

Ideation- New idea development and management
University of Lodz
May 9-June 1, 2023
Final Draft 03/30/23

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Course description

This five-sessions course is about developing and managing ideas that can be primed into successful business ventures by using the cultural and professional diversity of a team as a powerful lever. We will systematically and creatively approach the subjects of ideas instigation; business' opportunity needs identification and the development of a suitable business models. We will consider the issues arising in the implementation of the ideas and business models as well. Further, we will identify internal and external barriers and ways to overcome them stimulating the comparison and integration of different cultural and professional perspectives. The class will use numerous discoveries, creativity, ideation, problem solving tools and frameworks, and concentrate on turning them into a viable business solution. The student will practice the tools intensively and continuously individually and in a team context by generating creative concepts and testing theirs and other ideas and models. Students will be expected to generate number of new ideas (using ideas logs) daily (at least four) and choose knowingly each day the best one. For the most successful solution among the best (for the first 4 days with a team of four students), the team is expected to develop a detailed business model and implementation scheme and present it in a power point (including an elevator speech) presentation and a written summary. Ideas will be developed for existing organizations or for new (real or imaginary) ventures. Those will be critiqued judiciously by the class.

Course Objectives

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

1. Frame opportunities and issues in multiple terms that insinuate alternative ideas for solutions.
2. Learn how to discover, develop, evaluate, and sell ideas.
3. Develop business models based on the most promising ideas.
4. Plan how to make ideas happen in a business setting.
5. Plan how to overcome communication and implementation barriers.

Course Topics

Visual thinking
Visual tools for issue framing
Idea development
Business models
Value proposition
Network development and management
Protecting your ideas
Leading idea execution
The Knowledge and Experience-Based Economy

Required Reading

Russ, M. Ideation for New Ventures: The Reasonings-Outcomes Matrix, Models and Tools. Preprints 2021, 2021040172 (doi: 10.20944/preprints202104.0172.v1).

<https://www.preprints.org/manuscript/202104.0172/v1>

The Back of the Napkin: Solving Problems and Selling Ideas with Pictures

Dan Roam; December 2009; ISBN-13: 9781591843061;

See review/summary at [https://www.bptrends.com/publicationfiles/09-08-BR-](https://www.bptrends.com/publicationfiles/09-08-BR-Back%20of%20the%20Napkin-Roam-GAS.doc-1ph.pdf)

[Back%20of%20the%20Napkin-Roam-GAS.doc-1ph.pdf](https://www.bptrends.com/publicationfiles/09-08-BR-Back%20of%20the%20Napkin-Roam-GAS.doc-1ph.pdf) . Accessed March 23, 2021

Business Model Generation (BMG): A Handbook for Visionaries, Game Changers, and Challengers

Alexander Osterwalder and Ives Peigner; July 2010; ISBN-13: 9780470876411;

Preview from

http://www.businessmodelgeneration.com/downloads/businessmodelgeneration_preview.pdf Accessed

March 23, 2021; Available from the Instructor.

Each learning module might include additional suggested readings pertinent to the individual learning module. The instructors will provide the students with the relevant materials.

Optional Reading

The Business Idea factory; Andrii Sedniev ; 2013; ISBN 978-1-49368-220-1; available from the Instructor.

Making Ideas Happen: Overcoming the Obstacles Between Vision and Reality

Scott Belsky; April 2010; ISBN-13: 9781591843122; Available from the Instructor

Grading

Summary of Course Requirements			
Class Due Dates		Pts Avail	% of course grade
Classes 1-5	Individual Daily Idea Logs	100 (20 / day)	20
Classes 1-5	Group daily class discussion and in class assignments	100 (20 / day)	20
June 6, 2023	Individual Business Model Analysis Paper	100	15
Class 5-June 1, 2023	A. Group Presentation + Exec Summary (The best idea)	100	15
	B. Individual Presentation (Elevator speech) + Exec Summary (The best idea execution plan)	100	15
Classes 2-5	Class teaching	100	15
	Total Possible Points:	600	100%

