

ICE

(INNOVATION, CREATIVITY & ENTREPRENEURSHIP)

Course Summary, Teacher Bios and Syllabus

Fall Semester, 2010

MBA 290T.2 / Engineering 290.5

Instructor: Randy Haykin, haykin@haas.berkeley.edu

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Class meets **Wednesdays 4-6 pm**, Cheit Hall 135

COURSE SUMMARY:

Business “innovation” and “creativity” are terms used frequently in today’s business world to describe companies or projects that go beyond conventional thinking. Many young job-seekers, like those graduating from UC Berkeley, seek jobs with organizations that are innovative in the way that they define their business, run HR practices, build their products and/or compete in the marketplace. These innovative businesses – whether they be corporate “intrapreneurial” projects or small entrepreneurial startups -- and their inspiring leaders are highly valued in today’s market. This course aims to capture the challenge and excitement of these companies – I call them “*iOrganizations*” and provide students with an opportunity to understand the underpinnings of this innovation.

The **iOrganization** designs, develops, markets, sells and finances its product or service in a way that sets it apart from its competitors. In today’s fast-paced Internet- and mobile-driven world, innovation is both a desired trait and a necessity for survival. But how do organizations capture, develop, embrace, and harness innovation? Where do the best ideas come from? How do employees (often the founders or leaders) bring **creative individualism** to the organization? Highly differentiated and unique business start-ups are often led by a leader who understands how to harness the power of the innovative organization.

The ICE course teaches innovation from three distinct points of view:

- 1) We will examine both “**entrepreneurial**” (start-up and growth) companies as well as larger global organizations with “**intrapreneurial**” departments, projects and “spin-outs.”
- 2) We will chart the **lifecycle and time-line of the typical start-up** and explore innovation at each stage of development from product design to development through manufacturing to financing. The course is designed to give students an understanding of where to look for innovation, how to lead within an innovative organization, and how to harness “functional” creativity within any department.
- 3) The course also aims to dig deeper than most other business courses at Berkeley, by asking each student to synthesize learnings from the semester into a “**personal innovation plan**” that they can use in their job search and in their future career. The ultimate goal of the course is to change the way each student views him or herself and re-design their focus on career and leadership. Students are expected to leave this course with a better understanding of themselves and how to recognize and drive their OWN creativity in the business setting.

COURSE OBJECTIVES:

This course is designed for students who believe they will one day be involved in an innovative, entrepreneurial or “intrapreneurial” (corporate) venture, and would like to understand how they can draw from their own creative skills. It is also appropriate for students who may someday work within an innovative company, such as one in the arts (record label, movie studio), sciences (biotech, clean energy) or Internet (consumer, enterprise).

The objectives for this course are:

- To give students a thorough knowledge of where innovation can be found within the organization, how to recognize it, and how it can be used for competitive advantage. In other words, what makes an organization creative and innovative?
- To provide students an understanding of how they, as future leaders of organizations, can recognize and harness creativity. How do entrepreneurs and intrapreneurs in the most creative global organizations lead? What can these examples of creative organizations and leadership teach us?
- To examine the “creative problem solving process” and provide access to tools that students can use in their future careers for solving innovation dilemmas and challenges.
- To help nurture each student to design their own personal creativity plan and apply it both personally and to future organizations they will lead.

REQUIRED READING:

The course will require a rigorous self-assessment as well as moderate reading load. Students will be required to familiarize themselves with the breadth of readings on creativity and the organization (see required and additional reading lists below), as well as participate in lively class discussions that will be personally challenging.

Our course approach includes readings, cases, discussions, exercises, individual assessment and journaling, and group projects (see attached syllabus for details). We will draw from books on the theory of creativity, case studies of innovative organizations and leaders, and guest lecturers from a variety of creative industries, organizations and perspectives.

