

EMBA-2426-127-Leading Innovation		
Name of lecturer(s) & Email John METSELAAR john.metselaar@solvay.edu	Level/Semester, Status, Timing Level 3 Elective Between 9/4/26 and 11/4/26	ECTS*, CH & SDL** 3 20 70
Description of the course 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 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		
Course units - Fundamentals. What is innovation, why is it so critical, and so challenging, and what is required. - Generative Leadership: Introducing the Need, and Fundamentals of the new Leadership required today to lead successfully with innovation that produces value for consumers, company, stakeholders, and society: Envisioning, Enabling to Execute, and Engage and Empower. - Envisioning - The Power of Purpose and the Strategy-Innovation Integration. - Enabling to Execute - Start with the Consumer: an intro in Design Thinking - Enabling to Execute - The Process of Innovation: Creativity AND Discipline. Introducing "Future-Fit" over "Agile". - Engaging and Empowering - Establishing a "Love-of-Learning Culture to enroll everyone, constructively"		
Course Learning Outcomes (CLOs) - Understand the Fundamentals of Innovation. What it means for corporations - the challenges, the threats, the opportunities. That is a combination of creativity and discipline. - Apply the S-curve to help you define your Strategies. How does Strategy intersect with Innovation in today's world? How you manage core vs. stretch, incremental vs. disruptive, "old" world vs. new, digital world - Ensure the appropriate Leadership beliefs, values, and behaviors are in place to unleash Innovation by engaging the organization and setting them up for the change required. - 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 Culture for the people and the teams to get on fire and are keen to jump onto the opportunities for growth.		
Teaching Activities (TAs) Lecture, Interactive Lecture, Directed Discussion, Case Based Learning	Learning Activities (LAs) Lectures, Readings, Case Studies, Group Work, Presenting, Essay writing, Videos.	
Contribution to Programme Learning Objectives (PLOs)*** - 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 / Learners Use of Time and Load Individual Assignment - weight 50% - workload estimated = 40 hours - due (info on Canvas) Class Participation and preparation - weight 20% - workload estimated = 8 hours - due (info on Canvas) Group assignment - weight 30% - workload estimated = 8 hours - due (info on Canvas)	
Evaluation scale 0-20		
Contribution to the Environmental, social and governance (ESG) Course Contribution to ESG: Yes Contact Hours are dedicated to ESG: 2 Contact Hours containing climate solutions for how organisations can reach net zero: 0 Description of contribution: The course fosters a sustainable mindset, enabling students to develop innovative solutions aligned with ESG principles for addressing societal and environmental challenges.		
Readings Required Case Studies: - Design Thinking and Innovation at Apple - LEGO - Satya Nadella at Microsoft: Instilling a growth mindset - Crest Whitestrips - Kathy Fish at P&G: Navigating Industry Disruption by Disrupting from Within		
Other Learning Material(s) Required Strategic Management and Innovation offered by Copenhagen Business School (CBS) on Coursera		

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

*ECTS - European Credit Transfer and Accumulation System (1 ECTS = 30 hours of learning)

**CH - Contact Hours in class or online, SDL - Self-Directed Learning including readings, homework, group work, preparation to assessment, etc

***PLO - Programme Learning Objectives are available on the curriculum page