1. Daily Idea Logs and feedback – (20% of Course Grade Points) – Due each day for days 1-5

For each of the five sessions (4% per day), each student individually is expected to post at least four new (original) and creative ideas (“A \$100 hour,” see Sedniev, pp. 8, 33-34, 53-56) to their group. At least one of the four ideas **MUST** use the reverse/rearrange method of SCAMPER. Each idea should include the issue description (can use an issue more than once), the solution and the description of what is new and creative about the solution. The student is then expected to choose the “best” idea. To do that, the student is expected first to discuss the pros and cons for each idea (at least three of each). Then discuss the criteria you are using to select the “best” idea (e.g. highest value to the end user). Finally, make the choice and explain your rationale. The posting (to the Instructor) for days 2-5 is due by midnight, the day prior to the day of the class. The first posting is due May 9th, by midnight, the day of the 1st class. Following days as listed in the syllabus.

The ideas must be substantial, significant and have business and/or management context (“A \$100 hour,” see Sedniev, p. 8). The ideas must also enable the student’s exploration of breadth, depth and complexity as expected in a undergraduate level program (solving a problem of being late to class or not have a car, will NOT cut it).

Each student will also provide daily feedback, in class, in group discussions to every member of their team (no more than four students in a group). For each day, one member should provide positive feedback, building and adding ideas while the other two should provide critique or constraints for the ideas. The team should rotate the positive and negative role playing positions.

2. In class group case study participation (20% for 5 days= 5*4%)

You will be assigned randomly to a group by your instructor. For each day, your group will receive an in class case questions for analysis (see below). You should use all the learned material in this class (books, lecture notes, all open) plus any information available to you. We will have case discussion and presentations when possible and applicable. Your grade is your group grade as applicable. You **MUST** be personally present in class to receive this grade. The written team response to the instructor will be submitted by midnight (local time in Poland) on Friday, a day after the class. Make sure you allow the time for that in the afternoon, evening as needed.

The **first day** assignment has two parts:

1. Describe the organizations, and the appropriate background (industry, target market, products, strategy, performances, etc.).
2. Identify the issue for this organization your group will want to tackle for the next 3 days. Each member of the group is responsible for using one tool/article (every member of the group will choose a different tool/article) described in the reading for today. Arrive to a group consensus.

Group deliverable (by **Wednesday-May 10**) midnight)-Include Title page-list of members of the team

- 1) Brief description of the organization.
- 2a) Describe briefly the four tools used and the (four) definitions of issues.
- 2b) Describe the group consensus and the rationale for the issue the group will discuss for the organization of their choice.

The **second day** assignment has two parts:

1. Using a generic macro-environment analysis tool (e.g., PESTEL analysis will do) describe your organization environment (check for example the day 1 Introduction discussion). Be sure to include the main questions relevant for each area of the PESTEL.

2. Use tools presented in class readings, one different tool/article per group member to redefine the issue identified by your team earlier, including your rationale. Reconcile your individual definition into a new group definition. Please report your individual (four) new re-definition plus the new group one, including the group rationale.

Group deliverable (by Tuesday-May 23 midnight)-Include Title page-members of the team

- 1) Describe your organization environment. Be sure to include the main questions relevant for each area.
- 2a) Describe briefly the four tools/articles used to redefine the issue and the new (four) definitions
- 2b) Describe the group consensus and the rationale.

The **third day** assignment has two parts:

1. Using the 9 building blocks, describe the current business model canvas used by the organization of your choice.
2. In light of the Blue Ocean Strategy readings, describe which aspects of the present business model you might suggest to: eliminate, reduce, create, and raise when you will be recommending a new model.

Group deliverable (by Monday-May 29 midnight)-Include Title page-members of the team

- 1) Describe the current business model canvas
- 2) Answer 2 above.

The **fourth day** assignment has three parts:

1. Based on the new definition of the issue, and using the tools described in first three class readings, each team member will use a unique tool/article for drafting a solution. First, explain briefly the tool you used. Follow that by describing your individual solution and its rationale. Finally, as a group, reconcile your solution, explain it and include your rationale for your choice.
2. Next, using the different examples of business models described in BMG – describe the new business model canvas that is utilizing your latest solution to their issue and include your rationale for your choice.
3. In light of this discussion, would you recommend a different (Blue Ocean?) strategy? If yes, what would it be? If not, why not? If yes, what would the new business model canvas look like?

