativity at Work. *Administrative Science Quarterly*, 50, 37.

Schein, E. H. (2004). *Organizational culture and leadership* (3rd edition ed.). USA: San Francisco, CA: Jossey-Bass.

Schein, E. H. (1994). Innovative Cultures and Organizations. In T. J. Allen & M. M. S. Scott (Eds.), *Information technology and the corporation of the 1990s: research studies*. (pp. 22).

Harvard Business Review

Innovation Isn't an Idea Problem, David Burkus, July 23, 2013

<https://hbr.org/2013/07/innovation-isnt-an-idea-proble>

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The Innovator's DNA, Jeffrey H. Dyer, Hal Gregersen, Clayton M. Christensen,
December 2009

<https://hbr.org/2009/12/the-innovators-dna>

The 4 Types of Innovation and the Problems They Solve, Greg Satell June 2017

https://hbr.org/2017/06/the-4-types-of-innovation-and-the-problems-they-solve?referral=03759&cm_vc=rr_item_page.bottom

Books

Gamestorming: A Playbook for Innovators, Rulebreakers, and Changemakers; Dave Gray, Sunni Brown, James Macanufo; "O'Reilly Media, Inc.", 2010