



**Schulich**  
School of Business  
Executive Education Centre

UPCOMING PROGRAM DATES  
September 30, 2019 - June 12, 2020  
April 27 - November 27, 2020

3 modules of 5 days each over  
7 / 9 months

Continuous intake by module means  
you can start with the upcoming one!  
See page 3 for details.

LOCATION  
Executive Learning Centre  
4700 Keele Street, Toronto

# Masters Certificate in Innovation Leadership

Lead systematic innovation to consistently  
develop and implement better solutions.

## Program Leadership Insight

To excel in this increasingly competitive and fast-changing business environment, companies will need to outperform others at business strategy, product and service development, talent attraction and retention, flexible and efficient operations, and effective use of technology.

With insights gleaned from decades of global experience in the innovation space across all industries and sectors, this program has been designed help leaders build the strategic and tactical innovation capability required for success in today's uncertain times.



105 CPD



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# Forget innovation for innovation's sake.

It's about solutions which add value and deliver results in new ways.

Very few managers, directors and senior executives have the word innovation in their title, **yet they regularly encounter thorny challenges which could benefit from being approached in new ways, with fresh eyes.** In these cases, cultivating innovative thinking takes specific know-how – tools, techniques and approaches – to systematically pull the levers which enable the creativity and insights to flow. **Getting to a solution which adds value and delivers results in a new way is a matter of understanding and following an innovation process.**



**Innovating successfully requires organizational practices, as well as processes.**

The innovation process is just one half of the picture, though. **Managing the politics of the organization when you're trying to do something different can be a challenge itself.** How does one lead the people involved? Part of the complexity associated with innovation is **working through the organizational barriers, bottlenecks, silos and personalities to guide development and implementation of the solutions.** Taking a project and actually getting it launched requires the acumen to influence organizational practice.

**Tap into every level of innovation – incremental to disruptive.**

Although spectacular when it hits, disruptive, revolutionary innovation is rare and hard to achieve. But that doesn't mean you shouldn't be trying for it. **Incremental innovation focused on routine tasks is much more common and just as beneficial in numerous ways.** In addition to helping keep an organization competitive and better able to achieve its mission, tapping into the creativity of staff for incremental benefits keeps them deeply engaged. **The result is a healthy, fully-oxygenated organization which is talent-rich and resilient.**



# Masters Certificate in Innovation Leadership

**Q:** How do successful organizations develop and deliver innovative solutions, strategies, systems, processes and products to address the constraints and challenges of uncertain times?

**A:** Create cultures that support innovation and leaders that work with teams to deliver new value.

The *Masters Certificate in Innovation Leadership* provides business and public sector leaders with the **critical innovation leadership competencies to help their organizations execute creative responses to tough business challenges.**

Participants will learn to **apply concrete, tangible innovation skills, knowledge and tactics to cultivate a culture of innovation and deliver enhanced business and organizational results.** They will also learn leadership practices to successfully embed innovation into organizational strategy and processes.

Unique in North America, the program is both **comprehensive and practical**, allowing participants from diverse organizations to acquire tools from experienced instructors, knowledge from thought leaders, share experiences and gain direct exposure to organizations that have made innovation part of their culture.

## Key Outcomes for Participants

- Learn innovation tools, skills and processes you can implement immediately across your department, division, or organization
- Develop an innovation mindset and the unique leadership skills required to implement a sustainable culture of innovation
- Become a subject-matter resource and innovation management professional within your organization

### Convenient Modular Format!

Standalone modules make it possible to start with the next one scheduled, complete the rest in sequence and still enjoy full-program tuition savings. Alternatively, you may register in the modules in any sequence over 36 months at the individual module price to earn your Masters Certificate. For complete details, visit: [seec.online/stand-alone-modules](http://seec.online/stand-alone-modules).

## Overview of Course Modules

Achieve your Masters Certificate in as little as 15 days over 7 / 9 months, or register in single modules for individual certificates.

