

Henley
Business School



ICE

**INNOVATION,
CREATIVITY &
ENTREPRENEURSHIP**

Bringing imagination, new
business models and creative
disruption to business.



WE ALL WANT TO BUILD BETTER COMPANIES, BETTER ORGANISATIONS AND STRONGER ECONOMIES.

These days strong economies cannot be based solely on old economic models. We need to benefitiate, build new industries and diversify. Businesses succeed and endure when they create new types of value for customers.

LEARN TO INNOVATE BETTER AND TO EXPERIMENT WITH EFFECT.

It takes people who think with high levels of creativity and imagination to build better businesses and stronger economies. It takes courage and clarity to take the action necessary to strengthen the workforce and to grow profits. This entails finding new ways to monetise innovation, to manage complex, emergent projects and to build new types of business models. While this is not easy, with the right approach, drive and insights – and the correct mentors – it can be done.

A MESSAGE FROM PULENG

A warm welcome from Henley ICE.

We think possibilities. We embrace imagination. We love life. We are known for making fire out of ice. We start this year pregnant with hope, possibility and life. We have many midwives who are ready to deliver this magic with us and we invite you into the labour room to play your part by harnessing your full potential.

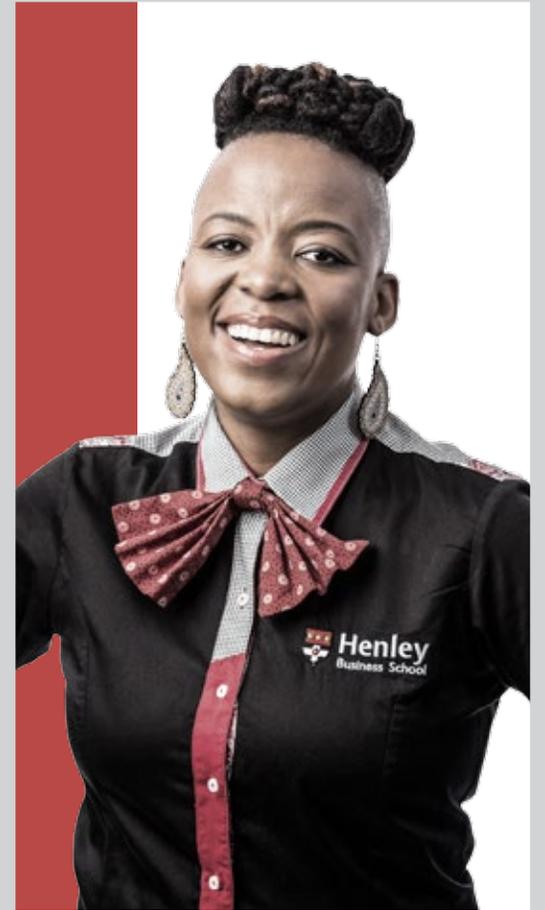
Each day we think that we've reached it, we quickly learn to re-assess and to embrace new realities. We realise that we need to revisit, reframe and rethink. Innovation is not another word in our name, it's our DNA, our core value – and we are excited each day by new possibilities. As we unleash the creativity of the nation, the continent and beyond, our belief in the power of creativity grows stronger. With every outcome, we are humbled by the power of intelligence that resides in each individual.

Through partnership with the Liberty Center for Innovation and Cross Collaboration (Liberty CIX), we have had the pleasure of serving the organisation and co-creating an innovation catalyst programme that was called "game-changing". It has been such a pleasure to unlearn, learn, relearn and unleash the highest potential of delegates in our programmes.

Our recent engagement with the BANKSETA programme involved developing disruptive banking products. As a result of our creative process, the action learning groups came up with innovative, creative solutions that have enormous potential to solve the issues of financial exclusion and access to credit and financial services for the unbanked in South Africa.

There are many stories to share and the journey continues. This year is packed with programmes, events, conferences and experiences that uncover creativity and the innovation that leads to entrepreneurs birthed from a place of love and conviction. From this place, we hope to contribute to South Africa and Africa's bright future.

So watch this space...



Puleng Makhoalibe: Head of I.C.E

WHAT WE DO

WE ARE REDEFINING THE BUSINESS SCHOOL AS A DESIGN AGENCY FOR LEARNING

Designed programmes

We design programmes with you in order to address your organisation's specific business and talent needs. Each programme is unique and authentically customised. We guarantee that no two programmes are the same for different clients.

