EXECUTIVE EDUCATION
OPEN ONLINE PROGRAMMES

INSEAD

INNOVATION IN THE AGE OF DISRUPTION

The Business School for the World®
Innovation in the Age of Disruption

Management education is critical for building the capabilities that companies and other organisations need in order to adapt to changes in their environment. Just as digital is disrupting other aspects of business and society, so too it is impacting executive development. While the case for high-quality, in-person education for top executives remains strong, at INSEAD we are also embracing the exciting new possibilities created by digital.

Online programmes give busy executives – for whom time commitments and rigid scheduling are a continual challenge – the flexibility to learn on their own schedule. Furthermore, organisations can benefit from the scale and speed of online education to give their employees the critical knowledge needed to formulate new strategies and execute organisational transformation.

Our online programmes combine our deep expertise in developing high-quality executive programmes that translate into business impact with the convenience of modern online learning. INSEAD is among the top three Executive Education providers globally with a world-class faculty and an ability to deliver cutting-edge business content to an international business community. True to our pioneering spirit and tradition of innovation, in 2014 we started developing customised online programmes for leading global companies including Microsoft and Accenture. A tremendous success, our customised online programmes have now won numerous learning industry awards based on strong results for completion rates, for relevance, and for business impact across more than 20,000 executives.”

Peter Zemsky
Deputy Dean, Dean of Innovation
The Eli Lilly Chaired Professor of Strategy and Innovation
INNOVATION IN THE AGE OF DISRUPTION

LEARN TO INNOVATE IN A DISRUPTIVE, UNCERTAIN WORLD

Innovation in the Age of Disruption is an online programme that enables you to understand how to leverage innovation to respond to change, particularly change driven by digital transformation. The programme focuses on the people, process, and philosophy of innovative companies to help you develop your ability to innovate by generating more ideas and putting them into action. It explores the behaviours of innovation leaders, and subsequently the process of how innovators turn their ideas into reality. It also explains how leaders and organisations adapt their culture, structure and processes to make room for innovation. These insights are based on research of more than 400 businesses, including the world’s most innovative companies.

More specifically, the programme offers insights into ideation, design thinking, agile methodologies, and business model innovation. However, rather than offering these as fragmented approaches, this programme integrates these disparate frameworks into a single, end-to-end framework for testing innovative ideas, and enables you to understand how an organisation that is defined by and developed around execution can adapt itself to foster and drive innovation.

Whether you are caught in the middle of digital (or other) disruption, or you want to innovate within your organisation, Innovation in the Age of Disruption will provide you with a comprehensive set of tools to adapt to today’s VUCA world.

KEY BENEFITS

• Understand the meaning of innovation and disruption, and learn about what kind of people lead innovation in today’s business world
• Acquire the tools and frameworks to develop a process for innovation and successfully translate your ideas into action
• Help your organisation foster innovation to forge ahead of competitors

PROGRAMME CONTENT

The programme is designed to communicate the people, process, and philosophy of innovative organisations and individuals. After an initial introduction to the new tools to manage in a world of uncertainty, the programme introduces the three pillars we have observed in successful innovators.

People: Developing an Innovative Mindset

The first step in this learning journey is to understand what makes innovative people innovative. Do they have innate creativity that makes them better innovators, or can a person be trained in innovative behaviours? We delve into research about the sources of creativity and innovation that help develop an innovative mindset.

• Learn about our research into innovation leaders and what makes them great innovators
• Develop the behaviours that help you become more creative and innovative
• Help team members cope with uncertainty by crafting a vision that taps into their deeper motivations

Process: Problem-solving & Experimentation

What tools can organisations use to more effectively turn ideas into new businesses? We draw insights from lean start-ups, design thinking, agile methodologies and business model innovation to develop a single, end-to-end framework for testing innovation ideas.

• Kick-start the innovation process by improving your ability to develop insights
• Learn about the tools and frameworks to uncover the core problem you are solving
• Use rapid experimentation techniques to test your ideas and assumptions under conditions of uncertainty

Philosophy: Fostering Innovation in Organisations

How do you lead innovation in an organisation that has well-entrenched methods for executing strategy? We show how to successfully lead an innovative project and adapt to the uncertainty it brings.