MODULE: September 30 - October 4, 2019 • April 27 - May 1, 2020

### Certificate in Strategic Leadership and Innovation

Learn the necessary knowledge and skills to successfully lead innovation projects, from strategic planning to the development of new products, to making operational improvements. Sessions include:

- Innovation as a practice
- The challenges of leading an innovating organization
- Introduction to design thinking
- Disruptive innovation
- Innovation thinking styles and process
- Making innovation happen
- The culture of innovation
- Leading breakthroughs

MODULE: February 24 - 28, 2020 • July 20 - 24, 2020

### Design Thinking 2.0: Certificate in Tools and Techniques with a User-Centred Approach

Learn to develop innovative products and services that anticipate, meet and exceed users' current and future needs by utilizing a different approach than traditional incremental thinking. Sessions include:

- Creating a plan and identifying challenges
- Making discoveries
- Insights & generating ideas
- Prototyping and acceptance
- Catalyzing implementation

MODULE: June 8 - 12, 2020 • November 23 - 27, 2020

### Certificate in Leading a Culture that Innovates and Executes

The success of winning organizations rests not on 'innovative' leaders, but on leaders who can create, lead and sustain a culture of innovation to raise the bar. Sessions include:

- Creating a culture of innovation
- Leading an innovative organization
- Experience innovative cultures (site visits)
- Innovation, intrapreneurship and influence
- Lessons from the trenches

Visit us online to see detailed program content or register:  
<http://seec.online/12465>



See detailed program content & register

# Masters Certificate in Innovation Leadership

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online to  
register!



<http://seec.online/12465>

## Detailed Program Content

### 5-DAY MODULE

#### Certificate in Strategic Leadership and Innovation

This five-day certificate will provide the necessary knowledge and skills to successfully lead innovation projects, from strategic planning to the development of new products to making operational improvements. Through in-class exercises and case studies, you will learn how to seize untapped business opportunities, create competitive advantage through innovation strategy and apply design and systems thinking for an integrated approach to delivering growth.

##### The Essential Links

- Define innovation in your organization
- Identify strategic levers of innovation

##### Innovation as a Practice

- Learn how to apply the FourSight assessment
- Explore how to overcome barriers

##### The Challenges of Leading an Innovating Organization

- Examine the critical nature of innovative thinking
- Identify the challenges of leading innovation

##### How much and what kind of Innovation do you want?

- Explore digital transformation and changing business models
- Examine the forces driving relentless change
- Consider implications of disruptive change to your organization

##### Innovative Company Site Visits

- Visit organizations that emphasize culture, space and engagement

##### Introduction to Design Thinking

- Examine the critical nature of insights
- Explore the design process and application

##### Innovation as a Process

- Develop expertise in each stage of the four-step innovation process
- Study the principles of creative thinking

##### Making Innovation Happen

- Learn how to build the case for change
- Determine the kind of change that is needed
- Develop stakeholder-influencing strategies

##### Leading Breakthroughs

- Learn how to lead self, team and enterprise-wide innovations
- Consider how to integrate tools, skills and mindset

### 5-DAY MODULE

#### Design Thinking 2.0: Certificate in Tools and Techniques with a User-Centred Approach

Long-term business success requires the ability to develop and sustain innovations that anticipate, meet and exceed user's current and future needs. Innovative businesses understand that the development of innovative products and services utilizes a different approach to product and service development than traditional incremental thinking. Using the most relevant tools and techniques with a focus on user needs at the outset increases the likelihood that proposed solutions will achieve commercial success.

