SHAPING INNOVATION LEADERS

THE PREMIER EXECUTIVE MANAGEMENT COURSE
DESIGNED EXCLUSIVELY FOR TECHNOLOGY LEADERS

The Industrial Research Institute (IRI) and Northwestern University’s Kellogg School of Management

May 13-19, 2017
BUILD YOUR BUSINESS MANAGEMENT SKILLS ALONGSIDE OTHER R&D AND TECHNOLOGY LEADERS
IN A COLLABORATIVE LEARNING ENVIRONMENT.

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May 13-19, 2017 Northwestern University’s Kellogg School of Management

Managers in today’s competitive R&D marketplace rely on enhanced business skills to improve their company’s competitive edge. The Industrial Research Institute (IRI), in partnership with the Kellogg School of Management, specifically designed Shaping Innovation Leaders to meet the needs of demanding leadership roles in promising, mid-level managers in research, development, and engineering. Participants gain the skills, concepts, language, and tools they need to make more effective strategic decisions.

> address the challenges of leadership and motivate and lead others
> gain knowledge of general management through insights into marketing, finance, accounting, organizational behavior, and operations functions
> develop the ability to analyze, formulate, and implement strategies
> learn techniques for communicating with executives in other divisions
> grasp the latest thinking and management tools used in the business environment
> gain fresh perspectives for competing in a global marketplace
> gather priceless knowledge gleaned from networking with industry peers

REGISTRATION DEADLINE
February 3, 2017
Class will not be held unless 35 people are registered by the registration deadline.

“Excellent case studies to understand strategy and how R&D can be influential.”
“We use the IRI Kellogg course for development of high potential technology leaders. It is considered the best of these types of courses that is offered externally.”

PROGRAM FACILITIES AND FORMAT
Kellogg School of Management at Northwestern University is home to a renowned research based faculty and is consistently ranked among the top business schools in the nation and highly regarded around the world. Lectures, case studies, team assignments, study groups, and other formats are combined for an enriched learning event. The setting offers an ideal opportunity for technology managers from a cross-section of industries to exchange ideas with peers in an informal atmosphere. Coffee breaks, group meals, and social hours present an excellent interactive learning and valuable networking experience.

LOCATION
The James L. Allen Center is at the heart of Northwestern’s Evanston campus overlooking Lake Michigan. The center contains classrooms, study rooms, bedrooms (each with private bath), dining rooms, lounges, and recreational facilities. This quiet campus environment is within close proximity of downtown Chicago and O’Hare International Airport.

HOURS
The program begins Saturday around 1:00 pm and concludes the following Friday by 3:00 pm. Several weeks prior to the program, accepted applicants will be mailed both pre-program study materials and logistical instructions concerning the facilities, travel directions, message systems, etc.

PROGRAM FEE
The program fee covers tuition and materials, a single guest room for the duration of the program, and group meals, breaks, and receptions. Additional rooms and meals at the Allen Center, arriving prior to May 13 and departing after May 19, are $300 per participant, per night and are directly billed to individuals by the Allen Center.

REGISTRATION DISCOUNTS
Send two individuals and deduct $200 from each registration fee. Send three or more individuals and deduct $500 from each registration fee. Contact IRI to register multiple individuals.

ABOUT IRI
The Industrial Research Institute (IRI) is the nation’s leading association of organizations and federal laboratories working together to enhance the effectiveness of technological innovation. IRI is the only cross-industry organization creating innovation leadership solutions and best practices in innovation management developed through collaborative knowledge creation. IRI is the place where the world’s best R&D practitioners and thought leaders gather to seek, share, learn and create. For more information about membership in IRI, call 703.674.2580 or visit www.iriweb.org.

ABOUT KELLOGG
Kellogg’s non-degree Executive Programs cover a wide range of topics including general management, accounting and finance, leadership and strategy, law, governance, technology, and manufacturing. The Kellogg Executive Program curriculum is designed to help participants develop the broad skill sets they need to guide their organizations more effectively in senior leadership roles.

PARTICIPANT PROFILE
Participants are seasoned, successful managers of their firm’s technological innovation efforts and are the future leaders of industrial research and development. The common characteristic of all participants is that they have reached a level that demands close interaction with executives from a cross-section of vital functions.

A typical participant:
> holds at least one graduate degree, usually a Ph.D.
> has approximately 15 years post-BS experience
> has substantial managerial experience with a number of direct reports
> effectively manages a laboratory or department, its personnel and budget

Shaping Innovation Leaders equips high-potential managers with the business skills to:
> communicate effectively with non-technical executives
> better understand the needs of customers
> accelerate the transformation of new ideas into shareholder value
> develop an understanding of R&D in relation to other organizational functions
> recognize new opportunities for innovation projects
> prioritize projects for added value
> implement quick and well-organized problem solving techniques
> identify and respond to emerging trends
> build product excellence through cross-functional leadership teams

PROGRAM TOPICS
Learn these essentials to successfully understand the business side of technology:
> Valuating Performance & Earning
> Financial Strategy & Cost of Capital
> Strategic Investments
> Understanding Financial Statements
> Evaluating Financial Results
> Marketing: Differentiation
> Law for Technical Executives
> Voice of the Customer
> Negotiations: Strategies & Pitfalls
> Building Social Capital
> Strategic Alliances
> Market Segmentation, Targeting, & Positioning

All participants who successfully complete the Shaping Innovation Leaders program receive a certificate from the Kellogg School of Management.

