

Construction of Innovative Organization

构建创新型组织的五个步骤

(12 课时, 12 hours)

课程综述

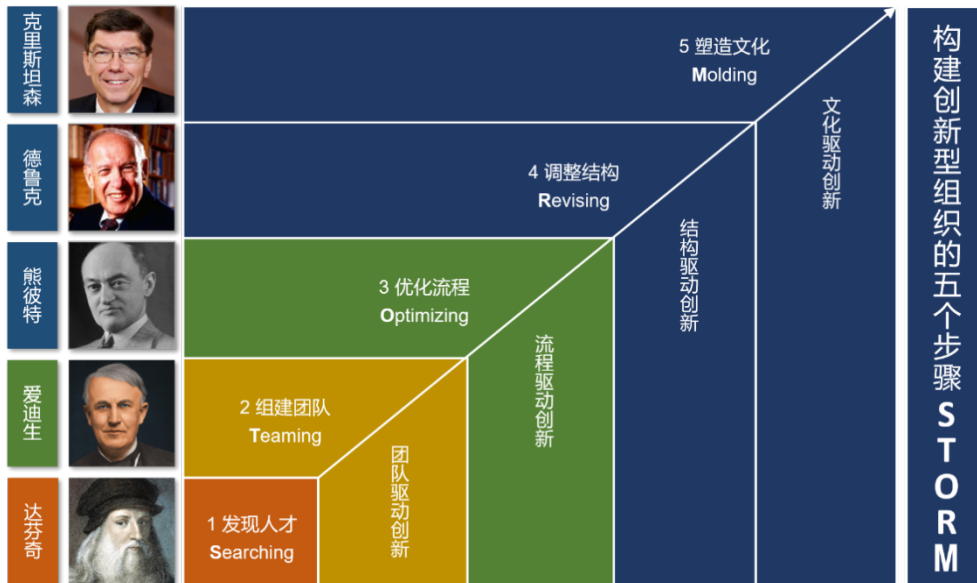
本课程是清华大学 MBA 总裁班的精品课程，用一句话描述本课程，是“创新型组织的建设蓝图”。

Summary

This is a brand course of Tsinghua EMBA. To summarize this course in one sentence, is “the blueprint of innovative organization”.

课程导言

构建创新型组织，需要依次完成五个步骤，发现人才、组建团队、优化流程、调整结构、重塑文化（如下图所示）。完成了这五个步骤之后，创新的动力就由个人意志，升级为组织机制。以机制来驱动创新，这样的组织就是创新型组织。如何构建创新型组织？本课程围绕上述五个步骤，逐一阐述各个步骤的方法和要点。



Overview

To build an innovative organization, the following five steps need to be completed, namely, searching talents, teaming talents, optimizing processes, revising structures, and molding culture (as shown in the diagram below). After completing these five steps, the motivation for innovation is upgraded from personal will to organizational mechanism.

Drive innovation by mechanism, such an organization is an innovative organization. How to build an innovative organization? Based on the above five steps, this course will elaborate on the detailed methods and knowhows of each one step.

课程收益

1. 核心知识：学习该课程，学员能迅速了解创新型组织的特征、背景，以及构建创新型组织的步骤。
2. 关键技能：学习该课程，学员能快速掌握构建创新型组织所需的技能，以及推进创新型组织的诀窍。

Benefits

1. Essential knowledge: In this course, you will understand the steps of building an innovative organization.
2. Critical skills: In this course, you will develop new skills for building innovative organization.

课程特色

1. 案例教学：以丰富的案例，讲述构建创新型组织的六个步骤，让学员迅速理解创新型组织的核心知识。
2. 情景演练：以精心的演练，让学员结合工作场景，演练相关技能，让学员迅速掌握构建创新组织的关键技能。

Features

1. Perceptible: By case study, this course provides a stereoscopic profile of the innovative organizations.
2. Practical: By scenario exercise, this course shapes skills of building innovative organizations.

