

# Case Study

## Innovation in Leadership Teams

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# ABOUT CLARKMORGAN

CLARKMORGAN ENABLES MULTINATIONAL ORGANISATIONS to execute upon strategy by designing and delivering relevant and impassioned learning programmes that develop the capabilities of our clients. Putting that simply, we help people evolve through transformative training.

Founded in Shanghai in 2001, where it is still headquartered today, ClarkMorgan has become an industry leader, winning back-to-back CCH China staff “Training Firm of the Year” awards in both 2007 and 2008 and beating international and long-established competition. In 2020, we now celebrate our 19<sup>th</sup> year of success in China.

ClarkMorgan brings a multinational team of business savvy consultants and trainers together, providing services to the Fortune 500 and Global 1000 firms, especially local Chinese firms operating within the Asia-Pacific region. We assist in small, one-off programmes, but more often than not, our staff is dispatched across the region, helping organisations develop their staffs’ skills and ultimately hit their KPIs.

Furthermore, ClarkMorgan is active in supporting the nonprofit sector in this region, launching Spark China in 2009 and founding the Chinese Association of Training & Development Specialists (CATDS) in 2012.

ClarkMorgan also works closely with China-based charities, including The Library Project, Pretty in Pink Shanghai, and WWF.

## BACKGROUND

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An international information technology company known for innovation, this client is a large enterprise group with a diversified strategy in this industry in China and across the world.

A critical drive for this business's culture is innovation, with the learning and development team dealing with a common leadership challenge: managers used to relying on their own personal, professional experience and individual contributions.

When leading teams focused on innovative development, team members are apprehensive to present ideas they feel may be immature, especially when ideas are often rejected or refused.

Innovation, however, comes from a team willing to take risks, push ahead, and embrace failure, and not from an individual standpoint. This means effectively leading teams to innovation is absolutely essential for long-term development.

The clients' L&D team needs a practical methodology to help their leaders clarify their role in innovation and an ability to drive an innovative team.

## SOLUTION

- Pre-workshop collaborative design with key stakeholders
- Single-facilitator delivery, allowing for greater consistency and flexibility
- Discuss and distill real case studies from participants' own experiences
- Define individual innovation issue/opportunity
- How to build innovation leadership
- ClockWise Planner for action planning
- Accountability and feedback
- Post workshop report and follow-up consultation

## RESULT

Collaborative design and development with key stakeholders results in key issues and opportunities drawn from real-world cases and situations in the trainees' work lives.

In the workshop, each delegate will lead their own round of ClockWise with their issue or opportunity as the focus.

At the end of the workshop, each participant provides an actionable ClockWise Innovation Plan to review and follow through with their manager/sponsor and team.



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