Strategic Leadership and Innovation

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Summer 2019 - Executive Education, High-Engagement Online Course

Course Purpose

Today's business world is fast-moving and changing. To enable leaders to be effective in this environment, this course focuses on building skills in two key areas: team leadership and adaptive organization design. The course takes a unique approach in that it first covers fundamentals in each area, so it is useful in everyday leadership. But, the course also pushes further by exploring innovation situations that especially require teams and organizations to be adaptable and flexible.

Course Abstract/Overview

For team leadership, we begin with models of effective decision-making and implementation through management of information and motivation. We push on into innovation by covering core team-based approaches in new product development, and particularly emphasize the promise of "heavyweight" cross-functional development teams.

For organization design we focus on the understanding sources of organizational effectiveness and how they can be achieved through different organizational designs. We push into innovation by exploring the challenges of simultaneously managing both established businesses and new businesses in nascent markets with new technologies. We examine the idea of organizational ambidexterity as a solution to these challenges and cover how managers can develop and lead an ambidextrous organization.

Learning Outcomes

Upon successful completion of this course, you will be able to:

- Learn key team leadership skills regarding information management, motivation, and inclusion, so as to enhance organizational flexibility and responsiveness
- Recognize how teams are particularly useful in innovation contexts and learn team design and leadership skills that enable effective innovation management
- Learn the critical dimensions of organization design and how to apply them effectively
- Recognize how innovation initiatives require different organizational designs than established businesses and learn to design organizations that can do both effectively

Course Dates

Summer 2019 dates to be announced.