Group deliverable (by Tuesday May 30 midnight)-Include Title page-members of the team

- 1a) Describe briefly the four tools/articles used to identify a solution and the four individual solutions.
- 1b) Describe the group consensus regarding the chosen solution and the group rationale.
- 2a) Describe the consensus proposed new business model and briefly the group rationale.
- 2b) While recommending the new business model, describe what aspects of the previous model you are suggesting to eliminate, reduce, create, and raise. Describe your rationale.
- 3) Answer 3 above.

The **fifth day** assignment has one part:

A. Based on the guidelines for actions steps discussed in the slides today describe an action plan to implement the idea discussed and defended in day 4. Explain your rationale for your choice. Specifically, focus on:

- 1) The group will propose how to use networks and community to advance the implementation of their idea including your rationale.
- 2) The group will propose how to use leadership capabilities to advance the implementation of their idea, including your rationale.

Group deliverable (by Thursday-June 1, midnight)-Include Title page-members of the team

- 1) Answer A above.

3) Business Model – Individual independent written Assignment – (15% of Course Grade Points) –

Paper due June 6, 2023

The Business Model assignment is designed with the objective of raising your awareness of the global business environment. You will be asked to conduct research on the cultural, political, economic and technological environment (PESTEL Analysis) in a country of choice (NOT Poland) and discuss the implication of your findings from the viewpoint of a venture (of your choice) in this country. The goal of this assignment is to apply the concepts learned in class to a real-life context, stimulate discussion and enrich the class by providing information that is going beyond the material covered by lectures and readings. While you will be asked to respond to several specific issues in your report, you are also encouraged to include your own views, reflections and, if applicable, findings based on your own experience. You will be scheduled to present a write-up (five-page, single-spaced, 1 inch margins).

The specific purpose of this assignment will be to practice the tools and frameworks described in the Business Model Generation (BMG) book as discussed by Blank, 2013 (you are welcome to use additional sources). The student is expected to identify an existing organization, one s/he is intimately familiar with and provide a verbal and graphic (the canvas) description of its current business model in their country of choice. You might use other tools taught in this class as well, as seen appropriate.

This is an individual assignment. The evaluation criteria are (1) the degree to which the concepts discussed in class are applied and integrated in the written report, (2) quality of the written report.

Country and your industry in that country 50%

Business model and business model canvas of your company 50%

4 A. Presentations

A.1.Group Presentation (Power Point slides only) 8%

Entrepreneurship is a field best learned by doing. This class experience provides a unique opportunity to conceptualize an entrepreneurial idea that can be translated into a business opportunity. This assignment is designed with the objective of translating your awareness of the global business environment and cultural differences into a business opportunity. The goal of this assignment is to apply the concepts learned in class to a real-life context, stimulate discussion and enrich the class by providing information that is going beyond the material covered by lectures and readings.

Students will be divided into groups of 4 to develop a new business idea and translate it into a business solution. The group will be responsible for coming up with a product/service, generating a business model, describing goals, strategies to achieve them in a location of their choice.

For each of the four days you had a group written assignment. This presentation (day 5) is a summary of this experience. You have up to 15 minutes for this presentation.

The criteria for the presentation are listed below: A.2. *Written Executive Summary ((7%) -A copy MUST be submitted online PRIOR to the presentation*

The executive summary provides a concise overview of a report, generally one or two pages in length. A suggested format includes:

- Presentation of topic of study
- Brief background information, as needed
- Summary of ideas or data (see next page for details)
- Conclusions and recommendations

FINAL PRESENTATION EVALUATION FORM

GROUP PRESENTATION-THE BEST IDEA

Content: _____/(50%)

1. The introduction provided helpful background information.
2. Company description was clearly identified.
3. The current situation was clearly analyzed
(SWOT, Industry, Competition, Company, Customer, Key success factors)
4. The strategic focus and plan were clearly identified (issue description).
5. The Business Strategies were clearly described
(Objectives-SMART, Business Model, Game Plan)
6. The resources required (Leaders/skills; set of values and norms)
7. The feasibility and the financial analysis was appropriate
8. The implementation/action plan was clearly identified
9. The evaluation indicators and control and reward systems were clearly described
10. Misc./extra ...

