

**Lotte Darsø**

**Associate professor of innovation ,  
Programme Director for LAICS Master  
Education ([www.laics.net](http://www.laics.net))**

**Institute of Education, Aarhus University**

**Email: [LDA@dpu.dk](mailto:LDA@dpu.dk)**

# **Innovation is much more than development of new products**

- Even if we define a product as a service,  
a process, an experience, a change – or  
a mixture of these**

**Innovation** is defined as novelty  
that provides (economic) **value**

(Schumpeter, 1934)

# Innovation Pedagogy

- **Step 1: Learning *about* Innovation**
- **Step 2: Developing innovation competency through direct experience, discovery and practice *in* innovation**

**Innovation competency** is the  
ability to create innovation by  
navigating effectively  
together with others  
in complex contexts

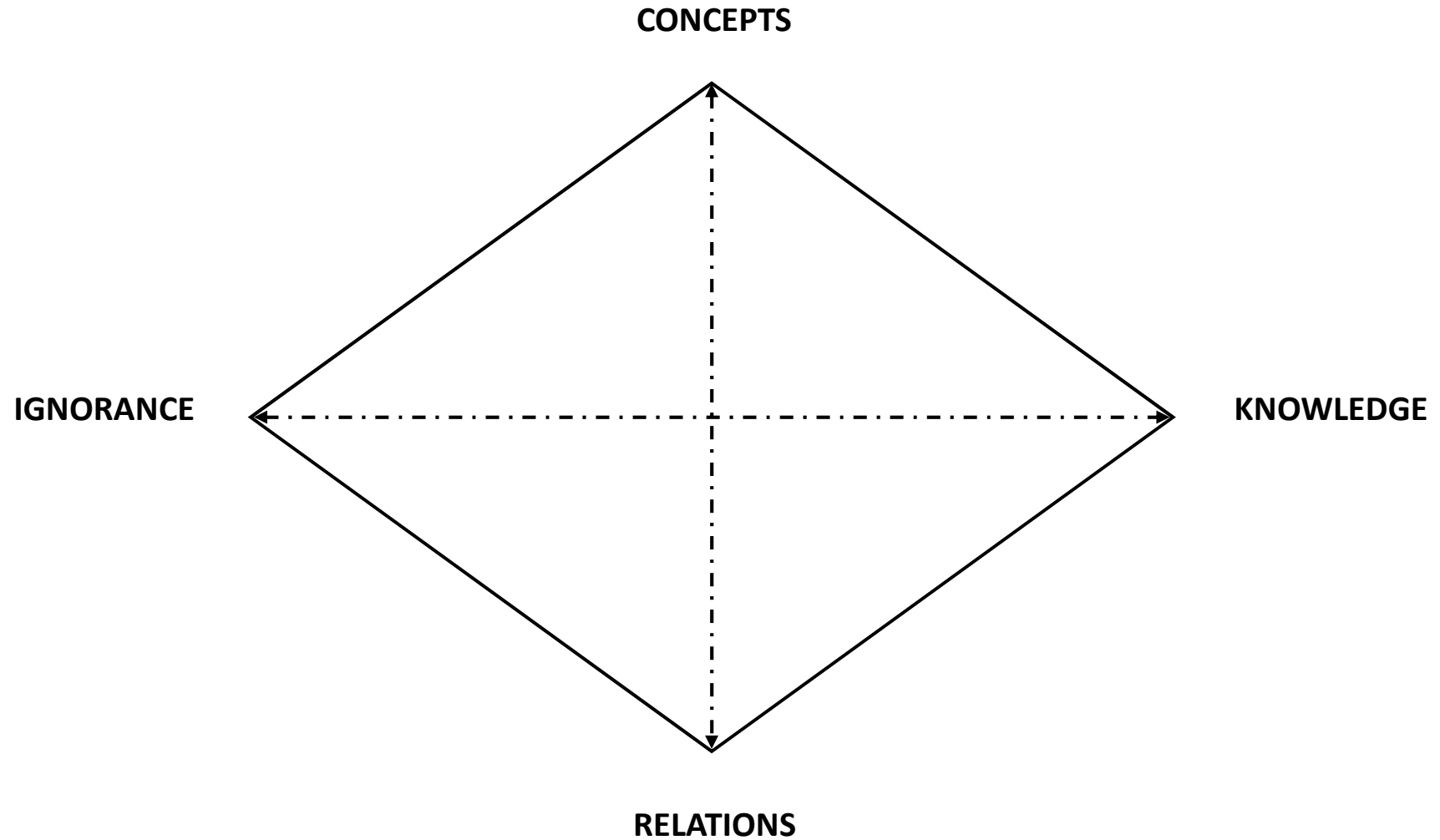
# **Innovation is created in Teams**

**How is it done?**

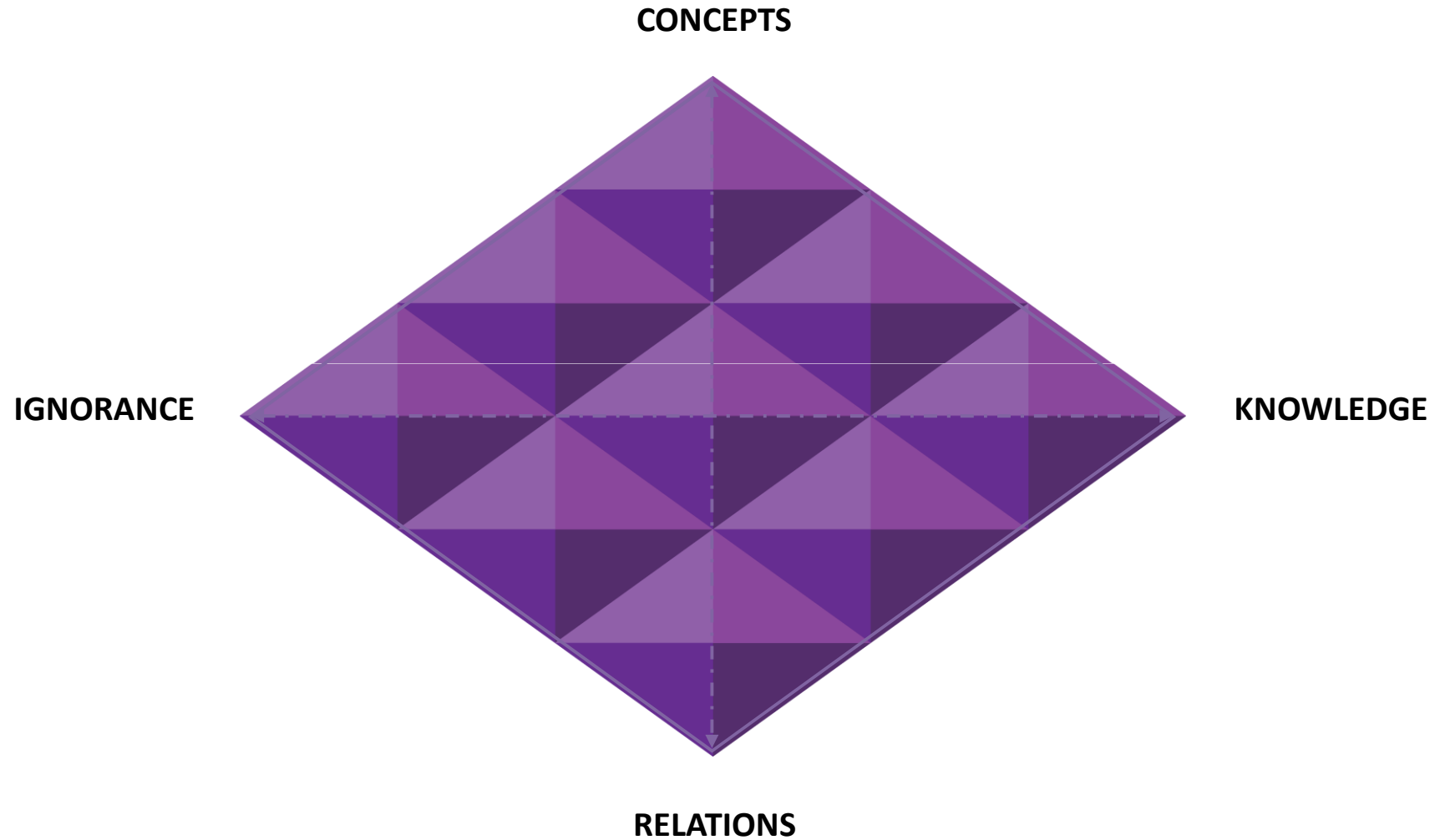
**Which frames are the best?**

**How can the innovation process be encouraged and supported?**

# The Diamond of Innovation



# The Diamond of Innovation





# The difference between a Preject and a Project

## A preject is:

- Goal seeking
- Divergent
- Non-linear
- Chaos time
- Process driven
- Prolonged and open decision space

## A project is:

- Goal directed
- Convergent
- Linear
- Limited time
- Result driven
- Fast decisions

# **Application of the Diamond of Innovation**

- **As an analytical tool for analyzing projects**
- **As an analytical tool for analyzing organizational conditions for innovation**
- **As a navigation map for innovation processes**
- **As a framework for experiential learning for leading innovation processes**
- **As a pedagogical framework for developing innovation competency**

# Innovation Competency

**SOCIO-INNOVATIVE  
COMPETENCY**

**INTRA-INNOVATIVE  
COMPETENCY**



**KNOWLEDGE  
COMPETENCY**

# Socio-innovative competency

- is defined as “mastering social interaction that enhances innovation” (Darsø, 2011: 176)
- **Socio-innovative competency involves:**
  - Leadership
  - Communication
  - Facilitation

