

EMBA-2527-112-Leading & Living Innovation		
Name of lecturer(s) & Email John METSELAAR john.metselaar@solvay.edu	Level, Status, Timing Level 3 Track - Innovation & Entrepreneurship Between 17-10-2026 and 24-10-2026	ECTS, CH & HW/GW*, Online 3 20 & 66 4
Description of the course unit We have come to live in a "VUCA on Steroids" world where Innovation is not optional any longer. To survive, or even thrive, we need to ensure progress behind innovation. I will introduce an integrated framework to organize for this. My "Generative Leadership" covers 1) Envisioning, 2) Enabling to Execute, and 3) Engaging and Empowering, toward ultimately - as Innovation is a human team sport - creating a "Love-of-Learning Culture". To get there, Generative Leaders need to embrace Mind (a Growth Mindset), Heart (Authenticity behind Vulnerability), and Gut (through Psychological Safety). We'll explore each component of this so powerful Innovation Leadership canvas.		
Course unit Chapters - Fundamentals. What is innovation, why is it so critical, and so challenging, in particular today, and what is required - Generative Leadership: Introducing the need and fundamentals of the new Leadership required to generate innovation that produces value for consumers, company, stakeholders, and society, by: - Envisioning - The Power of Purpose & Values, and the Strategy-Innovation Integration. - Enabling to Execute - The Process of Innovation: Creativity AND Discipline. Introducing "Future-Fit" beyond "Agile". - Engaging and Empowering - Establishing a "Love-of-Learning Culture" to enroll everyone fully energized to contribute. - And, in support of these three competencies of "What Leaders Do", we need to understand "Who Leaders Are, or Should Be" – through Mind (Growth Mindset), Heart (Authenticity behind Vulnerability), and Gut (through Psychological Safety).		
Learning outcomes of the course unit - Understand the Fundamentals of Innovation – Knowledge, Inspiration, Conversion. A combination of creativity and discipline What it means for corporations - challenges, threats, opportunities. Apply the S-curve to help you define your Strategy. - Ensure the appropriate Leadership beliefs, values, competencies, and behaviors are in place to unleash Innovation by engaging the organization and setting them up for the change required – How to include Mind – Heart – Gut into your efforts productively. - Learn to Envision the Future through the power of Purpose and applying "Strategy as Learning". - Execute the right Processes to manage Innovation – from generating ideas including learning from the outside to passing the ensuing project through the stage-gates managing the inherent uncertainties, ultimately into execution and commercialization. - Recognize that Innovation is as much about psychology and sociology as it is about technology and hence develop the right (Learning) Culture for the people and the teams to get on fire and are keen to jump onto the opportunities for growth.		
Teaching Methods Lecture, Interactive Lecture, Directed Discussion, Case Based Learning	Learning Activities Lectures, Readings, Case Studies, Group Work, Presenting, Essay writing, Videos.	
Learning Objectives (Check Academic Rules & Regulations) - Learning Objective 1.1: Reinforcement - Learning Objective 1.2: Mastery - Learning Objective 2.1: Introduction - Learning Objective 2.2: Mastery - Learning Objective 3.1: Introduction - Learning Objective 3.2: Mastery	Assessment methodology / Students Use of Time and Load Individual assignment - weight 50% - workload estimated = 40 hours - due 6-12-2026 Class Participation and preparation - weight 20% - workload estimated = 8 hours - due 24-10-2026 Group Assignment - weight 30% - workload estimated = 8 hours - due 6-12-2026	
Evaluation scale 0-20		
Contribution to the Sustainable Development Initiative Without Innovation, no progress to Sustainability.		
Asynchronous Learning Material (Coursera) Learn skills to create a "High-Performance Organization in the Laziest Way Possible", by doing a "Pre-Mortem" assessment on the strategies on a (today successful) company by assessing their possible thinking biases. Delivered and moderated by a global authority in the field: https://www.linkedin.com/in/paulwprulkens/ . Specific Instruction and material provided in Canvas.		
Readings Required Case Studies: "Purposeful Innovation at Apple" "Defining the Right Strategy for Transformation at LEGO" "Satya Nadella at Microsoft: Instilling a growth mindset" and a "Learn-It-All Culture". - Illustrating the Spectrum of Innovation elements by P&G's "Crest Whitestrips" - Article: "Going Beyond Agile: to "Future-Fit" – Getting ready for Transformation".		



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Notice: The information available in the course outline is subject to change. Please keep yourself informed at all times by regularly checking your Front Office Portal hosted on Canvas.