内容目录

- 第一章 演化过程：创新的演化过程（1 课时）
- 第二章 发现人才：发现创新型人才（2 课时）
- 第三章 组建团队：组建创新型团队（3 课时）
- 第四章 优化流程：优化创新型流程（2 课时）
- 第五章 调整结构：调整创新型结构（1 课时）
- 第六章 塑造文化：塑造创新型文化（1 课时）
- 第七章 执行要点：创新变革的推动（2 课时）

Contents

- Chapter 1 Tracking: Tracking the Evolution of Innovation (1 hour)
- Chapter 2 Searching: Discovering Innovative Talents (2 hours)
- Chapter 3 Teaming: Building an Innovative Team (3 hours)
- Chapter 4 Optimizing: Optimizing Innovative Process (2 hours)
- Chapter 5 Revising: Adjusting the Innovative Structure (1 hour)
- Chapter 6 Molding: Shaping an Innovative Culture (1 hour)
- Chapter 7 Promoting: Implementing Innovative Reform (2 hours)

目标学员

成熟企业的中高层经理、创业公司的创始团队

Intended participates

Top managers of established companies, executive team of startup companies.

课堂形式

研习班，班级最佳人数为 35 人

Course format

Workshop, recommended number of class members is 35.

课堂练习

1. 第一章的讨论：讨论成果，怎样分析公司的创新能力（15 分钟）
2. 第二章的演练：演练成果，怎样激活个人的创新能力（30 分钟）
3. 第三章的演练：演练成果，怎样组建一个创新型小组（30 分钟）
4. 第四章的演练：演练成果，怎样规划创导向的新流程（15 分钟）
5. 第五章的讨论：讨论成果，怎样设计创新导向的结构（30 分钟）
6. 第六章的讨论：讨论成果，怎样塑造创新导向的文化（15 分钟）
7. 第七章的演练：演练成果，怎样推动创新变革的进程（30 分钟）

Classroom exercises

1. Discussion: the level of organizational innovation (15 minutes)
2. Rehearsal: activating personal innovation (30 minutes)
3. Rehearsal: operation of innovative team (30 minutes)
4. Rehearsal: Planning of innovative process (30 minutes)
5. Discussion: structure of innovative organization (15 minutes)
6. Discussion: culture of innovative organization (15 minutes)
7. Rehearsal: steps of building innovative organization (30 minutes)

课程进度

第一天 上午 9 : 00—12 : 00

第一章 演化过程 : 创新的演化过程

第二章 发现人才 : 发现创新型人才

第一天 下午 13 : 30—16 : 30

第三章 组建团队 : 组建创新型团队

第二天 上午 9 : 00—12 : 00

第四章 优化流程 : 优化创新型流程

第五章 调整结构 : 调整创新型结构

第二天 下午 13 : 30—16 : 30

第六章 塑造文化 : 塑造创新型文化

第七章 执行要点 : 创新变革的推动

Scheduling

1st Day, 9:00—12:00

Chapter 1 Tracking: Tracking the Evolution of Innovation

Chapter 2 Searching: Discovering Innovative Talents

1st Day, 13:30—16:30

Chapter 3 Teaming: Building an Innovative Team

2nd Day, 9:00—12:00

Chapter 4 Optimizing: Optimizing Innovative Process

Chapter 5 Revising: Adjusting the Innovative Structure

2nd Day, 13:30—16:30

Chapter 6 Molding: Shaping an Innovative Culture

Chapter 7 Promoting: Implementing Innovative Reform

课程大纲

第一章 演化过程：创新的演化过程

课前思考：创新有什么规律和模式？

一 创新模式的演化

1. 第一阶段的创新：天才主导，代表人物，达芬奇，1500年
2. 第二阶段的创新：团队协作，代表人物，爱迪生，1876年
3. 第三阶段的创新：要素重组，代表人物，熊彼特，1911年
4. 第四阶段的创新：价值导向，代表人物，德鲁克，1985年
5. 第五阶段的创新：范式颠覆，代表人物，克莱顿，1995年

二 创新型组织的构建步骤

1. 发现人才：发现有创造力的人才，Searching
 2. 组建团队：组建创新导向型团队，Teaming
 3. 优化流程：引入创新导向型流程，Optimizing
 4. 调整结构：规划创新导向型结构，Revising
 5. 塑造文化：塑造创新导向型文化，Molding
- 小组练习 1：讨论，怎样分析公司的创新能力

➤ 本章的教学目标：让学员了解创新型组织的构建步骤。

Course outline

Chapter 1 Tracking: Tracking the Evolution of Innovation

Pre-training question: Are there any laws and patterns of innovation?

