

# STRATEGIC INTUITION CONSULTING LAB [8594-099]\*

Spring 2014

Thursday, 5:45 – 9:00 pm | 307 Uris

Professors William Duggan + Ken Favaro

TA: Masha Ignatova (Mignatova15@gsb.columbia.edu)

*\*This is a Master Class, limited to second-year MBA and EMBA students.*

## **DESCRIPTION**

The Strategic Intuition Consulting Lab teaches a research-based innovation method and guides student teams through the application of this method on real projects for major companies. The textbook for the course is *Creative Strategy: A Guide for Innovation*, by Professor Duggan. Ken leads a team at Booz & Company that specializes in applying this particular innovation method. Make sure you are aware of the method before you sign up for this course: if you took *Napoleon's Glance* you had an introduction to it or you can read Chapter 1 of *Creative Strategy* at the end of this syllabus.

More information on the course is available at the website: <https://www.gleam.org/strategic-intuition-lab>

**Note:** Teams will have time during class to work on their projects. Outside of class, teams will schedule two meetings with the clients, between sessions 1 and 2 (January 30<sup>th</sup> – February 6<sup>th</sup>) and between sessions 11 and 12 (April 24<sup>th</sup> – May 1<sup>st</sup>), at the convenience of team members and the client.

## **BENEFITS**

Students gain real-world experience in designing and managing an innovation project for a major company. They make contacts both within their client company and at a variety of other companies where their research leads. Guest speakers include a variety of industry professionals within major organizations and well known innovation consulting firms.

## **INSTRUCTORS**

*William Duggan* is the author of four books on strategic intuition as the key to innovation: *Napoleon's Glance: The Secret of Strategy* (2002); *The Art of What Works: How Success Really Happens* (2003); *Strategic Intuition: The Creative Spark in Human Achievement* (2007), and *Creative Strategy: A Guide for Innovation* (2012). In 2007 the journal *Strategy + Business* named *Strategic Intuition* "Best Strategy Book of the Year." Professor Duggan teaches strategic intuition in Columbia's MBA, EMBA and Executive Educations programs. He has given talks and workshops on innovation to thousands of executives from companies in countries around the world.

*Kenneth Favaro* is the Global Leader for Enterprise Strategy at Booz & Company. He is a Senior Partner responsible for enhancing the firm's work in value-based management, strategic management, and organic growth, working closely with Booz's organization and change leadership team. He joined Booz & Company from Marakon Associates, where he started as a Summer Associate and rose to become CEO and then Co-Chair. He has worked with many of the world's leading companies on strategy, execution, growth, productivity, leadership and organization. His published work includes *The Three Tensions* (Jossey-Bass, 2007) and "Creating an Organic Growth Machine" published in *Harvard Business Review*.

## **COACHES**

Members of the Strategic Intuition team at Booz & Company (Nadim Yacteen, Amy D'Onofrio, Seham AlHusaini) will coach students through the innovation methodology and provide guidance to teams throughout the semester.

## **COURSE ORGANIZATION**

The course consists of twelve in-class sessions plus two meetings and weekly touch-points with the client. Each class session has some combination of these elements:

- Instruction: Ken (or Nadim or Amy) leads a discussion related to an innovation topic
- Readings: Ken (or Nadim or Amy) leads a group discussion about the readings
- Team Share: teams present to the full group for comments and suggestions
- Group work: teams work on their projects with help from faculty, coaches and speakers
- Speaker Panels: industry executives present and discuss their innovation experience and ideas

Before the first session, students submit a “background brief” that lists your education, work and life experience, career interests and top three client projects. We match student backgrounds and requests to company projects as much as possible.

Each group of 4 students – 2 MBAs, 2 EMBA’s – works with a single client company to apply the innovation method from the course to develop an innovative solution to the client’s problem. The teams give final presentations to their clients between the 11<sup>th</sup> and 12<sup>th</sup> class sessions. Final project submissions for the course are due at the 11<sup>th</sup> class when students present to the class. Bring your laptop to every class.

There are weekly assigned readings in addition to the course textbook, *Creative Strategy*, for reference through the course.

**Note:** Session times overlap somewhat with MBA happy hour. During our session breaks and after class, you will be able to attend at least half of happy hour each Thursday evening if you wish.

## **GRADING**

There are 40 potential points for each student:

- All students must attend every class (12 pts.)
- Quality of the search (6 points)
- Quality of the idea (6 points)
- Delivery of the idea (6 points)
- How well the team worked together (10 points)
  - Students submit a brief assessment of their own and each teammate’s contribution

As a Master Class, this course is exempt from the elective curve.

## **PREVIOUS CLIENTS**