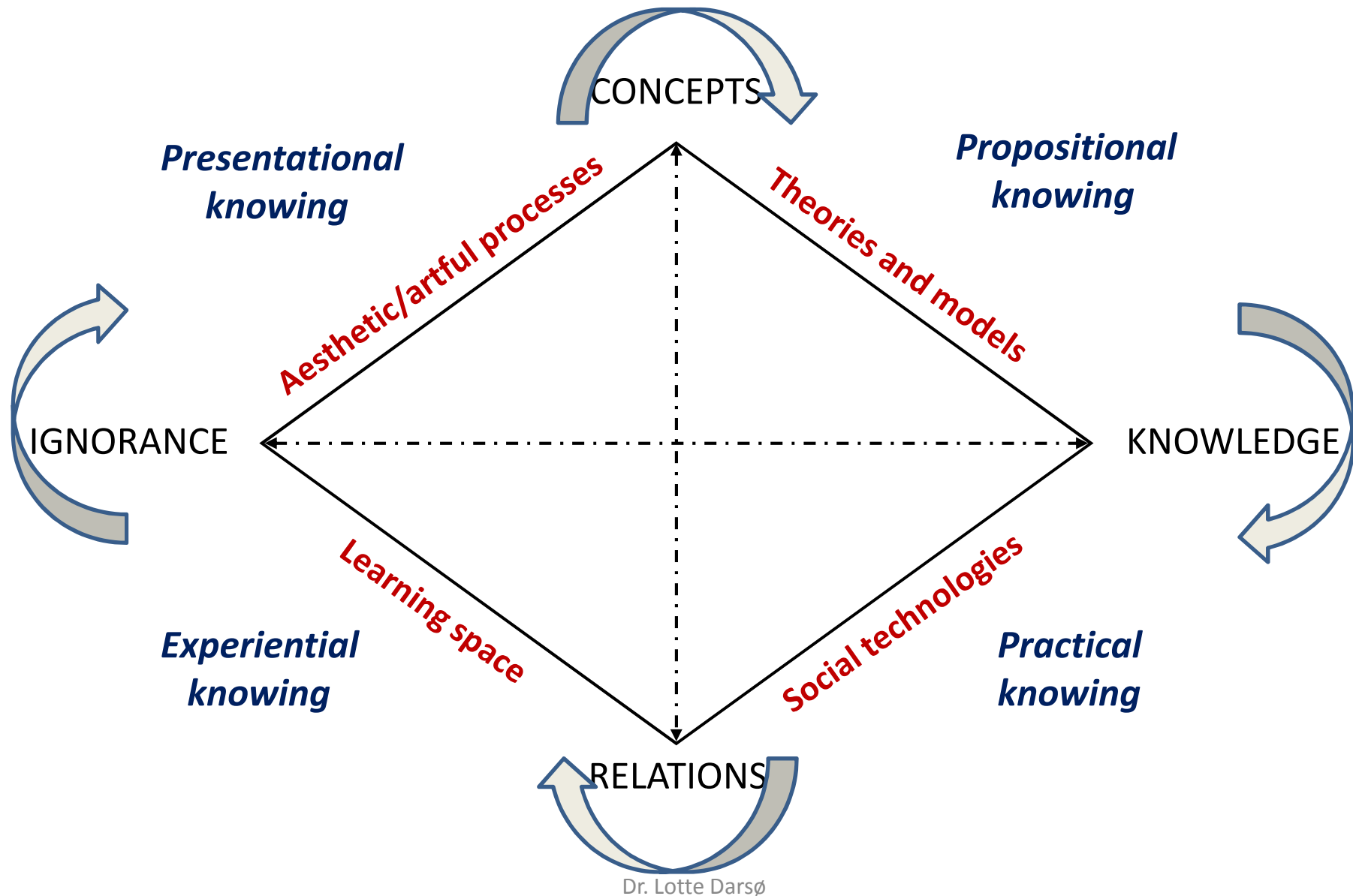
# Intra-innovative competency

- is defined as “consciousness and sensitivity in relation to own and others’ talents, preferences and potentials for development and innovation” (Darsø, 2011: 176)
- Intra-innovative competency involves:
  - Awareness
  - Empathy
  - Inner transformation

# **“In complex contexts”**

- **Individuals are diverse and vary from time to time**
- **The subjects vary**
- **The context varies:**
  - **Public versus Private**
  - **Line of Business, Sector, Trade**
- **The organizational culture varies**
- **Timing is important (e.g. economical crisis, technology development, global conditions)**

# A framework for developing innovation competency



***Not everything that can be counted  
counts - and not everything that  
counts can be counted.***

***(Einstein)***