

# Leadership in Times of Agile, Adaptive and Accelerated Innovation

Methods, Mindsets, Motivation

October 16 – 17, 2017

FRANKFURT / DARMSTADT (D)

## Top Management Seminar with Professor Robert G. Cooper

Dr. Robert G. Cooper is one of the world's leading authorities in the field of innovation, technology and new product development and creator of the famous Stage-Gate system.

## Do you face these challenges?

- Do you have too many projects in your innovation pipeline – and spread your resources too thinly?
- Do your development projects take far too long? Are you missing market opportunities?
- Does your current development gating system seem cumbersome and unable to respond to changing markets and new customer requirements?
- Do your small projects dominate your development pipeline – and consume most of your resources, leaving your important projects starved?
- Have you heard about Agile development, but wonder how best to integrate it into your current stage-and-gate system?

**If so, then this seminar-workshop is right for you!**



**five is** innovation  
management



## THE ISSUES

- **Innovation Management is evolving – so business leaders must play new roles.** Agile development, the need to accelerate product innovation, and adaptively responding when facing changing market requirements all demand new skills, a new mindset, and new behaviour from everyone involved in innovation, especially the leaders.
- **How to integrate Agile Development into a Stage-Gate® environment.** Agile development brings new techniques and tools into project management, but more important it requires a different mindset – both for project team members as well as for executives. To successfully benefit from Agile-Stage-Gate, the business leadership team must understand these new challenges, and then drive and support the needed change.
- **Accelerate your projects to market, yet be adaptive to change without giving up quality of execution.** Build iterative validation loops – spiral development – into every Stage, and gain insights into real customer needs and wants. Lean down your development process by using “value stream analysis”; and practice concurrency, overlapping tasks and even stages for maximum speed. But ensure quality of execution for every task and at every stage.
- **Make the right innovation investment decisions – allocate your development resources to the right projects, the right mix and balance of projects, and the optimum number.** See how to pro-actively and strategically manage your innovation portfolio by defining Strategic Buckets. Then identify the best development projects for maximum productivity and focus. Learn about newer investment techniques – productivity index, profiling and success criteria.
- **Learn to say NO to projects by adopting “Gates with Teeth”.** Turn your gates into tough Go/Kill decision points to separate the absolute winners from mediocre projects. Achieve focus – dedicate your resources to fewer, but winning projects ... and get them done faster. Learn about the psychological pitfalls of decision-making and experience the right mindset and motivation to be an effective gatekeeper and astute innovation investor.

## THE SEMINAR LEADER

Dr. Robert G. Cooper is one of the most influential innovation thought leaders in the business world today. He pioneered the original research that led to many ground-breaking discoveries including the Stage-Gate® Idea-to-Launch process. He has published more than 120 academic articles and seven books, including the best-selling “Winning at New Products”.

Cooper is President of the Product Development Institute Inc., ISBM Distinguished Research Fellow at Pennsylvania State University’s Smeal College of Business Administration, USA, and Professor Emeritus, DeGroote School of Business, McMaster University, Hamilton, Ontario, Canada.

Many companies in North America, Europe, and Asia have introduced his methods, such as: 3M, BASF, BSH, Carlsberg, Caterpillar, Dow Chemical, DuPont, Exxon Chemicals, Henkel, Hewlett Packard, Kraft Foods, Manner, Microsoft, LEGO, Voith Paper, Pfizer, Procter & Gamble, Siemens, Tetra Pak, VISA and many others.

Cooper’s seminars regularly receive top ratings:  
“Inspiring, profound, captivating, practical and effective!”



Dr. Robert G. Cooper

## THE PARTICIPANTS

The seminar is designed for executives and senior managers and innovation managers of manufacturing businesses who are responsible for maximizing the returns on their innovation efforts in the fields of Innovation, Business Development, R&D, New Products, Marketing and Operations Management.

## THE SEMINAR

A compelling two-day seminar which draws on the wealth of experience Cooper possesses from working with the world’s leading firms in product development:

- interactive lecture & discussion sessions, including lots of question-and-answer opportunities
- numerous case studies, illustrations, and practical examples from other companies
- templates, guidelines and checklists