Speakers Evaluation: _____/(15%)

1. The speakers maintained good eye contact with the audience.
2. The speakers held the attention of the audience.
3. The speakers talked clearly and were easy to understand.
4. The speakers were well prepared.
5. The transition among multiple speakers was smooth and did not disrupt the flow of the presentation.

Communication Evaluation: _____/(15%)

1. The presentation was well organized.
2. The visual aids enhanced the presentation.
3. The visual aids had a professional appearance, and were easy to read and understand.
 - Appropriate number of words on slides
 - Use bullet points; Limit each slide to 6 bullet points
 - Use succinct phrases (not sentences or paragraphs)
 - Simple fonts
 - Choose color combinations that make your presentation easy to read
 - Limit graphics to 1–3 per page. Make sure that special effects have a purpose
 - Proofread and spell check

Concept/Creativity Evaluation: _____/(10%)

Audience Involvement: _____/(10%)

Final grade _____%

4B. Individual Elevator speech and written executive summary

The course's 4th research project is a written Executive Summary and an "elevator speech" of the best idea execution plan (15% of course grade – Due last day of class).

A written executive summary and the elevator speech (see below), which will be presented on day 5 (June 1), presenting the best idea, including the issue, the solution (and the criteria used to choose the "best") and the proposed business model.

1. The issue to be resolved (e.g. unsatisfied customer need), including a brief background (e.g. the organization involved).
2. The new and creative solution (idea, closing the gap). Including at least
 - a. Value
 - b. Target market
 - c. Delivery
3. Criteria for selection.
4. Pros and cons of the idea.
5. Proposed business model (all nine aspects + canvas).
6. Conclusion

Written Executive Summary-A copy MUST be submitted prior to the presentation

The executive summary provides a concise overview of a report, generally one or two pages in length. A suggested format includes:

- Presentation of topic of study
- Brief background information, as needed
- Summary of ideas or data
- Conclusions and recommendations

Elevator Speech (or Pitch)

The elevator speech is the wording to be used for a 45-60 second speech that provides a concise overview of the idea as well as a selling pitch.

5. Individual teaching segment and Leading class discussion (15%)

During the course, you will be assigned **once** a paper from our list of required reading for one of the days (days 2-5). You will present to summary of the paper, relate the paper to our text readings and lead a class discussion.

Your presentations will cover the following content aspects related to the articles:

- a) What do we know from the article? This includes theories, frameworks, facts, people, events, circumstances, problems, tensions, etc.
- b) What else would we like to know? What was left out? What are you curious about with this topic?
- c) Why does it matter? How does it relate to the concepts in our course? Why does it matter to the broader study and practice of Ideation?

Ideation
 Class Calendar-Spring/Summer 2023
 University of Lodz
 May 9-June 6, 2023
 Draft 03/30/23

