Program Details
Every great innovator—from Jeff Bezos to Steve Jobs—excels at asking the right questions. Day-in and day-out they seek provocative new insights by getting out of their offices and into the real world, actively observing, networking, and experimenting to generate valuable new ideas. By doing so, they improve our lives and grow our economy, finding new solutions to the most challenging problems we face. Innovative entrepreneurs and intrapreneurs act differently to think differently and, in the end, they make a significant impact.

Building on hundreds of interviews and more than ten thousand survey assessments, Gregersen delivers unique insight into the behaviors of extraordinary, and often disruptive, innovators. Participants of this new program will learn and practice important discovery skills that lead to new innovations—ranging from product improvement to new market creation—to generate valuable, new economic growth.

These key innovation skills include:

• Questioning the status quo
• Observing the world like anthropologists
• Networking with diverse people to get new ideas
• Experimenting in small, fast, and cheap ways to reach novel solutions
• Connecting typically unconnected insights to deliver disruptive new business ideas

To put these skills into practice, participants will identify an individual challenge for which they seek a solution and commit to innovating around that challenge throughout the two days. They will also engage in a personal diagnostic assessment to better understand their own innovation- and execution-focused leadership skills.

Takeaways
This highly interactive program will help participants:

• Gain deeper insight into their unique innovation skill strengths
• Build questioning, observing, networking, and experimenting capabilities to surface new ideas and value-creating innovations
• Practice questioning skills intensively through individual and group exercises
• Apply skills to a real individual challenge
• Evolve their existing corporate culture to better foster these five skills

Participants
This program has been developed for executives seeking to improve their creative problem solving skills and deliver higher value-creating innovation at their organizations. This program is applicable to:

• CEOs
• Presidents
• COOs
• Executive VPs
• Heads of R&D, Engineering, Manufacturing, and IS
• Chief Technologists
• Corporate Planners and Strategists
• VPs of Marketing and New Venture Development
• Other senior managers with leadership responsibility

http://executive.mit.edu/dna
The Innovator’s DNA: Mastering the Five Skills For Disruptive Innovation

Sample Program Schedule
(subject to change)

<table>
<thead>
<tr>
<th>Day 1</th>
<th>Day 2</th>
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<tbody>
<tr>
<td>9:00 AM – 10:00 AM:</td>
<td>9:00 AM – 10:00 AM: Debrief and deepen insights from Day 1</td>
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<tr>
<td>Introductions and crafting a learning culture</td>
<td>10:00 AM – 12:00 PM: Transforming ideas into action through experimentation</td>
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<tr>
<td>10:00 AM – 12:00 PM:</td>
<td>12:00 PM – 1:00 PM: Lunch</td>
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<tr>
<td>What is innovation?</td>
<td>1:00 PM – 5:00 PM: Catalytic questioning, deep observing, and idea networking</td>
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<tr>
<td>What is the “job-to-be-done”?</td>
<td>1:00 PM – 2:00 PM: Building innovation and execution focused teams</td>
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<tr>
<td>12:00 PM – 1:00 PM:</td>
<td>2:00 PM – 3:00 PM: Constructing a sustainably creative culture</td>
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<tr>
<td>Lunch</td>
<td>3:00 PM – 5:00 PM: Creating commitment to personal action plans</td>
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<tr>
<td>1:00 PM – 5:00 PM:</td>
<td></td>
</tr>
<tr>
<td>Catalytic questioning, deep observing, and idea networking</td>
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Program Faculty
Please check the website for the most current information.

Hal Gregersen is Executive Director of the MIT Leadership Center and a Senior Lecturer in Leadership and Innovation at the MIT Sloan School of Management where he pursues his vocation of executive teaching, coaching, and research by exploring how leaders in business, government, and society discover provocative new ideas, develop the human and organizational capacity to realize those ideas, and ultimately deliver positive, powerful results.

He is a Senior Fellow at Innosight and a former advisory board member at Pharmascience, a privately held pharmaceutical company based in Montreal, Canada. Before joining MIT, he taught at INSEAD, London Business School, Tuck School of Business at Dartmouth College, Brigham Young University, and in Finland as a Fulbright Fellow.

Gregersen’s most recent book, The Innovator’s DNA: Mastering the Five Skills of Disruptive Innovators, flows from a path-breaking international research project (with Jeff Dyer & Clayton Christensen). They explored where disruptive innovations come from by interviewing founder entrepreneurs and CEOs at 100+ of the most innovative companies in the world and by assessing how 8,000+ leaders leverage five key innovation skills to create valuable new products, services, processes, and businesses.

To grasp how leaders find and ask the right questions—ones that disrupt the world—Gregersen is now studying 100+ renowned business and government leaders.

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