• Learn how to be a better leader by complementing your decision-making role with that of becoming the chief experimenter
• Set up your team to succeed in innovation projects by redefining the realms of freedom and instilling catalysts for motivation
• Explore how to measure the success of innovation projects compared to projects performed in more certain, mature business contexts and the cultural elements of adaptive organisations

PARTICIPANT PROFILE

• Professionals who want to build their capabilities to innovate, and translate these skills into a competitive advantage for their organisation
• Executives who are impacted by digital disruption
• Leaders who want to help their organisation become agile, transforming it into a vehicle of innovation
ACTION LEARNING PROJECT (ALP)

Developing the ability to innovate by generating more ideas to solve business problems and putting them into action is becoming increasingly critical in building a competitive advantage for your organisation in this disruptive age. Skillfully applying this ability to your own business context will be key to navigating uncertainty, unlocking value and seizing the opportunities presented by disruption.

With this in mind, the Action Learning Project (ALP) will give you the opportunity to practise applying your learning to your own role. The ALP will take you on a step-by-step journey to become an innovative leader and drive innovation within your organisation.

Typically, the ALP will revolve around applying the tools and frameworks acquired in the programme to prepare an actionable plan to become more innovative as an individual (innovative me), drive innovation in key projects around your business context (innovative ideas to solve business problems) and lead innovation in the team and the organisation (innovative culture).

Working with the learning coach, you will design an ALP that is right for your personal learning objectives. For those attending the programme with colleagues from the same organisation, the learning coach can help you structure a more ambitious team ALP to collaborate and work on together.

There are 3 phases to the ALP process:
First, you will identify an innovative idea as the focus of your ALP. Second, in subsequent weeks, you will apply the concepts from that week to your ALP, exploring your innovative behaviour and applying the innovation process. Third, you will synthesise elements from your weekly submissions into a coherent actionable plan for your innovative idea and submit it for peer review in the final week of the programme. All participants will review 4 other submissions and provide peer feedback.

ALP OBJECTIVES
• Apply programme concepts to develop certain behaviours to become more innovative as an individual and lead innovation
• Use the tools and frameworks to develop a process for innovation to be able to generate innovative ideas, test them and put them into action
• Help your organisation adapt from being execution oriented to become more innovative through its ranks

LEARNING COACH

Learning coaches, led by INSEAD alumni, are available throughout the programme to help participants achieve their learning objectives, as well as help move the discussion forward and exchange ideas with them. Experienced and successful business professionals from diverse industries, our learning coaches are content experts who guide the participants in their learning journey, especially their Action Learning Project (ALP), to bring the learning alive in the participants’ business context. They work closely with the participants and help them design an ALP that focuses on their personal development goals, provide feedback and keep them moving in the right direction.
THE INSEAD ONLINE LEARNING EXPERIENCE

1. LEARN

HIGH-IMPACT LEARNING EXPERIENCE

Through outstanding design and delivery, INSEAD’s online programmes build upon our world-class faculty’s ability to convey very complex concepts in the simplest yet most comprehensible way.

- Content designed specifically for the online format, including short high-impact videos
- Professional, television-quality filming in INSEAD amphitheatres with actual participants
- Use of relevant and engaging examples and short case studies from a wide range of industries

2. INTERACT

MULTI-DIMENSIONAL INTERACTIONS WITH PEERS, FACULTY & A LEARNING COACH

The video lectures are complemented by a rich set of interactive elements, including short quizzes, simulated exercises, online discussions and personal reflections. Through these interactions, we build a community of faculty, learning coaches and diverse, high-quality global executives who learn together as a group - one of INSEAD’s strengths.

- A mobile-friendly learning platform built to maximise interaction and engagement
- Faculty answering participants’ questions during the programme via live calls and just-in-time videos
- A learning coach guides participants through the programme, simulating content discussions and helping them with their learning

3. APPLY

REAL-TIME APPLICATION FOR IMMEDIATE IMPACT

Action Learning Projects (ALP) are a core element of the online programmes, designed to increase business impact.

The guided ‘real-world assignments’ feature of the programmes encourages participants to take newly acquired skills and apply them within the context of their actual job and organisation.

The projects are closely aligned with the learning in the programme and benefit from the learning community, with feedback from the learning coach and from peer review.

4. CERTIFICATION

OFFICIAL RECOGNITION FROM INSEAD

Upon successful completion of all programme activities, combined with satisfactory grades on the final assignment, participants are awarded an official Certificate of Completion from INSEAD, which they can also showcase on their LinkedIn profile.