Session	Class Dates	Topic	Reading	Online	Hand In/Submit
1	9-May 16.45-19-15	Introduction; Data; Idea Generation; Visual Thinking;	Russ, 2021, pp 1-10; <i>The back of the napkin</i> , Dan Roam, 2009- Review by GAS 2008; Bouquet et al., 2018; FCSM (2020) Corritore et al., 2020; Acar, 2019 Coyne et al., 2007; Lietka, 2018; McMullen & Kier, 2017	Online	Idea Log day 1 (R) Group case day 1 (F)
2	23-May -Week 1 8.50-11.20	Environment Analysis; Reframing; Design Thinking	Russ, 2021, pp 1-10; Beckman & Barry, 2015; Wedell- Wedellsborg, 2017; Birsel, 2017; Verganti, 2016; Verganti & Norman, 2019		Idea Log day 2 (W) Group case day 2 (F)
3	29-May - Week 2 10.35-13.05	Business Model; Blue Ocean Strategy	Russ, 2021, pp 10-11; <i>Business Model Generation</i> , 2010 (Preview); Hendrix et al., 2018; Christensen et al., 2016; Blank, 2013; Kim & Mauborgne, 2005; Lee, 2017; Sitinjak et al., 2018		Idea Log day 3 (W) Group case day 3 (F)
4	May 30 - Week 2 8.50-11.20	Idea Selection; Strategy Selection	Russ, 2021, pp 1-10; Deichmann et al., 2019; O'Reilly & Binns, 2019; Sting et al., 2019; Sherf et al., 2019; Satell, 2017; Khanna, 2018		Idea Log day 4 (W) Group case day 4 (F)
5	June 1 - Week 2 11.30-14.00	Implementation	Russ, 2021, pp 11-12		Idea Log day 5 (W) Group case day 5 (F) Group Presentation + Executive Summary Individual Presentation + Executive Summary
		Business model analysis		Online	June 6 th , 2023

Daily reading and watching schedule

Day 1

Topics

1. Introduction to the Course
2. Overview of Assignments and Projects
3. Knowledge-Based Economy
4. Data and data quality
5. Using visual tools for business analysis and discovering ideas

Objectives

1. Recognize the importance of creativity and innovation for organizational success in the Knowledge-Based Economy
2. Introduction to solving problems with pictures (6w; 4 steps).
3. Identify the six ways of seeing.
4. Employ the practical SQVID tool for imagination.
5. Discover the three steps of showing, the six visual frameworks.
6. Learn how to put it all together.

Readings- Idea generation

Required-Russ, 2021, pp. 1-10

Problem definition-use the 6w on page 3 of the Roam's book review-below

The Back of the Napkin: Solving Problems and Selling Ideas with Pictures

Dan Roam; December 2009; ISBN-13: 9781591843061;

See review/summary at <https://www.bptrends.com/publicationfiles/09-08-BR-Back%20of%20the%20Napkin-Roam-GAS.doc-1ph.pdf> . Accessed March 10, 2022

Acar, O.A. (2019) Why crowdsourcing often leads to bad ideas. HBR

Bouquet, C., Barsoux, J-L., and Wade M. (2018). Bring your breakthrough ideas to life. HBR

Corritore, M., Goldberg, A., and Srivastava, S.B. (2020). The new analytics of culture. HBR.

Coyne, K.P., Clifford, P.G., and Dye, R. (2007). Breakthrough thinking from in inside the box. HBR

Liedtka, J. (2018). Why design thinking works. HBR.

McMullen, J.S. and Kier, A.S. (2017). You don't have to be an entrepreneur to be entrepreneurial: The unique role of imaginativeness in new venture ideation. *Business Horizons*, 60, 455-462.

FCSM (2020). A framework for data quality: FCSM-20-04. Available from the Instructor.

Required watch

Digital transformation: are you ready for exponential change? Futurist Gerd Leonhard	Bisociation Idea Generation
https://www.youtube.com/watch?v=ystdF6jN7hc	https://www.youtube.com/watch?v=HeZ21W-3dKE
Are you ready for the digital era? Deloitte Nederland	The Start-Up J Curve" by Howard Love - BOOK SUMMARY
https://www.youtube.com/watch?v=AKF9G0jXlf0	https://www.youtube.com/watch?v=jj1mwtPQ10A
Innovation Thinking Methods" by Osama Hashmi - BOOK SUMMARY	Brief-Dan Roam - Back of the Napkin
https://www.youtube.com/watch?v=goKACQaQCra	https://www.youtube.com/watch?v=AeE1WT9M1Ng
The art of innovation Guy Kawasaki TEDxBerkeley	<i>Optional watch</i>
https://www.youtube.com/watch?v=Mtjatz9r-Vc	In depth Dan Roam - Back of the Napkin - Talks at Google
Design thinking method	https://www.youtube.com/watch?v=kuA_yz7aTo0
https://www.youtube.com/watch?v=SNkjDr4dwsg	

Day 2

Topics

1. Environment analysis
2. Reframing
3. Design Thinking

Objectives

1. Utilize structured environment analysis process.
2. Employ individual creative thinking, team learning and teamwork in reframing and solving problems.

