

Dealing with Power, Conflict and other Cultural Issues in Managing Innovation

Innovation Seminar 2007

Are you faced with tough innovation challenges?

Is there a need to change existing values and beliefs?

Do you experience strong emotions and conflict preventing real innovation?

Innovation confronts us with increased uncertainty and unpredictability and creates strong tension between keeping the old way and going for something new.

When involved in highly innovative activities we soon have to deal with issues such as

- politics and power games,
- gaining buy-in from key stakeholders,
- overcoming conflicts with external partners,
- creating high-performance teams with people from diverse cultural and business backgrounds.

Our reaction is frequently what we call “work avoidance”: We do not address hot topics because we do not know how to do this without running into uncontrollable conflict and stress. Instead we persuade ourselves that hot topics are actually not so hot or can be solved by working around them, using our standard procedures and doing what we have always done.

In this seminar we will explore how those issues can be dealt with more effectively:

1. We will discuss situations along the innovation process where the participants have experienced or are experiencing cultural challenges. We will select a few situations based on the interest of the seminar group for in-depth exploration

2. We will use **Improvisation Sessions** to develop a deep understanding of the selected situations, accompanying circumstances and historic burden.

3. We will present and explore frameworks and intervention designs to identify “launching pads” for changing the ways of how people relate and work together and learn how to orchestrate and sequence interventions

The interactive sessions will give participants the opportunity to deepen their understanding through active discussion and knowledge sharing among peers.

Innovation Seminar 2007

Date: November 20, 2007

Location: Munich, Germany

Who should attend?

Innovation managers, R&D managers, product managers and others with high-level involvement in important innovation activities.

You will join an insightful exchange among a group of around 15 managers facing similar issues.

In this Innovation Seminar you will learn...

- which critical cultural challenges along the innovation process endanger success
- which circumstances lead to critical situations and how to be better prepared
- how to deal with critical situations to overcome stand-still or breakdown and how to create high momentum for success

Companies who attended our seminars and conferences include: Borealis • Dow Europe • Dräger • Shell • Siemens • Nokia • IBM • Henkel • BMW • Munich Re • Ethicon • Sapient • Basell • InBev • BPB • Clariant • Credit Suisse • Hitachi Europe • Innovene • DSM • Masterfoods • Philips Medical Systems • Printpack • Purac CSM • Syngenta • Tetra Pak • SCHOTT Glas • Volkswagen • Bombardier • Whirlpool Europe • Elastogran • Corus • Electrolux • SGL Carbon • Merck • Solvay • B.Braun Melsungen • Lafarge • Gambro



Content and Approach

Innovation Seminar 2007

Where do you run into difficult cultural issues along the innovation process?

Here are some example situations:

Innovation Strategy

Market Change Dramatic changes in our markets are at the horizon but we are not actively using them as an opportunity for innovation.

Business Development We face severe tensions between established and new businesses. Our innovation strategy is not really implemented by our business units.

Idea Generation & Concept Development

Departmental Collaboration R&D, marketing, sales and production do not work integrated with regard to innovation.

Radical Innovation Management asks for radical innovation, while our company and culture in fact still praises incremental steps.

Service Innovation We declare service innovation as strategic but our product-oriented culture works against it.

Commercialisation

R&D and Commercialization Alliances We are stuck in our agreement and collaboration processes with partner companies.

Solution Offering We need to integrate offerings of several units into innovative solutions but are strangled by power games.



1 We will select around 3 concrete situations brought forward by the participants to explore them more in depth

2 We will use "Issue-Oriented Improvisation" to explore selected situations of the participant group

To understand what is going on in a specific situation, we need to understand who is involved, what are different perspectives and motivations, how do people approach each other, what are typical beliefs, what are constraints people experience, what is their historic legacy, etc. One powerful way of immersing into a situation is to see it acted out.

Issue-Oriented Improvisation is a special form of acting where professional actors act out a spontaneously created scene using the input and instructions from the audience.

