Introduction

Teaching Materials:
Leadership Lab for Corporate Social Innovation
1. Introduction: from CSR to corporate social innovation
2. IDEO: the art & practice of precise observation
3. Go on learning journeys to innovative companies with inspirational leaders
4. Sense-making and dinner party
5. Crystallize project initiatives and project teams
6. Create living prototypes in real-world contexts
7. Teams present practical accomplishments

Leadership Lab for Corporate Social Innovation: One Process, Three Stages, Seven Elements
Overview

1. Introduction: From CSR to Corporate Social Innovation
2. Leadership Lab Approach and the Sloan Leadership Model
3. The Blind Spot of Leadership
4. Two Sources of Organizational Learning
Shift from Corporate Social Responsibility (CSR) to Corporate Social Innovation (CSI)

- Company-wide involvement in CSR integrated across the organization and linked to business innovation
- Top-level leadership support
- Proactive rather than reactive
- Emphasis on performance and achieving sustainable social change rather than on process
- Trisector collaborations and partnerships on all levels

Source: www.demos.co.uk
Guiding Question:

How do leaders lead innovations that generate economic, social, and ecological value?
Leadership Lab Approach:

Focus on:
Experience…
Going into the world…
Highly interactive…
Creating practical results…

Not only:
… not only ideas
… not just classroom
… not just presentations
… not just conceptual knowledge
Sloan Leadership Model

- Visioning
- Sense-making
- Inventing
- Relating

Change Signature
Leadership Lab Approach: Grounded in the Sloan Leadership Model

1. Introduction: from CSR to corporate social innovation
2. IDEO: the art and practice of precise observation
3. Go on learning journeys and meet inspiring leaders and companies
4. Sense-making and dinner party
5. Crystallize project initiatives and project teams
6. Create living prototypes in real-world context
7. Teams present practical accomplishments

Sense-making, Relating, Visioning, Inventing
Objectives

1. To introduce a leadership methodology for profound innovations that create economic, social, and ecological value.
2. To apply this methodology to an action learning project in which students create value for a local community.
3. To learn from remarkable leaders and teams how they deal with the challenges of innovating towards a more sustainable, healthy, and just world economy and society.
The Blind Spot of Leadership
“The success of an intervention depends on the interior condition of the intervenor.”

--William O’Brien, former CEO of the Hanover Insurance Company
Three perspectives on an artist’s work
Conceiving: While she stands in front of the blank canvas

Process: As she paints

Outcome: The completed picture
Organizational Learning
Two Sources of Learning, Two Learning Cycles

A. The past: Learn by reflecting on the experiences of the past:
   Act – Observe – Reflect – Plan – Act

B. The future: Learn from the future as it emerges:
   Sense and presence the future that wants to emerge
On the Core Process of Profound Innovation

- There are two types of cognition: downloading and a deeper way of knowing.
- All profound innovations in science and business are based on accessing this deeper source of knowing.
- In order to access this source one must suspend one’s habits of judgment (downloading) and go through a sequence of three core activities...

Source: Interview with W. Brian Arthur, Santa Fe Institute, www.dialogonleadership.org
1. Observe, observe, observe

2. Retreat and reflect: Allow the inner knowing to emerge

3. Act in an instant
For more information on this lecture:


Scharmer, C. O. (Forthcoming).

*The Blind Spot of Leadership: Presencing as a Social Technology of Freedom* (working title).


*Presence: Human Purpose and the Field of the Future* (working title).