

# Chief Innovation Officer

## Lead Your Company's Growth and Performance Initiatives

Oct 1-2, 2007 in Denver, Colorado

### Agenda Overview

Monday Oct 1 – Tuesday Oct 2, 2007

<p><b>Oct. 1</b></p> <p><b>Morning Sessions</b></p> <ul style="list-style-type: none"><li>● The Emerging Role of The Chief Innovation Officer</li><li>● Innovation vs. Improvement - Managing the Yin and Yang of Discipline and Imagination</li><li>● Building a Strategy for Your Innovation and Growth Efforts</li></ul> <p><b>Afternoon Sessions</b></p> <ul style="list-style-type: none"><li>● Aligning Your Strategy, Organization and Culture to Stimulate Innovation</li><li>● Setting up an Organizational Structure for Success (Interactive Session)</li><li>● Problem Solving and Knowledge Sharing (Interactive Session)</li><li>● Leveraging the Power of Open Innovation</li></ul>	<p><b>Oct. 2</b></p> <p><b>Morning Sessions</b></p> <ul style="list-style-type: none"><li>● Governance Processes and Metrics</li><li>● Improving Teamwork and Collaboration with the Kirton Adaption Innovation Method</li><li>● Portfolio Identification and Management</li></ul> <p><b>Afternoon Sessions</b></p> <ul style="list-style-type: none"><li>● The Innovation Process - How to Drive Innovation Using a Structured Approach, Techniques and Tools</li><li>● Wrap-up and Action Planning</li></ul>
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This event brought to you by the following organizations:

- Breakthrough Management Group
- Innovation Edge, Inc.



## REGISTRATION DETAILS

**Register:** Web: [www.bmgi.com/cio](http://www.bmgi.com/cio) Phone: +1 303-827-0010

**Tuition:** \$2,950

**Location:** JW Marriot Denver in Cherry Creek, 150 Clayton Lane  
Reservations: +1 303-316-2700

# Detailed Workshop Agendas

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## Monday Oct. 1 Morning Sessions

### The Emerging Role of The Chief Innovation Officer, David Silverstein, CEO Breakthrough Management Group

Systematic Innovation is a requirement for success in today's business climate. And yet, many companies don't know how to make their desires a reality. Putting a Chief Innovation Officer to the task is a bold first step many organizations are taking. But what comes next? We'll talk about what successful companies are doing to make this new role succeed, how to encourage your organization to establish this role, where to look for commitment inside the organization and what to do if you are, or aspiring to be, the chosen one to make it happen inside your business.

### Innovation vs. Improvement - Managing the Yin and Yang of Discipline and Imagination David Silverstein, CEO Breakthrough Management Group

Are "process improvement" and "innovation" diametrically opposed philosophies that counteract one another? Or can they work together in harmony to drive greater organizational results? This is a hot debate in business circles today. Join BMG's founder and CEO David Silverstein in a discussion about the differences between improvement and innovation, where these two philosophies intersect, and how businesses can and are embracing both simultaneously. David has spent the last 10 years helping organizations improve performance through Lean and Six Sigma. Today, he guides those same organizations to greater innovation using measurable and structured approaches. His experience, and that of his clients, provides critical insight for successfully aligning your company's performance improvement and innovation efforts, and getting the most from both of them.

### Building a Strategy for Your Innovation and Growth Efforts Dr. Philip Samuel, Chief Innovation Officer, Breakthrough Management Group

Growth is a key agenda for almost every corporation. What are your strategies for driving growth? While driving growth through innovation is usually favored over other means, it remains elusive and risky for managers responsible for delivering results to shareholders. Why is it so hard to build growth through innovation consistently and systematically across the enterprise? What kind of innovation strategy must firms adopt to create the best value for their customers and their business? What should the innovation portfolio look like? And how do you know if your innovation efforts are successful? A carefully constructed and clearly communicated innovation strategy will help answer these questions.