Design thinking

We use design thinking skills and techniques drawn from design agencies that specialise in industrial and creative design. Design is imagination that works. We visit, watch, talk, listen, research and interview you. We visualise, analyse, categorise and pattern. We imagine outcomes and reverse engineer to create them. We draw, check, challenge, redraw and prototype. We innovate, constantly, thinking of new combinations,

methods, places, experiences and people – all to create outstanding learning experiences that transform your business skills.

Sometimes we travel

Our programmes with South African executives have been run in Columbia; in the United States: in Boston (at Harvard); New York; Los Angeles; Philadelphia; with the design thinking leaders at Rotman in Toronto, Canada; in London; Munich; Dubai; Ghana; Botswana; Mozambique; Zambia; Singapore; Malaysia; Hong Kong; Shanghai and Beijing. We work with businesses, universities, multinationals, state entities, entrepreneurs and NGOs. Our learners venture and learn to be global executives.



HOW WE DO IT

At Henley, we work closely with you to understand your organisation's aims, challenges and unique needs.

OUR DESIGN APPROACH INVOLVES FOUR STAGES

1. Immersion

We design interviews and focus groups with your top team and your key people so that we understand the strategic issues that impact the way your business is run. Where we can, we visit the business to watch, question, connect and listen.

2. Co-design

We actively involve your team in the design process to ensure that you will obtain the outcomes you need. We thrive on collaboration and participation.

3. Running the programme

We develop and run a dynamic, integrated programme of activities to gather feedback and constantly re-assess and reshape what we're doing. This ensures that we focus and improve as we go along, making sure that we address the challenges your organisation faces in the here and now.

4. Reviews

We regularly review organisational and individual progress and outcomes with your senior teams. We provide feedback and seek feedback to improve

WE UNDERSTAND
THE IMPORTANCE OF
understanding



HOW WE CO-CREATE WITH YOU TO CREATE VALUE

Henley Business School Africa's approach to collaborating with you and your organisation is based on six pillars.

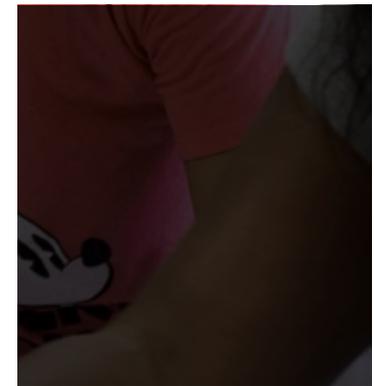
ONE: We commit ourselves to building an honest and enduring working relationship with you.

TWO: We aim to provide an expert and objective viewpoint that accurately allows you to identify your organisation's key strategic challenges. This ensures that all development programmes directly address the challenges your business faces.

THREE: We seek to provide a simple, seamless end-to-end process — from identification of talent through to effective development of leadership potential.



FOUR: We undertake to work closely with you throughout the entire process of design, development, implementation and review. This ensures our approach is always of optimum relevance to your organisation's needs at every stage.



FIVE: We provide professional learning events with an atmosphere and infrastructure that's highly conducive to learning.

SIX: We work together with you to develop best-practice methods of measuring the impact of our interventions on your organisation and its people.

THE ICE+ PROGRAMME

BUILDING CREATIVE ACUMEN FOR BUSINESS AND BUSINESS ACUMEN FOR CREATIVES

If you're a creative, you may wish you had more business training and acumen. If you're in business you may wonder how to re-instil the creativity that is no longer apparent in your organisation. If this is true for you, then this is the programme for you.

Every day it becomes more essential for you to be able to innovate and use your creativity to be successful in business.

It's not so much about product design, but more about in developing new business models, new experience and service offering, new sales methods and financing options, new forms of partnership, new technologies, new ways of working with and collaborating with people.

In this programme you will develop both creative and business acumen. You will be part of an exciting and diverse learning group including creatives, MBA students, executives and entrepreneurs. The programme is designed to build a new type of leader, one who can live and drive the pace of innovation, who can be creative and still be disciplined, astute and commercially successful.

The course will be dynamic, surprising, challenging and absorbing. You'll have lecturers, artists and surprise speakers who are at the top of their games commercially and creatively to share with you their invisible strategies for creativity and business success.