Several seminal books have been written on the topic of Creativity, Innovation and Entrepreneurship and this course will cover several in our reading. We will have required readings from the following books:

1. Creativity – Mihaly Csikszentmihalyi
2. The Medici Effect – Frans Johansson
3. Jack’s Notebook - Gregg Fraley
4. Optional: When Sparks Fly – Dorothy Leonard & Walter Swap
5. Optional: PDF excerpt from How to Think Like Einstein – Scot Thorpe

REQUIRED WRITING

In addition to reading, there will be three main writing assignments as part of this course:

Journals: Each student will be asked to maintain a journal during the semester for tracking critical learnings, thoughts from readings and class discussion. You will be asked to record ideas generated from the materials in this class and the online assessments that each student will take and interpret. The journal should be a living document that can include thoughts, feelings, drawings, clip-outs, photos, etc. The integration of materials/thoughts from this journal (which will be handed in at the end of the semester as part of Final Project grade) will culminate in the “Personal Innovation Plan”. In past classes, some students have kept their journals online, using a wiki, personal blog, or self-programmed interface.

Group Exercise: Students will work together in teams to identify a group “problem” or challenge (either a real company issue, or a fictional one provided by Professor R) to apply their learnings from the “creative problem solving process”.

Personal Innovation Plans: At the end of the semester, each student will submit a written or video-taped PIP (Personal Innovation Plan), details of which will be provided during the semester. The Plan will integrate learnings from the semester, scores from self-assessment and will address areas of leadership, team contribution and personal development. Some students will be asked to present their plans in person to the class or in person.

Alternatives to PIP: For a select group of students who enjoy research, there will be several research topics on Creativity and Innovation that the Professor will offer as substitutes to the Final PIP to a select number of you that demonstrate superior writing & research backgrounds and skills. These may include research and writing on famous entrepreneurs/creative teams and creative start-up companies or corporations. This will be discussed by week 5 of the course.

GRADING

The course grade is based on the following scheme:

- Class participation, includes instructor’s evaluation of preparedness/quality 30%
- Two assignments: 30%
 - o Assignment one (group) – due Oct. 27 (20%)
 - o Assignment two (individual or special project) – due Nov, 18 (10%)
- Journal and Personal Innovation Plan 40%

“Snapshot” Overview of Class

Class Topics	Date	Case/Online	Readings
1 Introduction	9/1		Cziksentmihalyi (Ch. 1-3) Medici Effect (ch. 1-3), Online definition videos
2 Personal Creativity	9/8		<i>Creativity link to Entreprship.</i> , StrengthsQuest - take online (start <u>Jack's Notebook</u>)
3 Team Creativity I	9/15		<u>Jack's Notebook</u> (complete it)
4 Team Creativity II	9/22		<i>Design Thinking</i> <i>Living in an X-Problem World</i>
5 iOrganization (Overview)	9/29	Reply	<i>Why Biz Models Matter</i> , <i>Osterwalder Model</i> reading Reply video case
6 iOrganization (Leadership I)	10/6		<i>Managing 4 Creativity</i> (Florida) <i>How to Kill Creativity</i> <i>How Pixar Fosters Creativity</i> ,
7 iOrganization (Leadership II)	10/13	SK Winery	<i>Creativity & Role of Leader</i> Steven Kent video
8 iOrganization (Environment)	10/20		<i>Real Leaders Ask</i> , <i>Mind of the Innovator</i>
9 iOrganization (Culture/HR)	10/27	Netflix	<i>Managing 4 Creativity</i> (Amabile) Netflix video case
10 Group presentations	11/3		
11 Team & Personal	11/10		<i>Motivating...in Organizations</i> , <i>Foursight –Your Thinking Profile</i>
12 National/Global	11/17	Digital Choc.	<i>Atlantic Century</i> study Digital Chocolate video case
13 Course Summary	11/24	Google	Cziksentmihalyi (ch. 4&5)
14 Presentations	12/1		Final Presentations

DETAILED SYLLABUS & LESSON PLAN (Subject to change)

Class 1 Personal Creativity, Part I

Sept 1 Introduction to the semester; Review of Syllabus and Reading List; Expectations for grading; Description of Assignments and Activities to Assess Student Learning and Creativity; Guidelines for Journaling; Framework for creativity & innovation.

