



STRATEGIC LEADERSHIP



# BEING INNOVATIVE

**NEW**  
PERSONALIZED  
DIGITAL LEARNING

**1<sup>st</sup>**

IN OPEN  
PROGRAMS  
WORLDWIDE

*Financial Times* rankings  
2012, 2013 & 2014



## IMD GLOBAL LEADERSHIP IN THE CLOUD

Being Innovative (BI) is part of a new offering of personalized and flexible cloud-based programs which enable you to develop your global leader skills from any location:

- » Expand your knowledge and drive your own development
- » Enjoy the flexibility of a cloud-based program combined with IMD's real world, real learning approach
- » Benefit from personalized feedback at every step of the program
- » Work on an individual action learning project and apply what you learn each week to your current business challenges
- » Network and learn with a select group of accomplished business professionals
- » Earn an IMD executive education certificate
- » Become an IMD alumnus/alumna



# WHAT

## DO YOU FIND THAT TRIED AND TESTED MANAGERIAL MODELS ARE NO LONGER APPLICABLE TO THE SITUATION YOU FACE?

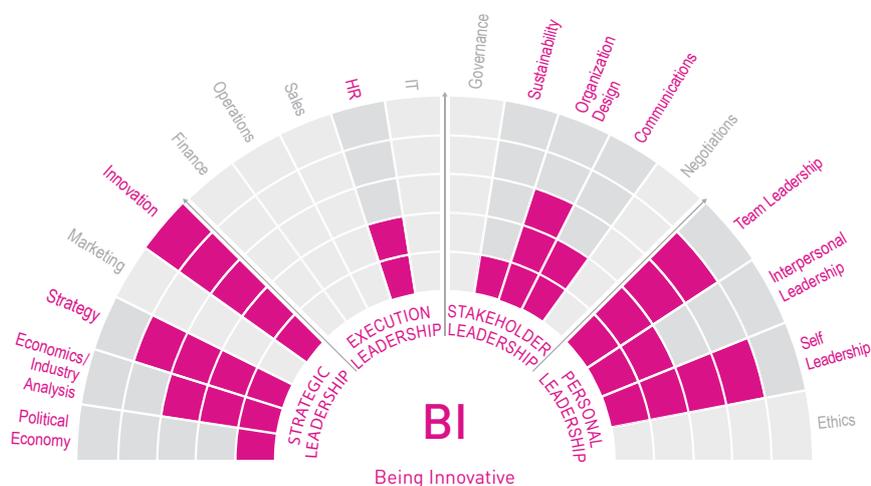
In a world where all the familiar secure bases of managerial practices are up for grabs - no more sustainable competitive advantages, no more clearly defined industry boundaries, no more reliable value chain partnerships, assets borrowed rather than owned - discovery-driven growth is fast becoming the new norm. In such a world, the need to be innovative has never been more crucial.

Being Innovative (BI) helps you drive innovation in your organization more successfully - by providing insights into the lessons of successful innovators, and by highlighting the limitations of current managerial models in today's world of constant change and uncertainty.

### BEING INNOVATIVE WILL ENABLE YOU TO:

- » Understand why traditional and familiar business models are no longer reliable in today's business context
- » Master new approaches to thinking about innovation, to craft better strategy in the face of great uncertainty
- » Acquire conceptual frameworks to make your innovation and strategic thinking more effective
- » Identify partners who will be influential in creating the future you will be competing in
- » Employ prototyping as a way of taking bigger chances without incurring bigger risk
- » Hone your personal idea hunting skills
- » Develop leadership insights for dealing with great uncertainty
- » Maximize the talent contributions of those around you
- » Launch a coherent and innovative proposal in your current work environment

### OVERVIEW OF PROGRAM TOPICS



IMD is the expert in developing global leaders.

Find out how we can help you on your global leader journey at: [www.imd.org/global-leader](http://www.imd.org/global-leader).



"Being Innovative is not just about the theory - the theory you can read about in books. I think it's the team from IMD and the group of participants who challenge you, that make you willing to take that new step you haven't taken before, and to think of other areas you haven't thought of before. Even though we are all working remotely, you really feel like you are part of a team. Each week, there are multiple contact moments with your team and the interaction with and feedback from the program coach is continuous."

