INSTRUCTOR: Greg Magnan, Ph.D. (gmagnan@seattleu.edu) | Pigott 426 | phone: 206.296.6466
CLASS TIME: 12:45 – 16:15 Wednesday (P201)
OFFICE HRS: 11:30 – 12:30 Wednesday, 16:15 – 17:15 Thursday, and by appt.
MATERIALS: (1) CoursePack [link] (required)
          (2) Keeley et al., The Ten Types of Innovation, Wiley, 2013. (required) [link]
          (3) Puccio et al., Creativity Rising: Creative Thinking & Creative Problem Solving in the 21st Century, ICSC Press, 2012. (required) [link]
          (4) Liedtka and Ogilvie, Designing for Growth, Columbia University Press, Chichester, New York, 2011. (required) [link]
          (6) Articles and readings linked through the syllabus schedule.

Course Description

Innovation: “Something different that has impact.”
— Scott D. Anthony

Creativity is just connecting things. When you ask creative people how they did something, they feel a little guilty because they didn’t really do it, they just saw something. It seemed obvious to them after a while. That’s because they were able to connect experiences they’ve had and synthesize new things.
— Steve Jobs

The business enterprise has two—and only two—basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs.
— Peter Drucker

“Innovation— any new idea—by definition will not be accepted at first. It takes repeated attempts, endless demonstrations, monotonous rehearsals before innovation can be accepted and internalized by an organization. This requires courageous patience.”
— Warren Bennis

“Creativity is thinking up new things. Innovation is doing new things.”
— Theodore Levitt

This course is designed to introduce practices necessary to stimulate ideas and the frameworks and tools required to manage innovation. It is grounded in creative problem-solving models that promote imagination, practical thought and action, which apply to individuals and organizations alike. Students are encouraged to bring a personal or organizational challenge or problem to the course to provide context for the various models. Like creativity, however, the course is more about experiences and experiments than tools and methods. Everyone, therefore, is
encouraged and expected to contribute to our collective learning through sharing ideas and experiences.

**Learning Goals**

1. Identify and describe creativity and innovation from various perspectives.
2. Apply and assess tools to enhance individual creativity.
3. Explain and apply elements and tools of the creative problem solving process.
4. Discuss and assess factors driving and resisting innovation in teams and organizations.
5. Evaluate innovation models that engage stakeholders inside and outside an organization’s boundaries.
6. Reflect upon and describe the role creativity and innovation play in one’s daily life.

**Course Requirements**

As is the case in most service encounters, your perceived quality of this course is largely a function of the involvement of you, the student/customer. To that end, the bulk of responsibility for learning is yours—keeping current with the reading and fully participating in class activities are critical to a successful course for all.

1. **Creative Problem Solving / Innovation (10%):** 750-word paper/other observing your experience using the CPS tools and process or application of innovation tools/processes to an organization. Due anytime before August 14, 2014.

2. **Simulation Brief (5%):** Submit a 500-word brief (or visual equivalent such as a mind map or sketchnote) for your lessons learned from the Back Bay Battery simulation. Can be done in pairs. Due before class on July 31, 2014.

3. **Creativity Interview / Book Review (10%):** Presentations will occur throughout the quarter. Presentations are limited to 5 minutes and must be creative! Objective is to share lessons learned / tips from a creative person or a manager of creative workers. Alternatively, this can be a review of a book, with full points for one that in which you have tried the book’s exercises. We will schedule about 4 per week.

4. **Project Presentation & Materials (35%):** Individuals will present how they used the tools of CPS or Design Thinking or Innovation to address a problem or challenge. Presentations should include a description of the problem/challenge, a short description of the process and tools used, and a proposed solution to the problem/challenge. The solution should be an outcome of the process/methodology described in either (or all) of the required texts. The presentations are limited to 5 minutes and will take place on August 14, 2014. Materials created during the process, especially the lists generated, should also be submitted August 14.

5. **Journal / Reflection writing (15%):** Lessons learned, observations and/or applications from C&I tools presented in class, in various books and readings, and by guest speakers and visitors. Due by August 14, 2014.

