



## The Applied Innovation Program

Leading strategically by doing things differently.

Credential Earned: P.Log.

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This experiential program is designed to help you develop new ways of thinking and build your capacity to lead with contextual intelligence.

It will strengthen your strategic thinking and leadership capabilities to build for the future. It will jump start creative-thinking and activate the mind-set that enables you to become a proactive innovator and catalyst for a culture of innovation.

### PROGRAM OVERVIEW

The program uses a business case study to help you explore and assess key issues and vulnerabilities faced by a supply chain with a focus on four assessment areas: Company Value Creation, Market Leadership, Customer-centric Values, and Stakeholder Economics.

Through this interactive exercise, you get a template to use to build your own innovation framework using the different perspectives and insights gained through the program.

### KEY BENEFITS

- Enhance your strategic leadership and contextual intelligence capabilities
- Improve your decision-making by examining implied & cognitive biases
- Create ideas on socially responsible strategies while optimizing business goals
- Develop your strategic scenario-planning abilities
- Deepen your understanding of divergent/convergent thinking as a focusing technique
- Walk away with a business analytics toolkit and innovation framework to apply to your workplace

This program is ideal for seasoned professionals with (or aspiring for) strategic-level responsibilities.

### CORE CONCEPTS

- innovation, risk mapping, resilience and scenario planning, strategic planning

*Detailed curriculum available on page 3*



### PROGRAM FORMAT

<b>100% Online</b>	5 self-directed modules <ul style="list-style-type: none"><li>• analytical exercises and case study</li><li>• optional research recommended to explore other facets of the case</li></ul>
<b>Duration</b>	Complete in one year or less
<b>Time commitment</b>	Per module: 6 weeks 4 hours per week on average
<b>Enrollment pre-requisite</b>	Recommended for seasoned candidates with strategic-level experience
<b>Certification pre-requisite</b>	Minimum of 5 years overall business experience required at the time of certification
<b>Program Start Date</b>	New cohort starts on the 1st weekday of every month.

### PROGRAM FEE

<b>Full program:</b>	\$5,625
<b>Installments:</b>	\$1,175/month for 5 months

*Taxes extra*

### CREDENTIAL EARNED: The P.Log. Designation

By successfully completing this program, you will

- earn the P.Log Designation
- become a Certified Professional Member of the Logistics Institute

The P.Log designation is owned and maintained by the Logistics Community of Interest under the stewardship of the Logistics Institute. The P.Log designation is a registered trademark of the Logistics Institute.

Earning the P.Log™ designation entails the successful completion of a certification program designed to meet the certification requirements set by the Professional Review Board of the Logistics Institute.



### PROGRAM CONTENT

The program is arranged in 3 successive stages of competency development – Imagine, Innovate, Build.

STAGE 1: IMAGINE	
Building Block 1: Community Centric Vision	<p>Developing a Community Centric Vision begins by learning about our covert and overt constraints: what stops us from engaging effectively and collaboratively with others? We examine the implied and cognitive biases that affect our decisions.</p> <p>What are the implicit biases that we bring to any communication, collaboration, and interaction with others? What are the repeated thinking patterns we are locked into that can lead to inaccurate or unreasonable conclusions?</p>
Building Block 2: Community Co-creation	<p>From vision to co-creation, we next identify the multiple stakeholders in any given situation whether business or personal. How can we develop an external mindset by pro-actively considering external factors at play rather than looking only at the company's inner workings?</p> <p>How can we become aware of stakeholder perspectives so that we drive stakeholder engagement and contribution to our success? In developing perspectives on community co-creation, you will focus on the world of fast fashion as a case study.</p>
Building Block 3: Value Chain Analysis	<p>Continuing to build from the fast fashion case, you will conduct a Value Chain Analysis using four different analytical tools:</p> <p>Company Value Creation, Market Leadership, Customer-centric Values, and Stakeholder Economics.</p>
STAGE 2: INNOVATE	
Building Block 1: Fringe Mapping	<p>Converging our IMAGINE analyses, we will sketch the fringe guided by this Value Creation spectrum:</p> <ul style="list-style-type: none"> <li>➤ Optimization: what resources need to be reduced and better managed to create value?</li> <li>➤ Sustaining: what resources need to be added/what new strategies need to be implemented to create value?</li> <li>➤ Breakthrough: what resources/processes need to be re-organized and used in new ways to create value?</li> <li>➤ Disruption: how would we change the values, culture and economics of the business to create value?</li> </ul> <p>Charting our fringe map, we will explore and fast fashion's micro and macro environments; map out three distinct fringe streams: Process, Operational, Criticality; and identify Strengths, Weaknesses, Opportunities and Threats that could have an impact of creating value.</p>
Building Block 2: Scenario Planning	<p>Once we identify and understand what could, should, and might be done and the risks involved in acting or not acting, then we can tell the story of what can and even must be done.</p> <p>The scenario we create is the plan to innovate, focusing in this instance on fast fashion.</p>



