FOR YOUR TEAM · INNOVATION LAB

Innovation Lab

Creativity & Change

Lead an established company through 5 years of creative reinvention and organizational change.

Learning objectives

- Diagnose when an organization's current strategy has stopped working and explain why.
- Apply core frameworks (Christensen disruption, Schein culture, Kotter change) to specific decisions, not just essays.
- Make tradeoffs across innovation, stakeholder trust, and financial discipline under real time pressure.
- Lead through ambiguity — defending decisions when outcomes are messy or politically loaded.
- Reflect on team dynamics: how decisions emerged, who got heard, what would change next time.

How it runs

1. **Year briefing**
   The year opens with a recap of last year's outcomes and a fresh set of decisions to make.
2. **Decisions**
   The team answers the year's decisions: 2 to 6 a year, depending on the company. Most are multiple choice; Year 2's budget split is the innovation portfolio, its slider sets the transformational bet's scope, and Year 4 makes a scale, pivot or kill call on each bet. The SaaS track adds written memos, and every track writes a short portfolio rationale in Years 2 and 4; these earn no points themselves (the professor and the Innovation Committee read them). Point values stay hidden until the year is scored.
3. **Events**
   The events the professor schedules land, usually at the decisions deadline (a new competitor, regulation, a key hire leaving), which also opens the Adapt window; nothing is scored yet. Every event comes with two or three responses written for the company, and any teammate can choose the team's response, with an optional why. An event's harm always lands. Choose one of its responses before the year is scored: each relieves a different share of the harm and captures a different share of the event's upside, on different pillars, and some cost something. With no response the harm lands in full and the upside is lost; Results shows what each response would have done.
4. **Adapt**
   With the events in view, the team may change up to 2 answers. There is no bonus for changing: the final answer is the one scored. The team can also keep an answer with a one-line reason: a reason of
5. **Results**
   The engine scores the year's answers and events; gains shrink once a pillar is above 50, so balanced play pays more than piling onto one pillar. Pillar scores and business results (revenue
6. **Critic feedback**
   The Innovation Committee, an AI review in the voices of the company's CFO, its innovation sponsor and an independent director, writes 2-4 paragraphs about the scored year, remembers

at least 15 words that names one of the year's events earns +1.5 Adaptability, for up to 2 answers a year. The window closes at the professor's Adapt deadline (24 hours after the decisions deadline if none is set), and the year is scored then.

against a ghost that funded nothing, the vitality index, adoption) move, the leaderboard updates, and Results lists what moved each number.

last year's advice, and scores the team's written work 0-10. That score moves next year's Stakeholder Trust by at most 3 points.

7 **Reflection**
Each student writes a reflection before and after the decisions. Each one of at least 40 words, submitted on time, counts toward the student's personal score (a late one counts half).

Pillars & scoring

INNOVATION
How much the team invests in new ideas and products vs. defending the legacy business.

ADAPTABILITY
How ready the company is for disruption: its ability to absorb shocks and change course.

STAKEHOLDER TRUST
Whether employees, customers, and the board still believe in the direction.

FINANCIAL HEALTH
Profitability, runway, and ability to fund future moves.

Key features

Innovation portfolio

Leaders who remember, and one shared challenger

Signals this year

LLM Critic

Industry tracks

Personal score and team roles

Fit & format

PACING
5-week intensive · 8-week standard · 14-week semester. All three cover the same 5-year scenario, one year a week; to give a year more time, move its deadlines.

COHORT SHAPE
Designed for ~15-30 students in teams of 4-6.

BEST FOR
Undergraduate or MBA courses on creativity, change management, organizational behavior, or strategy capstones.

WHAT SETS IT APART
Innovation under uncertainty: students place bets with hidden odds, buy evidence before they scale, and must bring the organization along, while an AI committee reads and challenges their reasoning every year.

LMS
Canvas, Blackboard, Brightspace, Moodle via LTI 1.3. Students launch from your LMS with single sign-on; one-click grade publish posts scores back with the rubric breakdown as the comment.

PRICING
$20 / student
Founding Faculty: free in spring 2027, then $10 / student
Per semester. No platform fee, no per-section charge, no seat minimums. Institutional invoicing available.

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