6. **Online Participation (10%):** This involves participation—throughout the quarter—in online (Canvas) communications, including discussions, posting links to other creativity & innovation materials, posting and responding to questions, etc. It may also include participating in the creation of a class wiki that addresses aspects/materials of creativity and innovation.
7. **In-class Participation (10%):** *Participation in class discussions and activities is required.* The quantity of quality contributions to discussions in class and online will count 10% of your grade and will be evaluated by the instructor’s judgment. Please be courteous of others at all times and cognizant of limited discussion bandwidth. Some of the criteria that used to judge effective class participation for grading purposes include:

- Is the participant a good listener? Are the points made relevant to the current discussion? Are they linked to the comments of others?
- Is there willingness to participate? Is there willingness to test new ideas or are all comments "safe"?
- Do comments clarify and highlight the important aspects of earlier ideas and lead to a clearer statement of the relevant concepts and issues?

8. **Sketchnote (5%):** Submit a sketchnote of a lecture, talk, or organizational meeting (or other). **Due by July 17, 2014.**

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### Grading

A straight grading scale will be used to determine final grades (A = 95-100, A- = 90-94, B+ = 87-89, B = 83-86, B- = 80-82, C+ = 79-77, etc.) Course requirements are assigned the following weights:

- CPS tool/process reflection: 10%
- CPS/Design Thinking Project: 35%
- Participation: 10%
- Interview / Book Review Preso: 10%
- Back Bay Simulation Brief: 5%
- Journal / Reflection: 15%
- Online Participation: 10%
- Sketchnote: 5%

### Policies: Academic Honesty & Disability

Seattle University is committed to the principle that academic honesty and integrity are important values in the educational process. Academic dishonesty in any form (e.g., plagiarism, cheating, academic fraud) is a serious offense against the academic community. Acts of academic dishonesty will be addressed according to the Seattle University Academic Honesty Policy. If you are not sure whether a particular action is acceptable according to the Academic Honesty Policy, please check with your instructor. The policy can be found at:

If you have, or think you may have, a disability (including an 'invisible disability’ such as a learning disability, a chronic health problem, or a mental health condition) that interferes with your performance as a student in this class, you are encouraged to arrange support services and/or accommodations through Disabilities Services staff in the Learning Center [206.296.5740]. Disability-based adjustments to course expectations can be arranged only through this process.
# COURSE SCHEDULE (v1.0, updated June 26, 2014)

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<tr>
<th># / Date</th>
<th>Topics</th>
<th>Chapters / Articles / Cases / Videos</th>
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| 1       | June 26 | Creativity exercise  
Course introduction | **TED Talk: David Kelley on How to Build Your Creative Confidence** |
| 2       | July 3  | Creativity Tools  
CPS model  
CPS Challenge | CR: Chapters 1 - 4  
DfG: Section 1, Ch. 1 - 2  
TTI: none  
TLS: none | **TED Talk: Elizabeth Gilbert on Nurturing Creativity**  
The Progress Principle video [9:47] (Teresa Amabile) |
| 3       | July 10 | Storytelling  
Design Thinking | Speaker:  
CR: Chapters 5 - 8  
DfG: Section 2, Ch. 3 - 6  
TTI: none  
TLS: none  
Sketchnoting videos [see Canvas module] | **Design Thinking (HBR, 2008)**  
**TED Talk: Tim Brown on Creativity and Play** |
| 4       | July 17 | Intra-Organizational Creativity & Innovation  
In-House Social Networks | CR: Chapters 9 - 12  
DfG: Section 3 - 4, Ch. 7 - 10  
TTI: none  
TLS: none | **The Innovation Catalysts (HBR, 2011)** |
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| 5 July 24 | Disruptive Innovations  
Strategy & Business Models | CR: none  
DfG: none  
TTI: Ch. 1 - 12  
TLS: Ch. 1 - 4  
*Meeting the Challenge of Disruptive Change* (Christensen, HBR, 2000) |
| 6 July 31 | Innovation in Teams  
New Product Development | CR: none  
DfG: Section VI (*Leading Growth and Innovation in your Organization*)  
TTI: Ch. 13 - 20  
TLS: Ch. 5 - 8  
*Bringing Minds Together* (HBR, 2011)  
Back Bay Battery Simulation - discussion [CP] |
| 7 August 7 | Inter-Organizational Innovation  
Open Innovation | CR: none  
DfG: none  
TTI: Ch. 21 - 24  
TLS: Ch. 9 - 12  
The Discipline of Innovation [Drucker, HBR, 1985] |
| 8 August 14 | Presentations and Reflections | How Will you Measure Your Life? (HBR, 2010)  
TED Talk: Steve Jobs on How to Live Before You Die (filmed June, 2005) |
Other Resources