PROGRAMME STRUCTURE

MODULE 1

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
<p>AIMS AND KEY IDEAS</p> <p>Who are we? Getting to know each other</p> <p>Overview Why innovation and creativity?</p>	<p>SYSTEMS THINKING</p> <p>Systems thinking Understanding the drivers of creativity</p> <p>working in innovative ways</p>	<p>CREATIVE PROBLEM SOLVING (CPS)</p> <p>CPS Day One Context and ideation</p> <p>Speaker</p>	<p>CREATIVE PROBLEM SOLVING (CPS)</p> <p>CPS Day Two Design-led thinking</p> <p>Speaker</p>	<p>VISUAL CAPABILITY</p> <p>Visual capability Using visual methods</p> <p>Graphic intelligence</p> <p>Handling complexity well</p> <p>Speaker</p>
<p>The key ideas</p> <p>Design Thinking Frameworks</p> <p>Key thinkers</p> <p>Examples</p> <p>Self-audit</p>	<p>Systems thinking Understanding cause and effect</p> <p>Seeing differently</p>	<p>CPS Day One How to build new value and new business offers</p>	<p>CPS Day Two Prototyping</p> <p>Innovative projects</p>	<p>Becoming an innovator Practical work</p> <p>Planning innovative projects</p>
<p>Launch event 'Slaves to the Rhythm'</p>	<p>Celebrity speaker 'The Music Brain'</p>	<p>Creative evening event</p>	<p>Creative evening event</p>	

MODULE 2

DAY 1	DAY 2	DAY 3	DAY 4	DAY 5
<p>CREATIVE SPEAKERS AND INTERACTIONS</p> <p>Creative speakers and interactions Various perspectives and experiences</p>	<p>BUSINESS ACUMEN IN CREATIVE WORK</p> <p>Business model innovation How to create and monetise new forms of value</p> <p>Speaker</p>	<p>BUSINESS ACUMEN IN CREATIVE WORK</p> <p>Entrepreneurship and starts-ups Key skills</p> <p>Finance for innovation</p>	<p>WORKING WITH CREATIVES</p> <p>Brand briefing challenge Briefing creatives</p> <p>Managing creative partners</p> <p>Speaker</p>	<p>PRESENTATIONS AND SYNTHESIS</p> <p>Presentations and synthesis The visual learning journey</p> <p>Creative performance of group learning</p>
<p>Reflection and synthesis Inter-module creative work</p> <p>Innovation activism</p>	<p>Designing the innovative business Business model canvass</p>	<p>Understanding intangibles, IP and experience Handling complexity</p> <p>Speaker</p>	<p>Collaboration skills for innovation Managing creative teams</p> <p>Staying in flow</p>	<p>Group synthesis Work and learning planning</p>
<p>Creative evening event</p>	<p>Invisible strategies of creativity</p>	<p>Evening group work</p>	<p>Evening group work</p>	<p>Final ceremony</p>

TOPICS INCLUDE

Processes and systems for innovation and creativity

How to create a resilient business

Ways to finance creativity

Branding

Rapid business model innovation and design-led thinking

Creative problem solving

Managing creatives

Disruptive technology enablement

DURATION

This new programme comprises two one-week modules spread out over six months, with both reflective and active project work using creative collaboration tools in-between. Each day contains three compulsory sessions.

FEES

R39 000 excl. VAT

WHAT YOU'LL LEARN

Learn to conceive of and build new forms of business models.

Work on creative and innovative projects.

Develop the skills needed to manage creatives and creative work.

Understand the working future with emphasis on industry 4.0 and design thinking.

Learn to think systemically, visually, analytically, intuitively.

Learn to recover and be confident in your own creativity.

Learn to be confident in your commercial abilities and ready to practice them.

ABOUT PULENG

Puleng Makhoalibe is dynamic. As Head of the Innovation, Creativity and Entrepreneurship Centre at Henley Business School Africa, Puleng has the ability, passion, experience and drive to change the way that people discover solutions to challenges in the workplace.

Through active participatory play, Puleng creates atmospheres for business people to collaborate as they disrupt dull, traditional thinking – thereby redefining what it means to find innovative approaches to optimise work satisfaction and output in the contemporary business landscape.

Her zest for creativity, design thinking, innovation, creative problem-solving generates imaginative systems for company projects. She enjoys empowering people to communicate meaningfully and to construct out-of-the-box ideas that they can easily apply within their organisations.



ABOUT HENLEY



Henley Business School Africa is the African arm of Henley Business School UK, the oldest business school in Europe, and part of the University of Reading.

Founded in 1946, we now have 70 years of global experience in Executive Education and operate in 17 countries. We have had a campus in South Africa for 25 years – longer than most South African business schools.

We are triple-accredited by the three major international academic standards bodies (AACB, AMBA, EQUIS), which means that we are regularly audited and subscribe to global best practice.



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