In this session, BMG's Chief Innovation Officer Phil Samuel will describe how to develop a superior innovation strategy and communicate it within the organization. Using "outcomes-based" thinking, we'll show you how to guide your team to focus on what matters and leave the rest behind. You will also learn methods for prioritizing projects, building meaningful metrics and syncing your innovation strategy with your company's most pressing goals. The result: a quantifiable innovation program, a more cohesive innovation team, and greater acceptance of the innovation initiative throughout the organization.

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## Monday Oct. 1

### Afternoon Sessions

#### **Turning Strategy Into Reality through Organization and Culture.**

Cheryl Perkins, Founder of Innovation Edge, Inc.

Building an environment in which creativity and design flourishes can be one of the most challenging aspects of developing your company's innovative capability and pipeline. In this session, we'll focus on what innovative companies are doing to foster creativity and design, including culture, leadership, strategy and organizational structure. Cheryl Perkins, Founder and President of the strategic innovation consulting firm Innovation Edge, and former CIO of Kimberly Clark, will share her insights on creating clear vision and innovation strategy for growth, defining an integrated organization (structure, process and metrics) to drive innovation, and establishing the proper operating environment (culture) to allow innovation to evolve.

This session covers:

- The impact of both the physical and cultural environment on a company's innovative capability and pipeline.
- Organizational models that have been proven to enhance innovation and deliver growth.
- How to call upon resources from unique places --- open innovation model--- to accelerate market entry of new innovations.
- Methods for linking teams across companies to develop and leverage new innovative capabilities.

#### **Governance Processes and Metrics.**

Cheryl Perkins, Founder of Innovation Edge, Inc.

What are the characteristics of "good metrics?" Why should you equally focus on both "input" measures and "output" measures? Driving innovation requires creating a family of metrics focused on your return on investment, organizational capability and pipeline. This session will show you how to develop the ideal portfolio of metrics that addresses all these items. You'll also learn which best-in-class "input" and "output" metrics help drive success at leading Fortune 1,000 companies.

#### **Problem Solving and Knowledge Sharing**

Interactive Session with Cheryl Perkins, Phil Samuel and David Silverstein

So far we've discussed industry best practices and how you can apply them to your own organizations. In this interactive session, we welcome ideas, concerns and questions about innovation from each of you. What are the challenges you face, the cultural changes you seek to make, the barriers to innovation inside your business, and the skills you need to effectively lead your company's innovation strategy? Working in teams, you'll have the opportunity to share your ideas in small groups, and then present your unified findings to the class, with the goal of getting feedback and insight from others who may have faced and/or conquered similar challenges. Certain to evoke thoughtful reflection and encourage camaraderie, this session is positioned to bring both closure to the day and spark conversations that go beyond our two days together.

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## Special Event Monday Evening

### Dinner with Faculty

We conclude our first day with dinner hosted by the faculty (included in the seminar tuition fee).

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## Tuesday Oct. 2, 2007

### Morning Sessions

#### **Leveraging the Power of Open Innovation.**

Cheryl Perkins, Founder of Innovation Edge, Inc.

How can today's businesses build innovation capabilities, using systems and tools they don't have? How can companies accelerate their time to market for new-to-company innovations? By partnering with others that have capabilities and innovations that they do not have! That's the Open Innovation model of success for many of the world's leading corporations. Cheryl Perkins will lead you in a discovery of what Open Innovation is, how companies are using it to their advantage, and what it takes to succeed with an Open Innovation model. Perkins will share her knowledge, experience and case studies of partners innovating blockbuster new products through their joint efforts. Covered topics include:

- Open Innovation Definitions and Models
- Open Innovation Leadership
- Benefits of Partnerships and Alliances
- Capabilities: Systems and Tools
- Metrics of successful Open Innovation Models

#### **Improving Teamwork and Collaboration with the Kirton Adaption Innovation Method.**

Dr. Philip Samuel, Chief Innovation Officer, Breakthrough Management Group

Building effective teams is a critical component to any innovative undertaking. But just what makes an effective innovation team? Companies often struggle to balance their desire for "outside-of-the-box" creative types with the need for more structured and disciplined thinkers. It begs the question, is there a perfect personality type or skill set for working in innovation? And furthermore, how can companies build and motivate teams with a mix of skills to work together most effectively?

