Two Day Program on Leading Innovative Teams
David Niño, Ph.D., Senior Lecturer and Program Director, Massachusetts Institute of Technology

The MIT Professional Education program for *Leading Innovative Teams* is uniquely designed to deliver a personalized and powerful development experience. It builds on the premises that effective leadership is central to achieving successful innovation and that both leading and innovating are deeply human experiences. For our program, we aim to enroll experienced managers who are prepared to commit to an intensive and collaborative learning experience. Those who become part of the program will engage in a uniquely MIT experience – one that is intellectually demanding, impact-oriented, and that aspires to contributing to a better world. Our program will utilize multiple learning methods, including assessments, personal reflections, case studies, role-plays, and other forms of active and experiential learning.

Program Learning Goals

- Become a more authentic and inspiring leader of innovation
- Learn what leaders can do to inhibit, prevent, or destroy innovation in teams
- Develop three critical skills needed to lead innovative teams
  - How to design and convene teams that are charged with innovation
  - How to develop a unique environment that motivates people to deliver their most creative ideas
  - How to harness the energy of constructive conflict in creative teams

First Day Agenda

8:30-9:15 a.m. Welcome and Introduction
  - Introduce and discuss our model of leading teams and the capabilities of innovative leadership

9:15-11:15 a.m. Assessing your unique strengths as a leader of innovation
  - Participants will complete an assessment before our program and we will review the results, identifying potential strengths as a leader of innovation and implications for future leadership development
  - Practice methods for continuing to reflect on and build self-awareness of leadership strengths

11:15-11:30 a.m. Break

11:30-12:15 a.m. How leaders can hinder – or destroy – the innovation process
  - Participants will review the leadership practices that can have varying degrees of negative effects on creativity and innovation

First Day Agenda (cont.)

12:15-1:15 p.m. **Working Lunch**
- o Review your current workplace situation and the opportunities for creativity and innovation

1:15-2:30 p.m. **Creating your teachable point of view on innovation**
- o Review how leaders create a personal vision of innovation that can teach and empower innovation in others

2:30-2:45 p.m. **Break**

2:45-4:30 p.m. **Communicating your teachable point of view on innovation**
- o Participants will deliver and receive feedback on individual visions of innovation

4:30-5:00 a.m. **Reflect on the day and how to apply and transfer lessons learned**

Second Day Agenda

8:30-10:45 p.m. **Designing innovation teams and defining innovative problems**
- o Review the critical factors to consider when designing teams charged with innovation
- o Practice defining the problems (or opportunities) that drive the innovation process
- o Role play simulation

10:45-11:00 p.m. **Break**

11:00-12:00 p.m. **Convening and launching innovative teams**
- o Review strategies for staffing and launching new teams charged with developing creative solutions to compelling problems

12:00-1:00 p.m. **Working Lunch**

1:00-3:00 p.m. **The role of creative conflict in innovating teams**
- o Discuss why conflict is central to fostering creativity in teams and practice methods that leaders can use to foster constructive (versus destructive) forms of conflict in small groups

3:00-3:15 p.m. **Break**

3:15-4:30 p.m. **Creating a motivating environment**
- o Discuss why motivation is especially important in teams charged with innovation and how leaders can create an environment that fosters collective creativity

4:30-5:00 p.m. Final Wrap Up and Conclusion