# MAKE YOUR GATING SYSTEM FASTER, MORE ADAPTIVE AND MORE AGILE

Monday, October 16, 2017

- 09:00 Is Your Idea-to-Launch System Out of Date? Understand Today's Major Challenges in New-Product Development:
- Speed – reducing cycle time
  - Flexibility and agility – current system too linear, too rigid, too planned to handle dynamic projects, does not respond to changing requirements, does not encourage experimentation
  - Too many projects, gridlock in the pipeline, resourcing issues – and too many 'small' projects
  - Gates not working – we never say 'no'; too financially-based; no discipline
- 10:15 Beyond Stage-Gate – Make it Adaptive, Responsive & Flexible
- Spiral and iterative development – getting your customers on board for fast feedback
  - Strategic pivots and the MVP [minimum viable product]
  - The Risk-Based Contingency model and the Innovation Project Canvas
- 12:30 Networking Lunch
- 13:30 Beyond Stage-Gate – Make It Agile
- Details of the Agile-Stage-Gate hybrid system for physical products – how it works, why it works, results achieved, with lots of real-world illustrations of how to make it work
  - For which kinds of projects, for which stages, being selective
  - Focusing resources, getting dedicated teams, dealing with team members who aren't dedicated
- 15:30 Beyond Stage-Gate – Accelerate the Process
- Accelerating the system by using Lean Principles: remove waste and bureaucracy, overlap stages and tasks
  - Building in continuous improvement cycles and Post Launch Reviews
- 17:30 End Day 1
- This evening, Five Is invites all participants to a networking reception and dinner.

# RESOURCING PROJECTS PROPERLY: FOCUS – FEWER, BETTER-RESOURCED, FASTER PROJECTS

Tuesday, October 17, 2017

- 08:30 The Resourcing Challenge – Too Many Projects, No Focus, No Funnels
- 09:00 Strategic Portfolio Management: Strategic Buckets
- Deciding strategically where to spend your resources and ensuring the right mix and types of development projects – small product improvements AND big game changers
  - Prioritizing projects within buckets and putting a limit on the number of projects in each bucket
  - Ensuring the right numbers of projects and the right projects – fewer but better!
- 10:45 Picking the Winners, Learning to Say No
- Best ways to evaluate and prioritize projects: the Productivity Index
  - Using Success Criteria, Profiling and Scorecards to pick the best development projects
- 12:30 Lunch
- 13:30 Gates with Teeth
- A Gate is not a milestone, nor a project review meeting
  - How effective gates work: best procedures, with examples
  - Balancing projects with resource availabilities and committing resources to projects at gates
- 14:45 Effective Gatekeeping – Roles and Mindset
- Roles of gatekeepers – responsibilities and expectations
  - How to behave as an effective gatekeeper – the do's and don'ts
  - Psychology of gatekeeping – avoiding biases in decision making
  - The right mindset for gatekeepers
- 16:00 Going Home to Make a Difference – Next Steps
- 16:45 End of Seminar – Beginning of Implementation

## ORGANIZER

five is innovation consulting

As leading European experts for innovation and growth, we support our customers in

- finding the right search fields for innovation,
- generating great ideas for new products, services and businesses,
- improving their innovation system through state-of-the art Stage-Gate® principles and portfolio management,
- leveraging their innovation projects with Voice-of-Customer research, market intelligence, business case development and project management.
- developing and strengthening their innovation culture

don't wait - innovate.

[www.five-is.com](http://www.five-is.com)



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## TOP RATED SEMINAR

This event was very important for our company as well as for me personally. Cooper's best practice advice helps us tremendously to further improve our innovation management and innovation controlling. The seminar is the best I could possibly recommend!

Dr. Jens Wieboldt, Director R&D, PolymerLatex GmbH

For anybody who is responsible for innovation it is a crucial experience to understand how Bob Cooper thinks about R&D and innovation management. He has the big picture! And he shares his rich and deep experience – also regarding important details. If you haven't yet, I can only recommend to participate in one of his seminars.

Dr. Christoph Irle, VP Global Innovation and Synthesis Isocyanates,  
Covestro Deutschland AG

Bob Cooper is an excellent speaker and teacher. The seminar was exciting and inspiring as well as pragmatic and goal-oriented. The content has exactly met our needs, and we can immediately incorporate it into our company's innovation practices.

Dipl.-Ing. Ulrich Begemann, Vice President New Technologies, Voith GmbH

## DATE

October 16 – 17, 2017

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## VENUE & ACCOMMODATION

Hotel Jagdschloss Kranichstein

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Rooms can be reserved at special rates. These rates are guaranteed until September 1, 2017. Please mention the code "COOPER SEMINAR".



## PRICE

€ 2.050,- (excl. MwSt).

The price includes the seminar documentation binder, lunch and refreshments.

If more than one person registers from the same company we offer a discount of 10% for the second and every additional attendee.

Early-Bird Discount: for registrations until July 28, 2017 we offer a discount of € 100,-.

All participants are invited to join the networking reception and dinner on Monday evening.

## REGISTRATION

Please use the online registration form at

[www.five-is.com/training/themen](http://www.five-is.com/training/themen)

e-mail: [info@five-is.com](mailto:info@five-is.com)

After your registration you will receive a formal confirmation and the invoice. As the number of participants is limited, we consider applications on a first come first served basis. In case of a sold out seminar we will inform you immediately.

For cancellations until September 15, 2017 we shall charge an administration fee of 10%. No refunds will be made for cancellations after September 15, 2017. You are always welcome to send a colleague to the seminar in case you are unable to come.