In this session we will put these concerns to rest. We will engage in an interactive discussion about problem-solving styles, and methods for building and motivating effective teams using a proven method called the Kirton Adaption-Innovation (KAI) inventory. The group will learn how this simple measurement tool works, where you fit on the problem-solving style continuum and how your style interacts with others. We'll also show you how to assess the style of others, and what it takes to build effective teams based on this simple approach. Covered topics include:

- An overview of typical problem types
- Common problem-solving traits
- The problem-solving process – how it works
- The impact of a person's cognitive style on problem solving
- A method for analyzing and building better teams based on problem-solving style

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**Portfolio Identification and Management.**

Dr. Philip Samuel, Chief Innovation Officer, Breakthrough Management Group

Knowing *where in your business* to focus your innovation efforts can be just as important as knowing *how* to do it. Smart organizations know they need a varied portfolio of innovation projects in the pipeline that range from incremental improvements to strategic breakthroughs. Such an approach keeps existing customers happy and brings in new customers over time. This process of preserving the core and evolving to meet future market needs requires that organizations develop and nurture a balanced portfolio of innovation projects.

In this session we'll show you what it takes to build a robust innovation pipeline that both sustains and evolves your business model. We'll talk about proven methods today's innovation elite companies use to identify projects for innovation and plot them along a continuum from sustaining to disruptive innovations. We'll show you techniques your organization can use to brainstorm, prioritize and develop innovations that fill out your innovation portfolio.

We'll also show you specific project pipeline development tools you can put to use immediately, such as outcome-based thinking, methods for incorporating Voice of the Customer and the concept of ideality. We'll talk about how you can guide your company's future using trend prediction tools, and how to build a robust innovation pipeline from A to Z. Covered topics include:

- Outcome-based thinking as an approach for enhancing innovation
- The Customer Centric Value Model
- The concepts of Ideal Innovation and IFR (Ideal Final Result)
- Trend Prediction and Business Model Forecasting
- Systems Dynamics
- The evolutionary potential and trends of evolution

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## Tuesday Oct. 2, 2007

### Afternoon Sessions

#### **The Innovation Process - How to Drive Innovation Using a Structured Approach, Techniques and Tools.**

Dr. Philip Samuel, Chief Innovation Officer, Breakthrough Management Group

Today's successful businesses realize the importance innovation plays in building a path to a sustainable future. But with all the talk about innovation, most organizations still lack a process for making innovation a structured, scalable, repeatable and predictable part of their business.

In this session, innovation expert Phil Samuel will introduce attendees to several specific and powerful methods for developing innovative ideas and transforming them into successful new products, processes and business models.

We'll spend the afternoon going through the structured innovation process from start to finish, beginning with the critical stage of problem definition, moving to idea generation, then onto idea analysis/selection and finally testing. With the help of hands-on exercises, we'll demonstrate a few proven innovation tools and techniques, and show you how you can put them to work inside your business. Covered topics include:

- An overview of typical problem types
- Common problem-solving traits
- The problem-solving process – how it works
- The impact of a person's cognitive style on problem solving
- A method for analyzing and building better teams based on problem-solving style

#### **Where to Go from Here: Your Future Leading Innovation**

Interactive Session with Cheryl Perkins, Phil Samuel and David Silverstein

We close out the two days of learning with a topic that is designed to bring everyone full circle: *where do you go from here?* This session will be interactive and fluid based on the questions the class has and the goals each attendee has for the future. Our faculty will spend as much time as needed with each attendee to take you to the next step that will get your company moving forward systematically with innovation.

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