### STAGE 3: BUILD

#### Leadership

Throughout the program, you have used innovation tools and honed strategic leadership competencies applied to fast fashion. At this point on our journey, we leave fast fashion with an Applied Innovation Toolkit. Your Toolkit includes:

- The Tool – what you became proficient in using.
- The Story – the context about why each tool is critical.
- The Application – the guide on how best to use the tool.
- The Exercise – the practice on using and applying the tool.

Now the focus shifts to your own business experience, either the company in which you currently work, or past business experience. Armed with your Applied Innovation Toolkit it is up to you to innovate.

### WHY THIS PROGRAM WAS DEVELOPED FOR SUPPLY CHAIN AND LOGISTICS PROFESSIONALS

Applied Innovation is a 21st century leadership imperative.

Peter Drucker said ‘what you do different’ is a critical element of strategy. Where uncertainty is normative and context is everything in the 21st Century, businesses must embrace all facets of complexity [personal, contextual, interpersonal].

As professionals and practitioners, we must listen to our guts and act intuitively. The market demand is to be strategic in delivering value to customers. The personal demand is to develop robust decision-making competencies to engage successfully in globally competitive business eco-systems. In other words, we must be innovative.

We can learn about innovation, as well as about global competition, business eco-systems, and even leadership. We can do different things as practitioners, professionals, and planners. However, that is simply doing different things. Innovation is “doing things differently”. At heart, innovation is disruptive.

This **Program in Applied Innovation** was developed to help you disrupt your everyday normalcies. Through it we aim to transform you into a 21st Century Strategic Leader with the capacity to embrace the challenges of change and innovation and capture the full human potential across the entire organization.

This program aims to jump start the kind of behaviour change that closes the gap between the *theory* and the *practice* of innovation. It is about strategic thinking and strategic intent, not about better operations and processes. **Ultimately, it is about capacitating you as a contextual leader in the face of complexity, ambiguity, and risk. It calls for flexibility, agility and non-rational decision making.**



### SUBJECT MATTER EXPERTS

GRAYSON BASS, PRINCIPAL, MAYOR WILSON

Grayson is a teacher, leader and inventor. With over 18 years of executive leadership experience, and as a person of diverse interests and experiences, he has worked with companies in various sectors such as Energy, IT, International Trade, Manufacturing, Socially Responsible Businesses, Advertising, and Education.

With a track record of building and managing diverse teams around the world, he brings a unique skill-set in how to approach and lead organizations, and a unique capability to find order in chaos.

VICTOR DEYGLIO, FOUNDING PRESIDENT, THE LOGISTICS INSTITUTE

Working with academics, governments, companies and industry practitioners, Victor has designed corporate and sector workforce development strategies, national skills and curriculum standards, and competency-based human resource programs in supply chain and logistics.

With expertise in logistics, global supply chains, change leadership, and professional ethics, Victor has 25+ years of experience in designing executive and management training programs. He is a facilitator for the Institute's SCL Leadership Program, as well as Professional Ethics, and Team Dynamics. His past teaching experiences include logistics at York University in Toronto, philosophy at McMaster University in Hamilton, Ontario, and literature at the University of Toronto.