http://www.innovatorstoolkit.com/
http://www.fastcodesign.com/

- Understanding Creativity: The Manager as Artist (Business Strategy Review, 2009) [SKIM this only]
- The Innovator’s DNA (HBR, 2009)
- Creating Value Through Business Model Innovation (SMR, 2012)
- How to Identify New Business Models (SMR, 2012)
- Outsourcing Business Processes for Innovation (SMR, 2013)
- Using the Crowd as an Innovation Partner (HBR, 2013)
- Increasing Supplier-Driven Innovation (SMR, 2010)

Supplemental Reading (not required for class):
- The Charts That Changed the World (HBR, 2011)
- TED Talk: Sheena Iyengar: How to Make Choosing Easier
- How to Kill Creativity (HBR, 1998)
- Motivating Creativity in Organizations: on doing what you love and loving what you do (Amabile, CMR, 1997)

Supplemental Reading (not required for class):
- TED Talk: David McCandless on The Beauty of Data Visualization

Supplemental Reading (not required for class):
- Managing for Creativity (HBR, 2005)
- How Pixar Fosters Collective Creativity (HBR, 2008)
- Creativity Step by Step (HBR, 2008)
- Green Rules to Drive Innovation (HBR, 2012)
- Managing Your Innovation Portfolio (HBR, 2012)
- The Manager’s Guide to IT Innovation Waves (SMR, 2012)
- Reverse Engineering Google’s Innovation Machine (HBR, 2008)

Supplemental Reading (not required for class):
- Reinventing Your Business Model (Christensen, HBR, 2008)
- Disruptive Technologies – Catching the Wave (Bower & Christensen, HBR, 1995)
- How P&G Tripled its Innovation Success Rate (HBR, 2011)
- A Reverse Innovation Playbook (HBR, 2012)
- The Trillion Dollar R&D Fix (HBR, 2012)
- Innovation Killers (Christensen, HBR, 2008)

Supplemental Reading (not required for class):
- Six Myths of Product Development (HBR, 2012)
- The Case for Stealth Innovation (HBR, 2013)
- Innovation Risk [HBR, 2013]
- The 5 Myths of Innovation [SMR, 2011]
- Organizing R&D for the Future [SMR, 2013]
- How Innovative is your Company’s Culture? [SMR, 2013]
- Capturing the Value of Synchronized Innovation [SMR, 2013]

Supplemental Reading (not required for class):
- How Open Innovation can Help You Cope in Lean Times (HBR, 2009)
- The Age of the Consumer Innovator (SMR, 2011)
- Collaborating With Customer Communities: Lessons from the Lego Group (SMR, 2012)
- Creating Employee Networks that Deliver Open Innovation (SMR, 2011)
- The Art of Piloting New Initiatives (SMR, 2011)
- Is Your Company ready for Open Innovation? (SMR, 2011)
- GE’s ecoimagination Challenge: An experiment in open innovation (Chesbrough, CMR, 2012)
- Open Innovation and Strategy (Chesbrough, CMR, 2007)

Managing Innovation from Concept to Cash [PWC Technology Forecast, 2011, pp. 36-39] [Canvas]
- Why too much trust is death to Innovation (SMR, 2010)
- Don’t Tweak Your Supply Chain—Rethink it End to End (HBR, 2010)
- Creating Shared Value (Porter, HBR, 2011)
- Major League Innovation (HBR, 2009)