



## **Strategic Innovation Toolkit for Managers**

### **Module 1: David Owens – Professor for the Practice of Management and Innovation**

#### **Why Everyone Wants Innovation But No One Wants to Change**

Why Everyone Wants Innovation But No One Wants to Change

- Creative People Must Be Stopped
- Academic Theories of Innovation
- Constraints Framework
- Why Constraints Matter
- Six Innovation Constraints

#### **Individual Constraints: Why Most of Us Are More Creative Than We Think**

Are Innovators Born or Made? A Psychological View of Innovation

- The Story of a Creative Mind
- The Paper Clip Exercise
- Perception Constraints
- Intellection Constraints
- Intellection Constraints, Part 2
- Expression Constraints
- Being a Creative Individual

### **Module 2: David Owens**

#### **Group Constraints**

Why A Brainstorm Meeting Can Be Worse Than No Meeting At All

- Why a Brainstorm Can Be Worse
- Information Versus Emotion Processing
- Group Culture as Constraint
- The Effect of Space on Groups

- Process as the Key to Innovation
- Overcoming Process Constraints
- Leading a Group Brainstorm

### **Organizational Constraints**

Why You'll Never Be a Prophet in Your Own Hometown

- How Organizations Stop Innovation
- Strategy as Constraint
- Organizational Structure and Innovation
- Overcoming Structural Constraints
- Resource Allocation and Innovation
- Measuring Innovation

### **Module 3: David Owens**

#### **Industry Constraints: If It's Such a Great Idea, Why Isn't Our Competitor Doing It?**

Driving Innovation with Competition: A Market-Based View of Innovation

- Industry Constraints
- Competition as Force and Barrier
- Suppliers Don't Want Innovation
- Market Constraints
- Disruptive Innovations

#### **Societal Constraints: Why My Innovation Means You Have to Change**

Can We Choose to Change Society? A Value-Based View of Innovation

- Social Constraints
- Identify and Social Values
- Protecting the Vulnerable
- History as Obligation
- Segway Case

### **Module 4: David Owens**

#### **Technological Constraints: How to Take a Really Hard Problem and Make It Completely Impossible**

What's Hard About Manipulating Matter, Time and Space: An Engineer's View of Innovation

- Technology – Why Some Things Are Hard to Do
- The Physics of Innovation
- Putting First Things First
- Ecology and Innovation

### **When Failure is Not An Option: Leading an Innovative Strategy**

Show Me the Money: Constraints on the Adoption of Innovation

- When Failure is not an Option
- Driving Adoption
- Leading the Innovation Process
- Improving Innovation Capacity in Organizations
- Building an Innovative Portfolio
- Leading and Innovative Team
- Thinking Inside the Box
- Nine Dumb Ideas About Innovation

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