

Know what you're up against...

At the start, the learner is introduced to the simulated company...

... meets his/her team...

... and receives an email from their boss to set the story in motion.



The Innovation iLead Challenge

The *BTS Innovation iLead Challenge* allows for exploring pivotal moments that leaders often face when building an innovation culture.

Fine tune the critical leadership skills that foster an innovation culture

Innovation leaders need to have their feet in two places at once: Scaling today's business model while creating the environment in which their people can discover tomorrow's business. The latter means to lead people successfully through moments of high uncertainty and ambiguity. This requires a different set of leadership behaviors.

BTS, an Advantage thought leader partner, offers a compelling point of view on what these behaviors are – and what great innovation leadership looks like in the pivotal moments that leaders typically face when leading their teams to innovate.

Our Definition of Innovation

Innovation is the *discipline* of **discovering and fulfilling needs in new ways that create value**, typically under conditions of high uncertainty.

The approach we teach focuses on what's pivotal in the context of fostering an innovation culture.

Great Leadership Moments and Actions

Creating a culture of innovation requires leaders who can both recognize pivotal leadership moments in their day to day work, and then take the right action on that moment. Our skill building focuses on building their capability to do both.



The Innovation iLead Challenge

...choose wisely...

Example: Moment 1 (all challenges are enhanced by video and audio narration)



Example: Options to choose from



What does great look like when building an innovation culture?

The BTS *Innovation iLead Challenge* allows for exploring pivotal moments that leaders often face when building an innovation culture. In response to these moments, the learner receives instant feedback in terms of what great vs. not-so-great leadership looks like in each of the following moments:

- When someone suggests an idea that is outside of the defined innovation domain
- When a younger employee comes to you with an idea that you know from experience won't work
- When your team quickly jumps to conclusions about the solution
- When you and your team are brainstorming ideas and get stuck in incremental thinking
- When you finished generating multiple ideas and have to prioritize the idea to take forward
- When your team seems to lack diversity
- When it is time to stress-test an idea
- When the checkpoint data suggests to redirect or cease an idea
- When you are presented with an opportunity to lead an innovation project, but feel you lack the experience

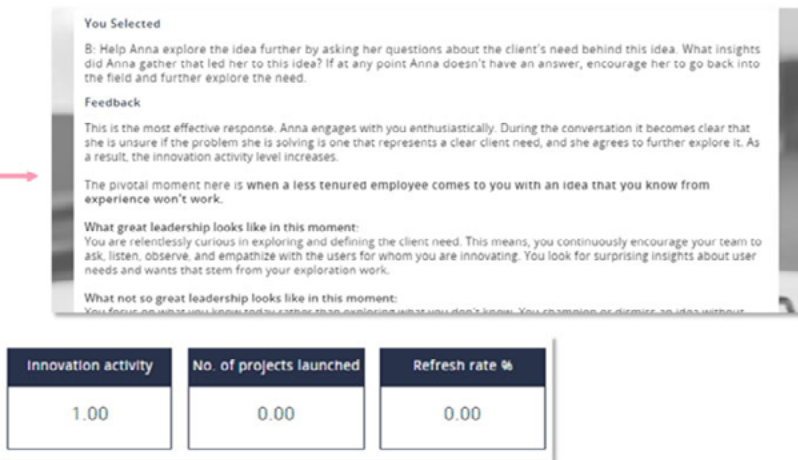
The Innovation iLead Challenge

...and see the innovation culture unfold.

The innovation dashboard tracks the learner's performance in real time.

Example: Feedback to Moment 1 – highlighting the pivotal moment and what great vs. not-so-great looks like in precisely that moment.

The learner immediately sees how their choice impacts the dashboard



You Selected

B: Help Anna explore the idea further by asking her questions about the client's need behind this idea. What insights did Anna gather that led her to this idea? If at any point Anna doesn't have an answer, encourage her to go back into the field and further explore the need.

Feedback

This is the most effective response. Anna engages with you enthusiastically. During the conversation it becomes clear that she is unsure if the problem she is solving is one that represents a clear client need, and she agrees to further explore it. As a result, the innovation activity level increases.

The pivotal moment here is when a less tenured employee comes to you with an idea that you know from experience won't work.

What great leadership looks like in this moment:
You are relentlessly curious in exploring and defining the client need. This means, you continuously encourage your team to ask, listen, observe, and empathize with the users for whom you are innovating. You look for surprising insights about user needs and wants that stem from your exploration work.

What not so great leadership looks like in this moment:
You focus on what you know, not on what you don't know. You champion or dismiss an idea without

Innovation activity	No. of projects launched	Refresh rate %
1.00	0.00	0.00

The experience can be deployed in multiple ways:

- **As a self-paced, stand-alone experience**
iLeads provide powerful micro-learning opportunities for continuous self-controlled learning, accessible anywhere and anytime.
- **As a self-paced experience between learning journey sessions**
iLeads provide powerful micro-learning opportunities in a learning journey sustaining momentum and bridging learning experiences. As a 'Go Do', an *iLead* can be the teaser or the reinforcement to a learning module.
- **As a classroom or event experience**
iLeads can be a powerful part of one-day team-based classroom learning experience. Facilitator-led debriefs, crowd-sourcing exercises and individually-generated content allow participants to share their experiences, and learn from each other.
- **In a virtual-facilitated session**
iLeads can be deployed in a virtual meeting environment using WebEx or Adobe Connect. BTS offers a facilitation tool that allows to deploy the *iLead* in a flexible way – i.e., going through a selected set of challenges in any order.

For more information about the *Innovation iLead Challenge* or other BTS *iLeads*, please **contact Advantage Performance Group** on the web at www.advantageperformance.com, give us a call at [800-494-6646](tel:800-494-6646) or send us an email at contact@advantageperformance.com.