Program Overview
This program is designed to help spark the breakthrough ideas business leaders need to create successful competitive products for the future. Drawing on the latest MIT Sloan research, the program will offer a set of strategies for growing companies in the face of changing markets, technologies, and consumer demand. Specifically, participants will be presented with:

• Tactics for dealing with the internal politics and resistance to change that can threaten innovation initiatives and early-stage developments
• Techniques for building innovation streams
• Processes for collecting competitive intelligence, forecasting technology change, and gathering information on user needs
• Methods for identifying better innovations more quickly, including the lead-user method for discovering breakthrough products, services, and strategies; and innovation toolkits that enable managers to design their own mass-customized products and services

Program Benefits
Participants will learn about the steps required to drive strategic innovation in the organization, including how to:

• Get the right mix of people and skills to generate innovative ideas efficiently
• Develop the processes required to support these people
• Build cultures that encourage innovative behaviors
• Decide which ideas are right for investment, and which new business opportunities are worth pursuing

The Learning Experience
In Building, Leading, and Sustaining the Innovative Organization, we will explore the elements of innovation and outline the steps that need to be taken to implement and manage a culture of innovation in your organization.

Organized around a four-part framework developed at MIT for leading and organizing for breakthrough innovation, the program will help you to better understand how to:

• Develop sources of information on current and new technologies and consumer needs
• Come up with innovative ideas for new products and services, and new sources of innovation
• Make timely decisions about implementing ideas and choose projects with the most likelihood of success
• Develop proof of concept around new innovations to a point where their value is recognized in the organization

Led by senior MIT faculty and experts in developing successful corporate innovation programs, you will learn about:

• The people, teams, and cultures required to support a successful innovation effort
• The processes you must put into place in order to forecast technological change and predict changing customer needs
• Tactics for dealing with internal politics and overcoming resistance to change

http://executive.mit.edu/inn
Building, Leading, and Sustaining the Innovative Organization

Sample Program Schedule (subject to change)

**Day 1**
- 7:45–8:30 AM: Registration and Continental Breakfast
- 8:30 AM–12:30 PM: The Elements of Innovation: Part I
- 12:30–1:30 PM: Luncheon
- 1:30–5:00 PM: The Elements of Innovation, Part II and The Elements of Innovation, Part III
- 5:00–6:00 PM: Reception

**Day 2**
- 7:45–8:30 AM: Continental Breakfast
- 8:30–11:45 AM: Implementation, Part I
- 11:45–12:45 PM: Luncheon
- 12:45–3:30 PM: Implementation, Part II

Who Should Attend

This program has been developed for senior corporate and technical executives, including:

- EVPs
- VPs of Marketing, New Product Development, R&D, Human Resources, and New Business Development
- CIOs
- Chief Technologists
- Corporate Strategists and Planners
- Other executives with leadership responsibility

Program Faculty

Please note that faculty are subject to change and not all faculty teach in each session of the program.

**Ralph Katz** is a Professor of Innovation and Entrepreneurship Management at Northeastern University’s College of Business. For more than 30 years, Katz has been carrying out extensive management research, education, and consulting on technology-based innovation, with a particular interest in the management and motivation of technical professionals and high-performing groups and project teams.

**Jay Paap** provides clients an integrated approach to creating the innovative environment in which to grow their businesses and position themselves for the future. He provides services in four areas: management of innovation (e.g., roadmaps, business development strategy, new product development, and organization of the technical and business development functions), open innovation and corporate venturing (including alliances and scouting), competitive intelligence, and executive education.

**Eric von Hippel** is a founder of the Entrepreneurship Program at MIT. His academic research examines the sources and economics of innovation. He is known for pioneering research that has shown how product lead users are often the developers of successful new products, rather than the manufacturers, as has been commonly assumed. This research, along with that of collaborators and others, is now triggering a major rethinking of how the innovation process works.

“[This program] provided excellent insight into multidimensional concepts such as customer value and disruptive innovation, while it builds on the ability to break barriers and reduce uncertainty in a straightforward, experienced, professional, and fun way!”

Sonia Maher  
Manufacturing Manager  
Cisco Systems

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