Innovative Model = Working Together
What will be important:

• Solving complex problems through interdisciplinary, impactful research

• Personalised, character-forming education which prepares for an uncertain, diverse, inter-connected world

• Regionality can be a starting point but should not be the end: innovation is gained through broader interaction with global business, institutions and students
Dynamic capabilities, desired or resident in the institution, will define your innovative capacity.

*Dynamic* refers to ability to renew, respond.

*Capabilities* refer to skills, competencies, resources.

Third dimension is *values* – what intrinsically motivates your institution.
• Understand and address path dependency: historical capabilities, values, structures

“…it is the path-dependent assets in a firm’s resource portfolio that may become its most limiting liabilities when competitive conditions change.”

Christine Oliver, Strategic Management Journal (Vol 18:9, 1997), p. 703
Improving innovation

- Understand and address path dependency: historical capabilities, values, structures
- Breaking down the silos
- Diversity in academic leadership – women in academia
- Impact on technology on pedagogy
- Isomorphism – pressure to conform conflicts with need for diversity

and many more!
• Diversity in academic leadership – women in academia
  - of 549 member schools of EFMD, 58 had female deans (2011)
  - Women represent more than 50% of graduates in most countries
  - Pipeline towards professorship leaks badly, like it is to senior exec positions in business – we should be leading, not following
  - 50% of brains in the world are female, and brains have no colour. It is simple business sense, says Alan Leighton, senior exec, at the Women’s Business Forum Leeds 2012)
Improving innovation

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...and many more!
Entrepreneurship as source of innovation

- Research in entrepreneurship, leadership
- Building networks
- Social value and economic impact
- Goldman Sachs 10,000 Businesses Programme in the UK
- Enterprise skills in students: from Leeds to Johannesburg
- Helping (university) innovators bring products to market – healthcare, engineering, earth sciences, transport etc.
- Internationalise the expertise
Goldman Sachs: 10,000 Small Businesses into the UK

EFMD Practice Award 2012
“Most learning in SMEs takes place outside a formal education setting, with SME managers learning significantly from peers, customers and suppliers by doing, exploring, experimenting, copying, problem solving with opportunities taken and lessons learnt from mistakes made in the process.”

Stimulate job growth and confidence
Establish a lifelong learning relationship
Provide foundation for more research
Networks – national and international
Fully funded and evaluated by GS Foundation
Extensive mentor and support system through partners
Growth funding opportunities for banks and investors
Criteria

- Primary business owner
- More than 5 employees
- In business for at least 1 year
- Scalable business generating local employment
- Social enterprises operating commercially
- Preference to those operating in or on behalf of disadvantaged communities
Key words

- Dynamic capabilities
- Resources and talent diversity
- Cross-disciplinary, international and of social value
- Working with partners

Marc Smelik, m.smelik@leeds.ac.uk

Leeds University Business School, Maurice Keyworth Building, The University of Leeds, Leeds, LS2 9JT, United Kingdom
Marketing and recruitment

Aim: receive in excess of 60 good quality applications from a diverse range of business sectors, geographic locations, gender and ethnicity.

Marketing plan covering

- Referral partners
- Marketing events
- Local business events/conferences
- Alumni referrals
- Sponsorship
- Editorial opportunities
- Sector specific opportunities
- Social Media
Structure and Delivery

- 2 cohorts per year (Oct-Feb / Mar-July)
- 25-30 businesses per programme
- Delivered at SHINE Centre
- 12 sessions / 100 hours
- Practical business management and development tools
- Peer to peer learning
- 1:1 business coaching support
- Access to additional workshops
- Access to alumni network upon completion of the taught element
Structure and delivery

Programme Tutors Support

Leeds University Business School