##### Creating a Plan and Identifying Challenges

- The case for user-centered design
- Key principles, philosophy and creative problem-solving framework
- The importance of empathy, addressing functional and emotional needs
- Planning your approach to solving challenges
- Finding and clarifying opportunities

##### Making Discoveries

- Deep customer discovery and design inquiry
- Techniques to understand your customers better
- Hands-on exploration of issues
- Identifying your most powerful discoveries and insights
- Reverse engineering

##### Insights & Generating Ideas

- Diverging and converging guidelines
- Identify the most crucial elements of your discoveries
- Apply different tools and techniques to generate game-changing ideas
- Concurrent prototyping to accelerate validation

##### Prototyping and Acceptance

- Qualitative and quantitative methodologies for idea validation
- Barriers to adoption and stimulating innovation adoption
- Learning from experimentation and failing fast

##### Catalyzing Implementation

- Accelerating buy-in and implementation
- Keeping the momentum going
- Tailoring approaches for future projects
- Personal reflection and application

## UPCOMING PROGRAM DATES:

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April 27 - November 27, 2020

3 standalone modules of 5 days each over 7 / 9 months



## Program Faculty (see complete bios online)

### 5-DAY MODULE

## Certificate in Leading a Culture that Innovates and Executes

While many organizations focus on addressing problems, the most successful ones focus on raising the bar. One of the most effective ways to reach new heights is to focus on creating a culture of innovation. Contrary to popular belief, the success of winning organizations rests not on 'innovative' leaders, but on leaders who can create, lead and sustain a culture of innovation.

### Creating a Culture of Innovation

- What is culture and what is a culture of innovation?
- The characteristics and behaviours of a culture of innovation
- How culture forms and how to change it

### Impact of Cognitive Diversity

- Use the Kirton Adaptor-Innovator Inventory and theory to diagnose thinking preferences in individuals, team, and organizations
- Identify key behaviours which will have the most impact on an Innovative climate and culture

### Experience Innovative Cultures

- Learn from a variety of innovative environments
- See cultural innovation up close and personal
- Apply new thinking and strategies to your existing culture

### Innovation, Intrapreneurship and Influence

- The role of risk in successful innovation
- Identify intrapreneurial behaviors and actions
- Developing strong, influencing strategies to break old patterns, entrenched behavioural mindsets and typical reactions

### Leadership Lessons from the Trenches

- Round Tables with senior leaders
- Conversations around real challenges you are facing
- Applications and next steps

## Program Directors

### Lee-Anne McAlear

Lee-Anne is an award-winning facilitator, speaker, writer and consultant in the areas of innovation, leadership, employee engagement and team effectiveness. She has worked in over 32 countries helping both public and private organizations enable their innovation strategies and meet their innovation goals.

### Megan Mitchell

Megan is one of Canada's top innovation practitioners with over 25-years experience in innovation, marketing, sales, HR and leadership. She is Program Director of the Centre of Excellence in Innovation Leadership at SEEC, as well as an author and founding partner of Mitchell Consulting.

## Faculty

### Ron Babin, PhD, DBA, MBA

Ron is a professor of Technology Management and Innovation, and an award-winning instructor with many decades of IT professional experience. As a management consulting partner at KPMG and Accenture, he has provided strategic guidance to CIO clients across all industries.

### Elizabeth Huggins

Strategist, Innovation Catalyst and Speaker, Marketing Innovation Change Unlimited Among her many credentials, Elizabeth is one of the few Canadians to hold advanced certification in the KAI Inventory and Theory which is used to diagnose thinking strategy and its impact on innovation culture and thinking productivity in business, education and the military worldwide.

### Rob Lajoie, MBA

Rob is the Managing Partner and leader of consulting and implementation practices for Ideaction Inc. For 24 years, he has worked to frame, solve and deploy solutions to complex problems that impact individual, team and organizational performance in the service sector.

### Andrew Maxwell

A highly-rated professor of entrepreneurial engineering at the Lassonde School of Engineering at York University, Andrew brings to bear a unique understanding of the challenges of technology innovation and entrepreneurship developed from his direct experiences in working with client companies.

### Shane Saunderson, MBA, BEng

A prolific writer and lecturer on technology in society, Shane is a lifelong entrepreneur who has worked as a design thinking and innovation consultant for years. He is originally a robotics engineer by training who branched out to help countless organizations design their future products, services, and experiences.