TYPICAL DAY’S SCHEDULE
7:00 – 8:30 am Breakfast
8:30 – 10:00 am Class Session 1
10:00 – 10:15 am Refreshment Break
10:15 – 11:45 am Class Session 2
11:45 – 1:00 pm Lunch
1:00 – 2:30 pm Class Session 3
2:30 – 2:45 pm Refreshment Break
2:45 – 4:15 pm Class Session 4
4:15 – 5:30 pm Individual Free Time
5:30 – 6:00 pm Reception
6:00 – 7:30 pm Dinner
7:30 – 9:00 pm Class Session 5 or Study Group Session
9:00 – 10:30 pm Individual Free Time with Refreshments

“This was an excellent educational experience tailored to meet technical professionals’ needs for business understanding.”
Senior members of the Kellogg School of Management’s outstanding faculty are experts in helping executives apply the latest management theory to their work. As both leading practitioners and scholars of distinction, well known for their experience and research, Kellogg faculty provides participants with the most cutting-edge approaches to management problems and solutions.

SHAPING INNOVATION LEADERS
PROGRAM FACULTY*

Richard I. Kolsky (Ph.D., Yale) is a lecturer at Northwestern University’s Kellogg School of Management, where he teaches in and is academic director for a number of executive education programs. Dr. Kolsky has published numerous articles and has been a conference keynote speaker on a range of subjects. He also has a consulting business where he helps clients take marketing to the bottom line. Prior to starting Kolsky & Co., Rick worked in the White House, was a consulting partner for Strategos, The MAC Group and KPMG Peat Marwick, and taught economics and consulted at Yale.

Since receiving his Ph.D. in Economics from Yale University, Dr. Kolsky’s clients have used action-learning to convert many of today’s fads — such as strategy innovation, market-focus, channel management, brand synergy, value-pricing, e-transformation, and relationship selling — from simple buzzwords to bottom-line reality in markets as diverse as accounting, infant formula, life insurance, cream cheese, hip-hop, and earth moving equipment.

Comments on Dr. Kolsky:
“[His] five-star strategy is a useful tool that can be re-applied.”
“It was enlightening to see the necessary inputs boiled down to key areas. Good breakdown of corporate, customer and business unit strategy.”

Marian Powers (Ph.D., University of Illinois). Marian Powers earned her Ph.D. in accounting from the University of Illinois at Urbana. She has served on the accounting faculty of the Kellogg School of Management at Northwestern University, the University of Illinois at Chicago, and The Lake Forest Graduate School of Management. Since 1987, she has been an adjunct professor of accounting in the Kellogg School’s Executive Education program, specializing in teaching financial reporting and analysis to executives.

Powers is Adjunct Associate Professor of Accounting Information & Management. Her research focuses on valuation issues associated with corporate financial reporting, with a perspective toward empirically analyzing the uses and abuses of existing corporate disclosures. The recipient of many teaching awards, Powers is a part of a team that developed and delivers The Conference — on Accounting Education, an annual conference that teaches accounting professors how to be more effective facilitators of learning.

Comments on Dr. Powers:
“The group exercises were powerful learning experiences.”
“Overall, I came away with a much clearer understanding of financial accounting. It makes me want to take another class!”
“Professor Powers was phenomenal! This subject was one I have the least experience with and she made it fascinating and actionable.”

Lakshman Krishnamurthi (Ph.D., Stanford) is the Montgomery Ward Distinguished Professor of Marketing. He has been a faculty at Kellogg since 1980, having earned degrees in engineering from IIT, Madras, an MBA from LSU, an MS in statistics and a Ph.D. in marketing from Stanford University. He served as the chairman of the marketing department from 1993-2004. Professor Krishnamurthi has also won many awards for his research publications including the Paul Green award and the Donald Lehmann award for best paper in the Journal of Marketing Research; the John D.C. Little award for best paper in Marketing Science; and was a finalist for the William O’Dell Award from the American Marketing Association. He serves on the editorial board of Marketing Science and the Journal of Marketing Research. He is a member of the Institute of Management Sciences and the American Marketing Association.

Comments on Dr. Krishnamurthi:
“Great presenter! Great concepts! Thoroughly enjoyed and learned.”
“Awesome speaker, great sense of humor, very knowledgeable of current market, products and history.”