Issue-oriented improvisation is also an excellent tool to work on hot topics with a group by

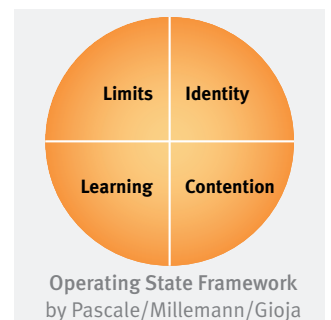
- making issues visible and tangible by acting them out
- integrating different views and perspectives and building a shared understanding
- showing emotions and how things feel to people without exposing any audience members
- creating an atmosphere of possibility

3 We will introduce you to frameworks and intervention designs to deal with cultural issues

Examples of frameworks which help to understand situations and dynamics:

- Operating State Approach (by Pascale/Millemann/Gioja): Understanding cultural dimensions and drift inside of organizations
- Technical vs. Adaptive Challenge (by Heifetz): Using fundamental different approaches depending on the kind of challenge
- Success Pyramid (by Five Steps): Moving from relationships to results

Intervention designs: We will show participants how frameworks are used, how interventions need to be sequenced and orchestrated and how they can be integrated into overall innovation and project activities.



Agenda

Innovation Seminar 2007

20:00 Evening before

Dinner	Voluntary for those who arrive the evening before.
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9:00

Welcome and Introduction	
Improvisation Session Performance of selected critical cultural challenges by Business Theatre ensemble	Participants can modify scenes and analyse different developments
Team session Identifying and mapping cultural challenges	Participants will work on their own cultural challenges
Presentation of cultural techniques and frameworks	Presented frameworks will help to structure and resolve situations
Team session Developing plots for further discussion	We will work in teams on major topics. The developed plots are used as input for the following improvisation sessions. Major critical issues will be prepared for further exploration through teams for further developed as input for in-depth analysis during improvisation sessions.
Improvisations Session Performance of first plot	

13:30

Improvisation Sessions Performance and discussion of additional plots by Business Theatre Ensemble	The sessions will allow in-depth analysis of situations and discussion of potential ways to deal with the issues
Teams session Applying techniques to own context	During this session participants have time to connect insights to their own case and reflect approaches
Presentation of cultural techniques	
Plenum session Final discussion	A final plenum session allows participants to discuss remaining open questions and to sum up findings
Closing comments	

18:00

Facilitation and presentations by



Thomas Engelmann is Managing Director of Launch Institute Europe and has worked for more than twelve years in management consulting. His experiences are centered around innovation and the power of social interaction in organizations. He worked with leading companies in the areas of innovation strategy, market sensing, idea generation and concept development.

Thomas has also spent several years helping clients to reinvent themselves through innovative business model redesign. Thereby he developed a strong background in conducting organization-wide change projects.



Ralph Willmann has ten years experience working as a coach and trainer in socio-cultural issues. Ralph has supported his clients in teambuilding processes and change management projects along with conducting group and individual coaching. He is trained in numerous coaching approaches and has implemented analytic processes at international High Potential Assessment Centres.

Before specializing in coaching, Ralph completed his drama studies in the early eighties and has received training in various cities including New York and Los Angeles. He can look back on 25 years in acting.



Guido Hornig is Managing Director of THEATER-INTERAKTIV and has more than ten years experience in vocational training (IHK certified) using interactive theater. Following his studies of mechanical engineering in

Berlin, he worked as a development engineer and versatile inventor for several companies in Tokyo, Detroit and Munich. His focus went from Rapid Prototyping for automotive (patent) to innovative learning instruments. He worked for European research programs in the area of web based e-learning. Guido combined 14 years improv-theater experience, with his industrial insight and vocational training skills into a new level of corporate theatre for large and small groups.

Registration form

Innovation Seminar 2007

- Yes, I want to attend!
- Yes, I wish to take part in the dinner at 20:00 the evening before.

Name	
Position	
Company	
Address	
Zip/Postcode	City
Phone	
E-Mail	
Signature	

Innovation Seminar fee

995 EUR + 19% VAT

The fee includes

- attendance of 1-day event,
 - the event documentation
 - meals, refreshments,
- Hotel and transportation are not included.

Payment method

You will receive an invoice following registration

Fax this form to +49 421-3 03 91 51 to register

Questions regarding the seminar or registration?

Call Launch Institute +49 421 303 9146
eu-info@launchinstitute.com
www.launchinstitute.com

Three important reasons why you should attend this Innovation Seminar:

- Focused forum to discuss your hot topics around cultural issues in innovation management
- Innovative design using issue-oriented improvisation to make situations and possible actions tangible
- Extensive time for interaction with peers from other world-class companies

Seminar date and venue

Date: November 20, 2007
Time: 9:00 - 18:00
Venue: Munich Airport Marriott Hotel
Alois-Steinecker-Str. 20
D-85354 Freising
www.marriott.com/mucfr

With regard to hotel room reservation please contact us. We have reserved a block of rooms.