1. Evolution of innovation model
 - a) Genius-led stage, representative, Leonardo da Vinci, 1500
 - b) Teamwork stage, representative, Edison, 1876
 - c) Reorganization stage, representative figure, Schumpeter, 1911
 - d) Orientation stage, representative, Drucker, 1985
 - e) Disruptive stage, representative, Christensen 1995
 2. Steps to build an innovative organization
 - a) Searching talents: find creative talents
 - b) Teaming talents: build an innovation-oriented team
 - c) Optimizing process: introducing innovation-oriented process
 - d) Revising structure: plan an innovation-oriented structure
 - e) Molding culture: Molding an innovation-oriented culture
 - Group exercise 1: Analyzing the level of organizational innovation
- Benefits from this chapter: understanding the stages of building an innovative organization.

第二章 发现人才：发现创新型人才

课前思考：有创造力的人，有什么共同特征？

一 创造力的四种形式

1. 基础：批判思维，发现问题，批判主义者
 2. 起步：改善能力，解决问题，改良主义者
 3. 飞跃：颠覆能力，发现机会，理想主义者
 4. 升华：迭代能力，长期聚焦，长期主义者
- ✓ 创造力的代表人物：乔布斯、达芬奇、伽利略

二 个人创造力的素质基础

1. 感受捕捉能力：敏感，放大感受
2. 专注思考能力：思考，寻找方案
3. 情景推演能力：想象，尝试方法
4. 积极行动能力：实践，投入行动
5. 长期聚焦能力：优化，改进方案

三 创造力的甄选与培养

1. 创造力测试：发现具有创造力的人才
 2. 培养创造力：培养具人创造力的人才
 - 小组练习 2：模拟，怎样激活个人的创新能力
- 本章的教学目标：让学员掌握的创新人才的发现和培养技巧。

Chapter 2 Searching: Discovering Innovative Talents

Pre-training question: What do creative people share in common?

1. Four forms of personal creativity
 - a) Critical thinking, problem discovery
 - b) Renovation ability, solving problems
 - c) Subverting ability, discovering opportunity
 - d) Iterative ability, long-term focus

✓ Representatives: Steve Jobs, Leonardo da Vinci, Galileo Galilei
 2. The trait basis of personal creativity
 - a) Feeling capture ability: amplifying feelings
 - b) Concentration ability: finding solutions
 - c) Motion imagination ability: imagining solutions
 - d) Executive ability: practice, acting as planning
 - e) Long-term focus ability: improving solutions
 3. Selection and cultivation of creative talents
 - a) Testing creativity: finding creative talents
 - b) Cultivating creativity: training creative talents
 - Group exercise 2: How to activate personal creativity
- Benefits from this chapter: mastering the selecting and training skills of innovative talents.

第三章 组建团队：组建创新型团队

课前思考：什么样的团队会有创造力？

一 创新型团队的必要特征

1. 互动：成员的情绪互动，信任
2. 互补：成员的思维互补，开放
3. 互赖：成员的技能互赖，协作

二 创新型团队的工作方式

1. 头脑风暴：众多观点的聚集
 2. 魔鬼建议：不同观点的冲击
 3. 活动复盘：过去活动的改善
 4. 模拟投标：未来活动的规划
- ✓ 经典案例：爱迪生实验室的团队协作

三 创新型团队的形式

1. 职能团队：专业导向的长期团队
 2. 项目团队：解决问题的临时团队
 3. 专题团队：讨论问题的虚拟团队
- 小组练习 3：模拟，怎样组建一个创新型小组

➤ 本章的教学目标：让学员掌握创新型团队的组建要领。

Chapter 3 Teaming: Building an Innovative Team

Pre-training question: What kind of team will be creative?