Readings

Required-Russ, 2021, pp. 1-10

Framing and reframing

Beckman, S., and Barry, M. (2015). Framing and Re-framing: Core skills for a problem-filled world. Rotman Management.

Wedell-Wedellsborg, T. (2017). Are you solving the right problems? HBR.

Birsel, A. (2017). To come up with a good idea, start by imagining the worst idea possible. HBR.

Verganti, R., and Norman, D. (2019). Why criticism is good for creativity. HBR.

Verganti, R. (2016). The innovative power of criticism: Judgment, not ideation, is the key to breakthroughs. HBR.

Optional reading

Russ, M. (2021). The individual and the organizational model of quantum decision-making and learning: An introduction and the application of the quadruple loop learning. *Merits*, 1(1), 34-46.

<https://www.mdpi.com/2673-8104/1/1/5>

Required watch

How to Understand Your Organization (The Bolman and Deal Framework)

<https://www.youtube.com/watch?v=QyLz7ayl2sl>

(Re)framing - The first step towards innovative ideas

https://www.youtube.com/watch?v=CjFiBDnn_W0

Webinar: MITDesignX Human Centered Innovation

<https://www.youtube.com/watch?v=zcaZF1DVWZA>

Day 3

Topics

1. The nine building block of a business model
2. The business model canvas
3. Archetypes of business models
4. Blue Ocean Strategy
5. Business model design process A

Objectives

1. Identify and explain the different archetypes of business models.
2. Construct a business model canvas.
3. Demonstrate how using the canvas can solve a business issue and support a new solution.
4. Consider developing a Blue Ocean strategy by using a redesigning tool.
5. Demonstrate how using the process of business model development.
6. Employ individual thinking, team learning and teamwork in solving problems.

Readings

Required-Russ, 2021, pp. 10-11

Business Model Canvas: the tool and examples

Business Model Generation (BMG): A Handbook for Visionaries, Game Changers, and Challengers
Alexander Osterwalder and Ives Peigner; July 2010; ISBN-13: 9780470876411;

See preview at

http://www.businessmodelgeneration.com/downloads/businessmodelgeneration_preview.pdf Accessed
March 10, 2022; Available from the Instructor

Hendrix, T., Hidayat, A., and Hidayat, M. (2018). Implementing business model canvas for Cibinong Science and Technology Park. *Jurnal Bisnis & Manajemen*, XIX(1), 47-58.

Christensen, C.M., Bartman, T., and van Bever, D. (2016). The hard truth about business model innovation. *Sloan Management*

Blank., S. (2013). Why the lean start-up changes everything. *HBR*

Blue Ocean Strategy

Kim, W. C. & Mauborgne, R. (2005). Blue ocean strategy: From theory to practice. *California Management Review*, 47(3), 105-121.

Lee, Y-F. L. (2017). Blue ocean strategy in online marketing. 7th Annual International conference of Business Strategy in the Age of Disruption.

Sitinjak, M.F., Pramawijaya, K., and Gunawan, A. (2018). ICanStudioLive use of blue ocean marketing strategy for Value differentiation. *Social Sciences & Humanities*, 26(T), 203-214.

Required watch

Business model canvas videos

The Business Model Canvas - 9 Steps to Creating a Successful Business Model - Startup Tips