Readings and Materials:

Creativity – Csikszentmihalyi – Ch. 1-3

The Medici Effect – Frans Johansson – Ch. 1-3

Watch online video – Definitions of Creativity & Innovation

Optional reading: Fast Company: “The 6 Myths of Creativity”

- See: <http://www.fastcompany.com/magazine/89/creativity.html>

Lecture: Elements of entrepreneurs and creators; where ideas come from; a look at “directional” vs “intersectional” creativity.

Guest Speaker: Frans Johansson, Author, The Medici Effect

Class 2 Personal Creativity, part II

Sept 8 Continuation of discussions on personal creativity; the ying/yang of the creative mind; discussion on journaling; introduction to the StrengthsQuest assessment.

Readings and Materials:

“Creativity: A Key Link to Entrepreneurial Behavior,” Ko (HBS BH244)

Complete StrengthsQuest online assessment by start of class.

Jack’s Notebook – Fraley – pp. 1-100 (start reading, finish book by 9/15)

Speaker: Karen Miller, Partner, KMA (StrengthsQuest)
& Jim Marggraff, CEO Livescribe

Class 3 Team Creativity: Process

Sept 15 A look at the lifecycle of the start-up at how entrepreneurial & intrapreneurial organizations can be arranged for optimal creativity through the lifecycle; review of the “Creative Problem Solving Process” (CPSP) with Gregg Fraley.

Readings and Materials:

Jack’s Notebook – Fraley – complete book

Optional: When Sparks Fly – Leonard/Swap – pp. 1-134

Lecture: Lifecycle of the start-up; creative problem solving process.

Guest Speakers: Gregg Fraley – author/consultant (www.greggfraley.com)
(via Skype)

Assignment #1: Creative Problem Solving in teams/groups. Due at start of class 9 (October 27) → 3-4 teams will present on 11/3.

Class 4 Team Creativity - Part II

Sept 22 Discussion of additional team ideation/brainstorming tools for groups; Application of design thinking within entrepreneurial/corporate environments.

Readings and Materials:

“Design Thinking,” Tim Brown, IDEO (HBR reprint R0806E)
“Living in an X-Problem World” – Adam Richardson
Optional reading: How to Think Like Einstein –Thorpe – pp. 1-54)

RH Lecture: Methods of brainstorming and use of electronic tools.

Guest Speaker: Adam Richardson (Frog Design)

Class 5 The iOrganization: Overview and business model

Sept. 29 Overview of the core elements of top innovative entrepreneurial/corporate ventures. Examination of theory on business models, and practical examples of game-changing business models

Readings and Materials:

Case: Reply Inc. (watch online video before class)
“Why Business Models Matter” (HBR reprint R0205F)
Osterwalder Model reading

Guest Speaker: Payam Zamani, CEO, Reply Inc.

Class 6 The iOrganization: Leadership/Management

Oct 6 Discussion & readings on how to foster creativity within the organization and the “human equation”; Methods for fostering creativity; old vs new management styles for innovation; Collaboration and its role in creativity.

Readings and Materials:

“Managing for Creativity,” Richard Florida (HBR reprint R0507L)
“How to Kill Creativity,” Teresa Amabile (HBR reprint 98501)
“How Pixar Fosters Collective Creativity”, (HBR reprint R0809D)

Class 7 The iOrganization: Leadership/Management (continued)

Oct 13 Leadership style within entrepreneurial companies.

Readings and Materials:

“Creativity and the Role of the Leader,” Teresa Amabile (HBR reprint R0810G)
Case: Steven Kent Winery – read written case & watch online video

Class 8 The iOrganization: Framing the Environment

Oct 20 How small and large companies organize attractive environments for their employees’ creativity; The interplay between innovation and environment; examples of creative environments from around the world.

Readings and Materials:

“Real Leaders Ask” – Judith Ross (Harvard reprint U0610A)
“Mind of the Innovator” – Matthew May (reprint PDF)

Guest Speaker: Steven Kowalski, Genentech

Class 9 The iOrganization: Culture and HR practices

Oct 27 A focus on how companies creatively organize the workforce to meet the challenges of innovation; The role of Culture in innovation; Creative approaches to HR and recruiting.