1. Necessary characteristics of an innovative team
 - a) Interaction: emotional interaction that builds trust
 - b) Complementary: members' thinking is complementary
 - c) Interdependence: members' skills are interdependent
 2. The way of working of innovative teams
 - a) Brainstorming: gathering of ideas
 - b) Devil's Advocate: The Impact of different views
 - c) After action review: improvement of past activities
 - d) Mock bidding: planning for future activities

✓ Classic case: Teamwork in Edison Lab
 3. Three forms of innovative team
 - a) Functional team: a professional-oriented long-term team
 - b) Project team: temporary team to solve the problem
 - c) Thematic team: a virtual team to discuss issues

● Group exercise 3: How to form an innovative team
- Benefits from this chapter: mastering the essentials of forming an innovative team.

第四章 优化流程：优化创新型流程

课前思考：跨部门的工作怎么创新？

一 熊彼特的创新理论

1. 要素细分：生产要素的持续细分
2. 要素重组：生产要素的优化重组

二 流程要素

1. 黑箱要素：经验操作、感觉描述、程度判断、期望推理
 2. 橱窗要素：程序操作、阈值描述、存在判断、逻辑推理
- ✓ 经典案例：福特汽车的流程创新

三 流程层面的创新

1. 流程的梳理：了解要素的组织形式
 2. 流程的起点：改变流程的价值导向
 3. 流程的启动：改变流程的响应速度
 4. 作业的形式：改变作业的操作难度
 5. 判断的标准：改变判断的复杂程度
 6. 流程的联动：改变流程的联动效应
 7. 流程的刚性：改变流程的修订步骤
- 小组练习 4：演练，怎样规划创导向的新流程

➤ 本章教学目标：掌握规划创新流程的关键技能。

Chapter 4 Optimizing: Optimizing Innovative Process

Pre-training question: How to innovate in cross-departmental work?

1. Schumpeter's theory of innovation
 - a) Factor breakdown: continuous breakdown of production factors
 - b) Factor reorganization: optimized reorganization of production factors
 2. Process elements
 - a) Black box elements: experience, description, judgment, expectation
 - b) Showcase elements: program, threshold, existence, reasoning

✓ Classic case: Ford's process innovation
 3. Innovation factors of process
 - a) Presenting of process: visualization of process elements
 - b) Start point: changing the orientation of process
 - c) Initiating of the process: changing the response speed of process
 - d) Assignment: changing the difficulty of tasks
 - e) Judgment: changing the complexity of judgment
 - f) Process linkage: changing the linkage of processes
 - g) Rigidity of process: changing the frequency of revision
 - Group exercise 4: How to design a creative process
- Benefits from this chapter: mastering the key skills of planning an innovation process.

第五章 调整结构：调整创新型结构

课前思考：组织结构会不会影响创新？

一 什么是组织结构

1. 目标分解：组织目标的分解过程
2. 成果合并：单位成果的合并过程

二 组织结构的特征因素

1. 形式因素：层级、线路、部门、朝向
 2. 效能因素：控制、适应、保障、创新
- ✓ 经典案例：通用汽车的结构创新

三 创新型结构的特征

1. 作业制：创新的要素清晰
 2. 矩阵制：创新的团队组合
 3. 职能制：创新的专业基础
 4. 分部制：创新的价值导向
 5. 后台制：创新的系统保障
- ✓ 经典案例：诺基亚、苹果、谷歌，结构的差异
- 小组练习 5：讨论，怎样设计创新导向的结构
- 本章教学目标：让学员理解组织结构对创新的影响。

Chapter 5 Revising: Adjusting the Innovative Structure

Pre-training question: Does the organizational structure affect innovation?