<https://www.youtube.com/watch?v=IP0cUBWTgpY>

Business Model Canvas Explained with Examples

<https://www.youtube.com/watch?v=CakUeC1sCSs>

Optional watch

Ep 1 - Getting From Business Idea to Business Model

<https://www.youtube.com/watch?v=wwShFsSFb-Y>

Ep 2 - Visualizing Your Business Model

<https://www.youtube.com/watch?v=wIKP-BaC0jA>

Ep 3 - Prototyping

<https://www.youtube.com/watch?v=iA5MVUNkSkM>

Ep 4 - Navigating Your Environment

https://www.youtube.com/watch?v=7O36YBn9x_4

Ep 5 - Proving It

https://www.youtube.com/watch?v=-2gd_vhNYT4

Ep 6 - Telling Your Story

<https://www.youtube.com/watch?v=SshgIHDKQCc>

Required watch – Innovation strategy

Strategy tools for Business Model Innovation

<https://www.youtube.com/watch?v=rNN2bAV9Qgg>

The 4Ps of innovation space

<https://www.youtube.com/watch?v=UIF8GDeW80c>

Day 4

Topics

1. Idea selection
2. Strategy selection
3. Business model design process B
4. Business strategy and business models

Objectives

1. Employ individual creative thinking, team learning and team work to idea selection and strategy selection for problem solving.
2. Demonstrate using the process of business model development.
3. Synchronize business strategy with its business model

Readings

Required-Russ, 2021, pp. 1-10

Idea selection

Deichmann, D., Rodopoulou, V., and However, I, (2019). How to know which ideas your company should pursue. HBR.

O'Reilly, C. and Binns, A.J.M. (2019). The three stages of disruptive innovation: Idea generation, incubation, and scaling. *California Management Review*, 61(3), 49-71.

Sting, F.J., Fuchs, C., Schlickel, M., and Alexy, O. (2019). How to overcome the bias we have toward our own ideas. HBR.

Sherf, E.N., Tangirala, S., and Venkataramani, V. (2019) Research: Why managers ignore employees' ideas. HBR.

Choosing Innovation Strategy

Satell, G. (2017). The 4 types of innovation and the problems they solve. HBR.

Khanna, T. (2018). When technology gets ahead of society. HBR.

Optional reading

Russ, M. (2021). The individual and the organizational model of quantum decision-making and learning: An introduction and the application of the quadruple loop learning. *Merits*, 1(1), 34-46.

<https://www.mdpi.com/2673-8104/1/1/5>

Nominal Group Technique (NGT) <https://chess.wisc.edu/niatx/content/contentpage.aspx?NID=147>

Business Model Generation (BMG): A Handbook for Visionaries, Game Changers, and Challengers; Alexander Osterwalder and Ives Peigner, 2010; pp. 200-273.

Required watch

Design Thinking Step 4: Prototype

<https://www.youtube.com/watch?v=FoqUvDN8tFA>

Design Thinking Step 5: Test

<https://www.youtube.com/watch?v=OrYYdVyy8s>

Day 5

Topics

1. Selling your ideas
2. How to respond to attacks on good ideas
3. Idea implementation, action-oriented plan
4. Tactics of networking and developing community support
5. Leadership capacity

Objectives

1. Recognize attack type on and learn how to protect your idea.
2. Identify the twenty-four archetypes of attacks and responses.
3. Learn and use the action method of idea implementation.
4. Understand the importance of prioritizing, action driven behavior and perseverance
5. Demonstrate the use of networking and community support system.
6. Portray the capacity to lead a team.
7. Understand self-leadership.
8. Employ individual thinking, team learning and teamwork in solving problems.

Readings Required-Russ, 2021, pp. 11-12

Optional-

Making Ideas Happen: Overcoming the Obstacles Between Vision and Reality
Scott Belsky; April 2010

Shipilov, A., Galunic, C. and Clement J. (2018). Why great networkers are sometimes bad for creative projects. HBR.

Presentation

Gallo, C. (2020). What it takes to give a great presentation. HBR.

Elsbach, K.D. (2003). How to pitch a brilliant idea. HBR.

Mazurkewich, K. (2018). Technical experts need to get better at telling stories. HBR.

Required watch - Elevator pitch

How To Create Your 30 Second Elevator Pitch! The Intern Queen https://www.youtube.com/watch?v=Lb0Yz_5ZYzI	Elevator Pitch - How to sell yourself and your business in 30 seconds https://www.youtube.com/watch?v=qOKzBHR3uIE
The Elevator Speech https://www.youtube.com/watch?v=LDpe9StfGTA	How To Begin Your Presentation with Simon Sinek Class Excerpt https://www.youtube.com/watch?v=e80BbX05D7Y
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