*Toby Borelage*  
Director  
i-to-i  
The Netherlands

"Being Innovative uncovered some compelling insights for my business. For example, viewing revenue stream opportunities exposed areas that could provide potential going forward, and looking at costs and profitability exposed areas where the sales and support functions could work together to improve cash flow."

*Marci Bonham*  
Director of Sales  
Hilti Great Britain Ltd.  
United Kingdom

"What I like most about the program is the ability to apply what you learn every week: first practicing with the group of participants where everyone brings in the perspective of their own industry, and then applying it to your own business, knowing you have understood the concepts and building on the frameworks and tools you received. If you are interested in innovation and want to make a difference in your company, then this is the program for you."

*Elsa Villanova*  
Team Leader Pipeline and New  
Opportunities iNPD  
Nestlé  
Switzerland

### **Program Director**

**Bill Fischer**

American

**Innovation Management**

DBA George Washington  
University



## WHO

Being Innovative is designed for executives who need to fulfil the role of strategic leader in a time of great turbulence, specifically leaders who are struggling to think strategically in a fast moving world and who need to find innovative solutions to new and evolving scenarios.

## HOW

### **LEARNING FRAMEWORK**

This eight-week digital program begins with an examination of current business models and their limitations when applied to today's evolving environment. As the learning journey progresses, you will be confronted with a variety of insights concerning where innovation comes from; how you can tap into the future today; strategies for giving a good idea a good chance and how you can foster and nurture a culture of innovation within your team. You will be challenged to test your assumptions and open yourself up to new ways of thinking and acting with respect to your strategic thinking.

Individual assignments, virtual group work, case studies, video summaries, personalized feedback from your program coach, exchanges with leaders from across the globe and peer reviews - are all combined to stimulate your thinking, unlock new insights, change habits, and firmly embed the learning in your specific business context.

You will leave the program with innovative ideas to apply to your current and future business challenges.

### **GAIN IMD CERTIFICATION**

This program requires approximately 2-4 hours work per week during an eight-week period. It is intensive and demanding, and is designed to stretch your thinking. Successful and timely completion of the weekly assignments and summative action learning assessment at the end of the program will lead to IMD certification.



## WHERE

This is a digital program which can be completed anywhere in the world.

## WHEN

### **DURATION: 8 WEEKS OFFERED TWICE A YEAR**

BI 1	April 27 – June 21	2015
BI 2	September 14 – November 8	2015

### **HOW CAN I APPLY?**

[Download the application form](#)

IMD Global Leadership in the Cloud Programs are available exclusively to corporations who have subscribed to the Global Leadership in the Cloud portfolio package. Each company that has subscribed, has a defined number of seats they can assign to their high potential and developing global leaders.

Please check internally that you are eligible to apply before submitting your program application form. For further information, contact a Program Advisor at + 41 21 618 07 00 or at [info@imd.org](mailto:info@imd.org).

### **HOW CAN MY COMPANY SUBSCRIBE TO THE GLOBAL LEADERSHIP IN THE CLOUD PORTFOLIO PACKAGE?**

For further information, contact a Program Advisor at + 41 21 618 07 00 or at [info@imd.org](mailto:info@imd.org).



IMD is ranked **1<sup>st</sup>**  
in executive education worldwide  
(Financial Times 2008 & 2014) and  
**1<sup>st</sup>** in open programs worldwide  
(Financial Times 2012, 2013 & 2014).



## The **IMD** Difference

**IMD is a top-ranked business school.**  
**We are the experts in developing global leaders**  
**through high-impact executive education.**

### Why IMD?

- » We are 100% focused on real-world executive development
- » We offer Swiss excellence with a global perspective
- » We have a flexible, customized and effective approach

**[www.imd.org](http://www.imd.org)**

### ALUMNI BENEFITS

As a former participant in an IMD program, you gain membership to our Alumni Network, with more than 80,000 members worldwide, and have access to a number of alumni benefits. Find out more at: [www.imd.org/alumni](http://www.imd.org/alumni).

### FOLLOW US ON



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