Readings and Materials:

Case: Netflix HR (read & watch online video before class)

“Managing for Creativity” – Amabile (HBS 9-396-271)

Optional: Creativity – Csikszentmihalyi – Ch. 6

Optional: Browse www.gurusingh.com

RH Lecture: Elements of innovation in the workspace and HR

Guest Speaker: Guru Singh

Assignment #1: Creative Problem Solving in teams/groups. Due at start of class

Class 10 Team & Personal Assessment

Nov 3 Discussion and lecture on interpretation of personality and creativity tests and how to apply them personally (StrengthsQuest, FourSight, MBTI, etc). Concept of “Life-Mapping” is used to assist each member of the class in organizing their own Personal Innovation Plan.

Readings and Materials:

“Motivating Creativity in Organizations: Amabile (HBR: CMR096)

“Your Thinking Profile” (FourSight assessment)

Lecture: Lead group exercise on life-mapping

Readings and Materials:

None

Guest Speaker: Dan Roberts

Assignment #2: Outlines and/or First Drafts for “Personal Innovation Plans” (Due Nov. 17th) or Alternative Project outline

Class 11 Group presentations – Assignment #2

Nov 10 Several groups will present their creative problem solving team results.

Student Presentations: Presentations by 3-4 teams in class for Homework #2 (Creative Problem Solving team) assignment. Gregg Fraley to join on Skype.

Class 12 National & Global Innovation

Nov 17 The state of US and global innovation. Trends in innovation; Managing a global creative organization.

Readings and Materials:

Case Study : Digital Chocolate – read case & watch video

“The Atlantic Century” – ITIF study by S. Ezell

Optional: Videos: “The World Is Flat” and “World is Flat 3.0” (Thomas Friedman)

- View: <http://mitworld.mit.edu/video/266> (75 minutes)

- View: <http://mitworld.mit.edu/video/519> (48 minutes)

Guest Speaker: Jason Loia, COO, Digital Chocolate

Class 13 Course summarization and questions

Nov 24 Functional creativity – the outer layer of the iOrganization model – focus on innovations in marketing.

Readings and Materials:

Students will each submit one example of “innovative marketing” to our wiki [Discuss](#)

Guest Speaker: Caroline Winnett, CMO/Co-founder of NeuroFocus, Inc.
(invited and has not accepted yet)

Class 14 Presentations

Dec 1 Several PIP projects will be selected to present to class. Class evaluations. Prof R to summarize class and issues; take questions from students.

Finals Final Presentations – in small groups (weeks of Dec. 8-17)

Students will turn in their final Personal Innovation Plans to the professor. Student presentations will take place this week...about half the class will have an opportunity to present and the rest of class will evaluate and critique the presentations.

INSTRUCTOR'S BACKGROUND:

The course offers a very comprehensive set of readings, cases, discussions, exercises, and individual assessment of what it means to lead and work for an innovative organization. The instructors offer both training and hands-on experience in this arena.

Randy Haykin – Haykin@haas.berkeley.edu

Currently on the faculty at the Haas School, Randy has taught New Venture Finance since 2007. Randy has nearly 30 years of experience in entrepreneurial and intrapreneurial organizations. He was the Founding VP Sales/Marketing at Yahoo!, followed by a 12-year career developing and leading his own venture capital fund (Outlook Ventures - \$200M under management). While in previous roles at Apple Computer, Paramount/Viacom and AOL, Randy was responsible for internal (“intrapreneurial”) endeavors at each of these organizations – several of which were spun out to form new units or companies.

Today, Randy is focusing on Haykin Capital, which provides mentor capital to many start-ups in the Bay Area. At present, Randy has “adopted” two new companies led by UC Berkeley Haas grads and hopes to do more of this in the future as an angel/mentor.

Randy has lectured or taught classes at Brown, Harvard B-School, Stanford, and University of Edinburgh. In addition to his MBA from Harvard Graduate School of Business, Randy’s undergraduate degree at Brown University was in Organizational Behavior and Management . Randy is also a graduate and long-time participant in the Creative Education Foundation programs (annual meetings and seminars on many topics of creativity) – <http://www.creativeeducationfoundation.org/> .