### David S. Weiss, PhD, ICD.D. CHRE, CHSPC

David is President & CEO of Weiss International Ltd., a consulting firm that focuses on innovation, leadership and HR consulting that generate insights and solutions for boards, executives and senior leaders throughout North America and Europe. He is the author of six business books, including *Innovative Intelligence* (Wiley).



Program Directors Lee-Anne McAlear and Megan Mitchell

# Masters Certificate in Innovation Leadership

## Unique Program Features and Benefits Include:

- Canada's first comprehensive training program for tomorrow's innovation leaders that will advance your career and drive measurable value for your organization
- Receive advanced training from Canada's leading innovation practitioners
- Exposure to leading companies that support and inspire innovation
- Learn new innovation tools, skills and processes you can implement immediately across your organization
- Discover how to challenge the organizational assumptions that inhibit innovation and leverage the elements that support it
- Limited class size allows you to share practical experiences with other innovation practitioners



## Find Out More Today!

Visit <http://seec.online/12465>

1. Watch a brief **video introduction** by Program Directors Lee-Anne McAlear and Megan Mitchell
2. For **program content-related questions**, ask Lee-Anne or Megan directly: Toll free: 1.800.667.9380 email: [lmcalear@schulich.yorku.ca](mailto:lmcalear@schulich.yorku.ca) or [mmitchell@schulich.yorku.ca](mailto:mmitchell@schulich.yorku.ca)
3. **For administrative enquiries**, please call 416.736.5079 or live chat with a customer support agent at [www.seec.schulich.yorku.ca](http://www.seec.schulich.yorku.ca)

## Participant Profile

This program will benefit leaders charged with any size innovation mandate – from developing strategies to developing innovative offerings to leading teams and influencing a culture of innovation, including:

- Vice Presidents, Directors and Senior Managers
- Line leaders in all areas of organizations that can benefit from innovative thinking; in particular Product Development, Service, Marketing and Sales, Operations and IT
- Staff leaders who are accountable for improving their organization's innovation culture and skills (e.g., HR, Strategy or Project Management)

## Registration Details

### Certificate in Strategic Leadership and Innovation

Upcoming Sessions: Sept. 30 - Oct. 4 2019  
• April 27 - May 1, 2020

### Design Thinking 2.0: Certificate in Tools and Techniques with a User-Centred Approach

Upcoming Sessions: Feb. 24 -28, 2020  
• July 20 - 24, 2020

### Certificate in Leading a Culture that Innovates and Executes

Upcoming Sessions: Jun. 8 - 12, 2020  
• November 23 - 27, 2020

### Program Location & Time

Executive Learning Centre, Schulich School of Business, York University, 4700 Keele Street, Toronto, ON M3J 1P3

Sessions run: 9:00 a.m. - 4:30 p.m.

### Full Masters Certificate Program Fee:

\$12,500 + applicable taxes (Save \$2,350 over the individual module cost).

### Per module: \$4,950 + applicable taxes.

(Complete all modules within three years to earn your Masters Certificate.)

**Alumni Discount:** Save 10% if you have taken a program with SEEC in the last 24 months.

- Fee includes program tuition, teaching materials, lunches and refreshments.
- A deposit of \$1,000 CDN is required to secure your place in the program.
- Full program fee is payable prior to start of program.
- Schulich Executive Education Centre's liability is limited to reimbursement of paid tuition fee.
- Contact us about multiple registration discounts from one organization, or a convenient tuition payment plan.
- Modules, speakers, topics, dates, fees and locations are subject to change.
- Complete registration details at [seec.online/FAQ](http://seec.online/FAQ).

### Optional Accommodations

Participants receive a special corporate rate at area partner hotels. For details, please visit the *Contact and Locations* section of our website.



### Administrative Inquiries

Tel: 416.736.5079 • Toll Free: 1.800.667.9380  
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For more information or to register online today, visit <http://seec.online/12465>