



Shaping Innovation Leaders

The Premier Executive Management
Course Designed Exclusively for
Technology Leaders

Brought to you by IRI in partnership
with Northwestern University's Kellogg
School of Management

MAY 7- May 13
2022

*Registration
Deadline*

*March 1
2022*

Northwestern
Kellogg
School of Management



INNOVATION RESEARCH
INTERCHANGE
Accelerating Value Creation

Learn more and register online: <https://www.iriweb.org/iri-programs/track/>

BUILD YOUR BUSINESS MANAGEMENT SKILLS ALONGSIDE OTHER R&D AND TECHNOLOGY LEADERS IN A COLLABORATIVE LEARNING ENVIRONMENT.

SHAPING INNOVATION LEADERS

May 7 - May 13, 2022 Northwestern University's Kellogg School of Management

Managers in today's competitive innovation marketplace rely on enhanced business skills to improve their company's competitive edge. The Innovation Research Interchange (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

March 1, 2022

The course will not be held unless 35 individuals are registered by this deadline.

TESTIMONIALS

“This course is very valuable.... [it] gives you something that is key, which is the ability to talk to the rest of the business. That is a key element of success, and it’s not my success I’m talking about. I can make my team successful. Our innovation centers in different parts of the world become embedded in the business, are well aligned, and we are seen as a team player. If you have identified a high talent candidate, take the bet, place the bet, and have them take the course early for a high payout.”

DR. ALEX FOESSEL, Director, Customer Support and Technology Innovation Center, Latin America, Deere & Co

“IRI’s Shaping Innovation Leaders course is extremely well suited for enhancing strategic decision-making skills of scientists and engineers, something critical to the success of FM Global and our clients. The intensive course developed leadership skills that many only acquire by completing an MBA degree and/or through extensive experience. In addition to the academic aspects, the course allowed for interacting with peers from top tier companies from around the world.”

DR. CHRISTOPHER J. WIECZOREK, Group Manager - Fire Protection, FM Global

What Shaping Innovation Leaders alumni are saying:

“THIS WAS AN EXCELLENT EDUCATIONAL EXPERIENCE TAILORED TO MEET TECHNICAL PROFESSIONALS’ NEEDS FOR BUSINESS UNDERSTANDING.”

PARTICIPANT PROFILE

Participants are seasoned, successful managers of their firm’s technological innovation efforts and are the future innovation leaders. 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

Expert Program Faculty | 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."



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:

"Simple but effective. Good concepts. Great examples. Super delivery. Very relevant to my work."

"Great presenter! Great concepts! Thoroughly enjoyed and learned."

"Awesome speaker, great sense of humor, very knowledgeable of current market, products, and history."



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."



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 seven 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.”

Visit www.iriweb.org/iri-programs/track/ for additional information

* Faculty subject to change

PROGRAM FACILITIES AND FORMAT

Kellogg School of Management at Northwestern University is home to a renowned research based faculty, is consistently ranked among the top business schools in the nation, and is 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 7 and departing after May 13, are \$300 per participant, per night and are directly billed to individuals by the Allen Center.

ABOUT IRI

Innovation Research Interchange is an inclusive membership organization with nearly 200 global members in private-sector companies and federally funded laboratories. Founded in 1938 as the Industrial Research Institute, we lead and advance the field of

What Shaping Innovation Leaders alumni are saying:

“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.”

innovation management by creating contemporary practices. Some of the world's most widely-adopted models – such as “open innovation,” “front end of innovation,” and “stage-gate” – were born from the work of our members. We value strength in cooperation and partner with other organizations at the forefront of developments in innovation management, creating a hub for all to convene and contribute in an experimental, noncompetitive, and noncommercial environment. **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.

The Kellogg School Executive MBA program consistently earns top marks from business publications, including *The Economist*, *Business Week*, *U.S. News & World Report*, and *The Wall Street Journal*. **Visit kellogg.northwestern.edu.**

The Innovation Research Interchange and the Kellogg School of Management present



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REGISTRATION FEES

	ON OR BEFORE 3/1/2022	AFTER 3/1/2022
IRI Members	\$11,500	\$13,500
Non-Member Individuals.....	\$13,500	\$14,500

To secure your place in the incoming program of 2022, you must pay in full or submit a non-refundable deposit.

Non-refundable deposit of \$1,000 due upon registration, please contact Victoria Kanevsky (kanevsky@iriweb.org).

Fee covers tuition and materials, single guest room, group meals, coffee breaks and receptions during meeting dates. Personal charges such as laundry, dry cleaning, extra room night stays, etc., are payable directly to the Allen Center at checkout. Registration is on a first-come, first-served basis. Accommodations will be made at the Allen Center (on campus) as space permits. If space is not available, accommodations will be provided at a hotel a few blocks from campus. If an applicant is not accepted, full refund of all fees will be made. If a registrant is unable to attend, the fee may be transferred to a substitute. If no qualified substitute can be arranged before April 1, 2022, a refund will be issued, less a \$1,000 non-refundable deposit. Registration cancellation requests must be made in writing and received 6 weeks prior to the meeting. No refunds will be issued for cancellations received after April 1, 2022. Registration may be transferred and is strongly encouraged. Full payment is due March 1, 2022.

It is the policy of IRI, and it is the responsibility of every IRI member and program attendee to comply in all respects with Federal and State antitrust laws. No activity or discussion at any IRI meetings or other functions may be engaged in for the purpose of bringing about any understanding or agreement among members to (a) raise, lower, or stabilize prices; (b) regulate production; (c) allocate markets; (d) encourage boycotts; (e) foster unfair trade practices; (f) assist monopolization, or (g) in any way violate Federal or State antitrust laws.

EMAIL registration@iriweb.org or kanevsky@iriweb.org for additional information

CALL 703.647.2583 for additional information

VISIT www.iriweb.org/iri-programs/track/

IRI MEMBERSHIP

A. O. Smith Corporation
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Church & Dwight Company, Inc.
Clorox Company, The
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Cornerstone Building Brands
Crown Holdings, Inc.
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GAF Materials Corporation
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Hess Corporation
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Hormel Foods Corporation
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Michelman, Inc.
Milacron Plastics Technologies Group
Milliken & Company
MITRE Corporation
Mosaic
NASA Langley Research Center
National Gypsum Company
National Institute of Standards & Technology
National Science Foundation
NatureWorks LLC
Nestle Purina Petcare
Northern Alberta Institute of Technology (NAIT)
Northrop Grumman Innovation Systems
Novozymes
Owens Corning
PPG Industries, Inc.
Pacific Northwest National Laboratory (PNNL)
Phillips 66
Procter & Gamble Company
Raytheon Technologies
RTI International
S. C. Johnson & Son, Inc.
Sandia National Laboratories
Sappi
Saudi Aramco
Schneider Electric
Sealed Air Corporation
Sherwin-Williams Company
Sonoco Products Company
Stepan Company
Sumitomo Chemical America, Inc.
Synthomer
T. Marzetti Company
TATA Consultancy Services
Teknor Apex Company
The University of Chicago
Timken Company
U.S. Army Medical Research & Materiel Command (USAMRMC)
U.S. Army Research Laboratory (ARL)
USG Corporation
UniServices Limited
Vitro
W. L. Gore & Associates, Inc.
Wahl Clipper Corporation
Waters Corporation
Xerox Corporation



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A photograph of a diverse group of business professionals in a meeting. They are seated around a table, looking at documents and a laptop. The scene is lit with natural light from a window, creating a professional and collaborative atmosphere.

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