

# INNOVATION IN THE AGE OF SMART MACHINES: People, Process and the Power of Technology

## AGENDA

**9:00am–10:00am** **INFORMAL BREAKFAST** Dining Room, Montalto

**10:00am–12:30pm** **EXPANDING THE INNOVATOR'S TOOL KIT** Lockhart Boardroom, Montalto

We will kick off the morning by focusing on the role of the individual in the innovation process. What attitudes and skill sets characterize innovators? How can leaders foster these? We will look at some recent work in psychology suggesting that adults' mind-sets are forged in childhood in ways that either help them find innovation and growth opportunities or make it difficult for them to think creatively. And we will take a look inside some of the most successful innovation consultancies, such as IDEO, and examine their tool kits for design thinking and their efforts to bring "designerly" approaches to the mainstream business environment.

**Discussion leader: Jeanne M. Liedtka**

United Technologies Corporation Professor of Business Administration, Darden School of Business

Prof. Liedtka works with both MBAs and executives in the areas of design thinking, innovation and leading growth. She is passionate about exploring how organizations can engage employees at every level in thinking creatively about the design of powerful futures. Her most recent books are: *The Catalyst: How You Can Become an Extraordinary Growth Leader* (winner of *BusinessWeek's* best innovation books of 2009); *Designing for Growth: A Design Thinking Tool Kit for Managers* (winner of the 1800 CEO READ best management book of 2011); *The Physics of Business Growth*; and *Solving Business Problems with Design Thinking: Ten Stories of What Works*.

**12:30pm–1:30pm** **LUNCH** The Conservatory, Montalto

**1:30pm–4:00pm** **INNOVATING ALONGSIDE SMART MACHINES** Lockhart Boardroom, Montalto

In the afternoon, we will turn our focus to the recent rapid progress in artificial intelligence, robotics and other digital domains as outlined in *The Second Machine Age: Work, Progress, and Prosperity in a Time of Brilliant Technologies* by MIT's Erik Brynjolfsson and Andrew McAfee. As the authors argue, we are increasingly automating cognitive tasks. In many cases, artificially intelligent machines can make better decisions than humans. In light of those major technological advances, we will explore several questions: What implications does this have for the innovation process? What skills will be necessary for working alongside smart machines? Will individuals still matter?

**Discussion leader: Michael J. Lenox**

Samuel L. Slover Research Professor of Business; Associate Dean for Innovation Programs;  
Academic Director of the Batten Institute for Entrepreneurship and Innovation, Darden School of Business

Prof. Lenox teaches and serves as the course head for the first year Strategy core course. He is an expert in the domain of technology strategy and policy. He is interested in the role of innovation and entrepreneurship for economic growth and firm competitive success. His recent work explores firm strategies and nontraditional public policies that have the potential to drive "green" innovation and entrepreneurship. Prof. Lenox's research has appeared in more than 25 refereed academic publications and has been cited in a number of media outlets, including the *New York Times*, the *Financial Times* and the *Economist*.

**4:00pm–5:00pm** **CONCLUSION / FUTURE DIRECTIONS**