1. What is the organizational structure?
 - a) Goal decomposition: the decomposition of organizational goals
 - b) Achievement merging: the merging of unit achievements
 2. Characteristic factors of organizational structure
 - a) Form factors: level, route, department, orientation
 - b) Effectiveness factors: control, adaptation, guarantee, innovation

✓ Classic case: GM's structural innovation
 3. Characteristics of innovative structure
 - a) Work system: the elements of innovation are clear
 - b) Matrix system: innovative team combination
 - c) Functional system: the professional foundation for innovation
 - d) Division system: innovative value orientation
 - e) Backstage system: innovative system guarantee

✓ Classic cases: Nokia, Apple, Google, differences in structure

 - Group exercise 5: How to design an innovation-oriented structure
- Benefits from this chapter: understanding the impact of organizational structure on innovation.

第六章 塑造文化：塑造创新型文化

课前思考：企业文化对创新有什么影响？

一 文化的因素

1. 外显因素：口号、图标、故事、榜样、仪式
2. 内隐因素：距离、假设、追求、偏好、取向
3. 作用因素：觉察、认同、契约、归属、承诺

二 创新型文化的特征

1. 崇尚平等：相信人格平等
 2. 尊重个性：尊重个体差异
 3. 追求质量：质量重于数量
 4. 敢于冒险：主动追求变化
 5. 注重长期：注重长期价值
- ✓ 经典案例：西南航空的文化变革

三 文化优化的方法

1. 理念排序：文化理念的顺序排列
 2. 范式转化：理念行为的提取固化
- 小组练习 6：讨论，怎样塑造创新导向的文化
 - 本章教学目标：让学员理解创新型文化的核心特征。

Chapter 6 Molding: Shaping an Innovative Culture

Pre-training question: How does organizational culture affect innovation?

1. Cultural factor
 - a) Explicit factors: slogans, icons, stories, rituals
 - b) Implicit factors: distance, assumption, pursuit, preference
 - c) Affecting factors: awareness, identification, agreement, attribution
2. Characteristics of innovative culture
 - a) Advocating equality: Believing in equality of personality
 - b) Respect for individuality: respect for individual differences
 - c) Pursuing quality: quality is more important than quantity
 - d) Risk-taking: actively pursue change
 - e) Focus on long-term: focus on long-term value

✓ Classic case: Southwest Airlines' cultural change
3. Method of shaping innovative culture
 - a) Sequencing of cultural ideas
 - b) Patterning of cultural behaviors
 - Group exercise 6: How to shape innovative culture
 - Benefits from this chapter: understanding the features of innovative culture.

第七章 执行要点：创新变革的推动

课前思考：怎样把公司变成创新型组织？

一 目标设定

1. 预期：设定创新能力的目标
2. 评估：评估创新能力的现状

二 认知升级

1. 学习：管理人员的知识学习
2. 培训：执行成员的技能培训
3. 演练：执行成员的操作演练

三 推进步骤

1. 人才盘点：盘点创新型人才
 2. 面试甄选：确定人才的标准
 3. 项目小组：执行团队的组建
 4. 流程优化：核心流程的优化
 5. 结构调整：结构调整的尝试
 6. 文化塑造：企业文化的重塑
- 小组练习 7：模拟，怎样推动创新变革的进程

➤ 本章教学目标：让学员掌握构建创新型组织的关键操作。

Chapter 7 Promoting: Implementing Innovative Reform

Pre-training question: How to transform the company into an innovative organization?

1. Goal setting

- a) Anticipation: setting goals for innovation
- b) Evaluation: Assess the current state of innovation capabilities

2. Cognitive upgrading

- a) Learning: knowledge learning of managers
- b) Training: skill training for project team
- c) Rehearsal: operational rehearsal of project team

3. Advancing steps

- a) Talent inventory: inventory of innovative talents
 - b) Interview selection: searching for innovative talents
 - c) Project team: forming the project team
 - d) Process optimization: optimizing the core processes
 - e) Structural adjustment: adjusting organizational structure
 - f) Culture shaping: reshaping the corporate culture
- Group exercise 7: How to create an innovative organization

➤ Benefits from this chapter: mastering the key operations for building an innovative organization