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Eduniversal Conference

Lima 2012

Innovative Model = Working
Together

A decorative graphic consisting of several thick, curved lines in various colors (blue, purple, pink, green, orange) that sweep across the bottom right portion of the slide.



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



Required: dynamic capabilities

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



Improving innovation

- 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!



Improving innovation

- 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 Womens Business Forum Leeds 2012)



Improving innovation

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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



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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.”

Thorpe et al (2008) *Towards 'Leaderful' Communities in the North of England*, OakTree Press:Cork



Business Growth Programme

- 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



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- 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



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

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Marketing and recruitment

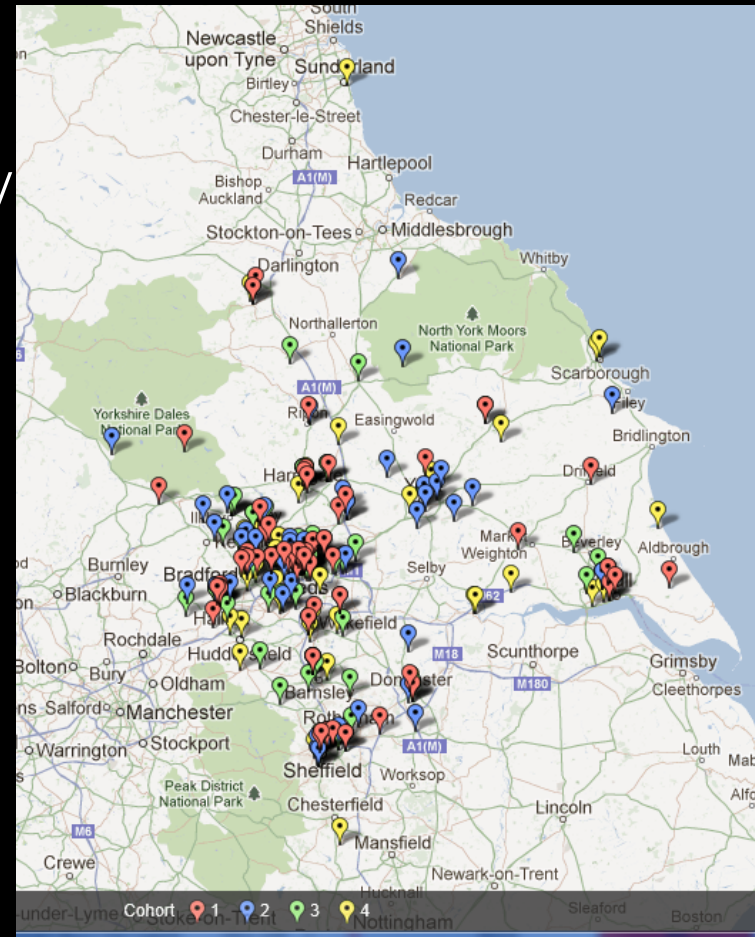


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Aim: receive in excess of 60 good quality applications from a diverse range of business sectors, geographic locations, gender and ethnicity

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