The top performers receive a Certificate with Distinction.
YOUR WEEKLY LEARNING JOURNEY

Our online programmes combine a number of learning elements to create a balanced blend of learning, interactions and application in the learning journey for participants.

The programme content is delivered over 5 to 7 consecutive weeks, followed by 2 weeks to finish project work and engage in peer review. Each week of content follows a very clear path to facilitate learning for busy executives.

The platform allows participants to learn at their own pace during each week, by viewing the content, completing assignments and engaging in discussions. The participants earn points as they go, with a leader-board featuring the most engaged participants each week.

Every week, questions are posted by participants for the INSEAD faculty, who then respond through ‘just-in-time’ videos and live calls.

On average, the programme takes 3–5 hours per week.

ONE WEEK: ~3-5 HOURS IN TOTAL

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FAQs

HOW DO I APPLY AND WHAT IS THE SELECTION PROCESS?
Similar to our face-to-face programmes, we have an application and admission process in place for our online programmes to ensure a diverse and motivated group of participants for a rich learning experience. The Admissions Committee reviews all applications to ensure that each participant fulfils the requirements and any pre-requisite request for the programme. The Admissions Team will then confirm if you are accepted to the programme.

HOW MUCH TIME SHOULD I EXPECT TO DEDICATE TO THE PROGRAMME EVERY WEEK?
The programme should take approximately 3-5 hours per week. You can expect to devote 1-2 hours per week watching video lectures on fundamental concepts, 1 hour per week on interacting with fellow participants in discussions or reflecting on the concepts through quizzes and reflections and 1-2 hours per week in applying the fundamental concepts in an action learning project to understand their relevance to your everyday work.

WHAT IS THE WEEKLY LEARNING RHYTHM DURING THE PROGRAMME? DO I NEED TO BE ONLINE AT SPECIFIC TIMES DURING THE PROGRAMME, OR CAN I LEARN AHEAD OF THE REST OF THE CLASS?
The programme is designed in a manner to encourage the whole class to learn together, moving at a certain pace from week to week, while providing enough flexibility within each week for the participants to review the content at their own convenience. While a week is open, you can login any time at your convenience and review the weekly content at your own pace, as the learning design is asynchronous.

WHAT IS THE ROLE OF THE LEARNING COACH?
At INSEAD, you never learn alone. To bring this notion alive in the online setting, we have built a learning community comprising of the participants, the faculty and the learning coach. The learning coach plays an integral part in stimulating content discussions, encouraging collaboration between participants as well as guiding the participants closely in the design of their action-learning project.

WILL I HAVE AN OPPORTUNITY TO INTERACT WITH INSEAD FACULTY?
Yes, of course. We purposefully limit class sizes to ensure ample faculty-to-participant time. At a minimum, participants can expect at least one live call with the faculty to discuss course content. In addition, the faculty would be reading your thoughts in the discussion forums in the platform from time to time and answer your questions through periodic just-in-time recorded videos. The Faculty would be further assisted in these interactions by the learning coach, acting as a bridge between the participants and the faculty.

WILL I BE ABLE TO INTERACT WITH OTHER PARTICIPANTS?
Yes, of course. The learning experience is designed to encourage interaction. Participants are able to interact with each other through discussion forums, interspersed throughout the platform. In addition, participants would have the option to work on the action-learning project in groups with fellow participants. They would also have the opportunity to interact with each other during the live call with faculty.

WHAT ARE THE LEARNING REQUIREMENTS IN ORDER TO SUCCESSFULLY COMPLETE THE PROGRAMME?
Our online programmes, like our face-to-face programmes, follow a rigorous learning process. Participants are expected to fulfil a certain minimum criteria to earn the certificate of completion.

WILL I RECEIVE UPON COMPLETION OF THE PROGRAMME?
Upon successfully completing all the programme requirements in time, you will receive an official Certificate of Completion from INSEAD, which you can also share with your network on LinkedIn. The top performers will receive a Certificate with Distinction.

I WORK FOR A COMPANY OR ORGANISATION THAT WOULD LIKE TO ENROL MULTIPLE EMPLOYEES IN THE SAME PROGRAM. IS THIS POSSIBLE?
Absolutely, and we actually encourage participants to attend in teams in order to maximise the learning and impact. We also offer a special fee for groups of executives attending from the same organisation, so please feel free to contact us for more details.

For more details, and additional FAQs, please refer to our website: www.insead.edu/executive-education/open-online-programmes/innovation-age-disruption-faqs