Stephen Presser (JD, magna cum laude, Harvard University). Raoul Berger Professor of Legal History. Stephen Presser is a leading American legal historian and expert on shareholder liability for corporate debts. He is frequently an invited witness before committees of the U.S. Senate and House of Representatives on issues of constitutional law. He holds a joint appointment with the Kellogg School of Management and also teaches in Northwestern’s history department.

Comments on Dr. Presser:
“This was by far my favorite session. I loved the case studies and class discussion.”
 “[Dr. Presser] helped me understand different perspectives [and] roles of lawyers and different types of legal entities.”
“Great to understand the complexities in interpreting and making judgements on law, property and contracts.”

Artur Raviv (Ph.D., Northwestern University). He is an Alan E. Peterson Distinguished Professor of Finance. Raviv teaches courses in Financial Decisions, Corporate Financial Strategy, Finance for Executives, and Advanced Executive Program. His research focuses on Corporate Finance, Economics
of Uncertainty, Information Economics, and Industrial Organization. He has been a member of the Kellogg faculty since 1981, and served as the chairman of the Finance Department during the years 1986-1989. Prior to joining Kellogg Raviv taught at Carnegie Mellon University and Tel Aviv University. He is the past President of the Western Finance Association.

Artur has lectured at many universities in the United States and abroad, has been a guest speaker for the American, Western, and European Financial Associations, and serves as a consultant to numerous firms. In 2008 he was elected as the President of the Western Finance Association. He received his Ph.D. in Managerial Economics from Northwestern University in 1975.

Comments on Dr. Raviv:
“Great at dispelling myths on how to evaluate go/no-go decisions on projects.”
“Professor Raviv’s content is the most applicable to my work. Learning how to make better/more accurate valuations of projects is critical.”
“Very clear, step by step breakdown of complex topics while also conveying over-arching concepts.”
“Excellent insight into corporate finance. Details will enable me to ask the right questions.”

Leigh Thompson (Ph.D., Northwestern University)
Jay J. Gerber Distinguished Professor of Dispute Resolution & Organizations. Teaches courses in Negotiations, Decision Making and Problem-Solving, Managing Groups and Teams, and Organization Behavior. She is the recipient of the John L. and Helen Kellogg Distinguished Professor award. In 1991, Dr. Thompson received the multi-year Presidential Young Investigator award from the National Science Foundation for her research on negotiation and conflict resolution. In 1999, Thompson received a grant from Citicorp for research on negotiation. In 1994-1995, Dr. Thompson was a Fellow at the Center for Advanced Study in the Behavioral Sciences in Stanford, California. She has served on the selection panel of the Decision, Risk, and Management Program at the National Science Foundation and its program review committee. She was named a fellow of the American Psychological Society and is a member of the Academy of Management, American Psychological Association, Judgment and Decision Making Society, and Society for Experimental Social Psychologists.

Comments on Dr. Thompson:
“Great enthusiasm. Very relevant to my job. Best negotiation role play I have done.”
“This was the most fun we’ve had so far, really learned something and had that ‘aha’ moment from my mistake.”
“The mock negotiation was a very enlightening opportunity. It really made the class and all the concepts worthwhile.”
“Best training I have ever had.”

Brian Uzzi (Ph.D., The State University of New York at Stony Brook). Associate Professor of Management and Organizations and Sociology. He is the recipient of Sid Levy Teaching Award at the Kellogg School of Management, and Teacher of the Year, Executive Master’s Program. Uzzi teaches courses in Strategies for Managing Organizations; Executive Management MBA Courses and Special Programs; Organizations and Environments Seminar; Managing Social Networks and the Social Capital of the Firm. His research focuses on inter-firm networks and alliances, financial markets, and executive careers. Brian Uzzi is the Richard L. Thomas Professor of Leadership and Organizational Change; Professor of Industrial Engineering and Management Sciences, McCormick School of Engineering; Professor of Sociology, Weinberg College of Arts & Sciences and Co-Director, Northwestern Institute on Complex Systems and Network Science (NICO). Brian’s award winning and highly cited research uses social network analysis and complexity theory to model creativity, change, and outstanding human achievement in banking, law, science, and the arts. His work has appeared in the Am. J. of Sociology, Am. Sociological Review, Administrative Science Quarterly, Management Science, Nature, The Proceedings of the National Academy of Sciences (PNAS), and Science. At Kellogg, he teaches courses on leadership, persuasion, networks, and change and has won 7 teaching awards, including the Executive Masters Teacher of the Year three times.

Comments on Dr. Uzzi:
“Professor Uzzi was fantastic, compelling, lucid and motivating.”
“Good descriptions of examples in new product development.”
“He gave us strategies we can use almost immediately.”
“Excellent presentation skills. Content was extremely effective in demonstrating the value of diverse, trusted personal networks.”

* Faculty subject to change