



THE INNOVATIVE CIO PROGRAM
STANFORD GRADUATE SCHOOL OF BUSINESS
March 12 – March 15, 2012

DAILY SCHEDULE

Monday, March 12, 2012

After 3:00 pm

Check-In

Lobby, Schwab Residential Center

Rosenberg Lounge, Schwab Residential Center

The Rosenberg Lounge is located between the Palm Courtyard and the Vidalakis Courtyard. The lounge is available for your use throughout the program. It is stocked with cold beverages, including bottled water and a variety of sodas. Light snacks are also available.

Computer Support

Rosenberg Study Room R115, Schwab Residential Center

If you require assistance with the computer in your room or your personal laptop, a computer technician will be available from 4:00–9:00 pm today. The phone number for R115 is 736-0897.

5:45-6:15 pm

Welcome Reception

West Vidalakis Dining Hall, Schwab Residential Center

6:15 – 7:30 pm

Opening Dinner

West Vidalakis Dining Hall, Schwab Residential Center

4:00 – 9:00 pm

Computer Support

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DAILY SCHEDULE

Tuesday, March 13, 2012 - Understanding the Global Tech Landscape

7:00 – 8:30 am

Breakfast

West Vidalakis Dining Hall, Schwab Residential Center
Hot and cold beverages will be available at the classroom each morning.

8:15 am

Meet Shalini in Schwab Lobby to walk to Graduate School of Business
Classroom SE106

8:30 – 9:50 am

Ten Year Outlook

Speaker: Mike Liebhold, Senior Researcher, Distinguished Fellow, Institute for the Future

There are some powerful elements and trends in information technologies underlying dramatic changes ahead enabling continuing waves of innovation in interactive experiences based on combinations of interoperable component parts, all bits, all data, all standard formats and protocol and rich combinations of digital technologies including computing, communications, sensing and media.

In this talk we will focus on three foundation clusters of technologies transforming interactive experiences

- Worldwide webs of semantically linked people, data and things will enable us to create new interactive experiences visualizing, sharing, and mining complex information about our lives
- Super charged interactions between people and computing; Multi core supercomputing chips and cloud-served supercomputing are combining to change interactive experiences of our lives by recognizing our speech, our languages, our gestures and our faces, instantly rendering intensely natural and intelligent dialogs with our machines.
- Immersive media venues : Computing, video and mobile technologies are rapidly combining to support seamless, and immersive multisensory 3D and tactile digital Interactions

9:50 – 10:10 am

Break

10:10 – 11:30 am

Spot disruptive technologies and help develop new products

Speaker: John Ciacchella, Managing Principal, Technology Industry, Deloitte Consulting

Most companies are good at keeping an eye on their traditional markets and competitors. But these days, new and disruptive forms of competition can pop up in the most unexpected places -- startups, college dorms, Asian outposts, Web 2.0 and consumer technologies.



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Tuesday, March 13, 2012 (continued) - Understanding the Global Tech Landscape

11:30 – 1:00 pm

Lunch

West Vidalakis Dining Hall, Schwab Residential Center

1:00 pm – 2:20 pm

The Technology Elite

Speaker: Vinnie Mirchandani, Author of *The New Polymath* and *The Technology Elite*

The definition of technology excellence has evolved significantly in the face of two powerful macro trends: the consumerization of enterprise technology, and the enterprising of consumer technology

2:20 – 2:40 pm

Group Photo

2:45 – 3:45 pm

Optional Campus Walking Tour

Meet in the Schwab Center Main Lobby at 4:30 pm and wear comfortable shoes. The walking tour lasts approximately one hour.

4:00 – 4:20 pm

Break

4:20 – 5:40 pm

Venture Capital Panel

Moderator: Jeff Richards, GGV Capital

Panelists:

- Jim Goetz, Sequoia
- Asheem Chandra, Greylock
- Scott Sandell, NEA

Hear what they are investing in now and why.

5:45 – 6:15 pm

Reception

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6:15 – 7:30 pm

Dinner

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Tuesday, March 13, 2012 (continued) - Understanding the Global Tech Landscape

6:30pm – 7:30pm **Executive Keynote on Global Trends**
West Vidalakis Dining Hall, Schwab Residential Center
Speaker: Aneel Bhusri, CEO Workday

7:30 – 9:00 pm **Study Group Meetings**
Rosenberg Center Study Rooms



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DAILY SCHEDULE

Wednesday, March 14, 2012 – Building an Innovation Toolkit

7:00 – 8:30 am

Breakfast

West Vidalakis Dining Hall, Schwab Residential Center
Hot and cold beverages will be available at the classroom each morning.

8:30 – 9:50 am

Brain-Based Innovation

Faculty Director: Baba Shiv

The exponential growth in our understanding of the workings of the human brain has led to a rather startling and maybe embarrassing (even depressing) conclusion. While the human brain is unique among species in its ability to strategize, conceptualize, hypothesize, memorize, etc., it is now undeniable that most of our decisions, behaviors and experiences are shaped by basic instinctual neural systems and processes. Thus, constituting the broad goals of this session, it behooves us to first understand the instinctual brain and then leverage our understanding to unleash and manage innovation both at the individual and at the organizational level. In this session, we will delve into some simple frameworks derived from the workings of the instinctual brain that will help with the different phases of the innovation process and with fostering a culture of innovation in organizations.

Readings:

- Lehrer, J., “Attention, Shoppers: Go With Your Gut,” *Wall Street Journal*, October 1, 2011
- Shiv, B., “How Failure Ignites Successful Innovation,” *Stanford Business Magazine*, Autumn 2011.
- Shiv, B., “Setting Vague Goals Can Help You Keep Those New Year’s Resolutions,” *Stanford Business Magazine*, Spring 2011.

9:50 – 10:10 am

Break

10:10 – 11:30 am

Understanding the Culture of Innovation

Faculty Leader: Hayagreeva Rao

Organizations can grow only through innovation. However, most organizations bureaucratize innovation through stage gates and reviews. The result is that organizations have lots of process but little innovation, and what little innovation is done by an elite few. This module addresses the following questions: How do organizations democratize innovation so that they can tap the talents of all employees? How do they open source innovation? How do they create idea factories? How do they harness collective intelligence? How do they create climate where failure is tolerated and used as a source of learning? How do they



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Wednesday, March 14, 2012 (continued) – Building an Innovation Toolkit

create a culture that values risk taking? This session focuses cutting edge practices to build innovations that enhance customer experience and build an innovation mindset.

Case: Rite Solutions: Mavericks Unleashing the Quiet Genius of Employees (HR-27)

Preparation questions:

1. Does the Rite Solutions approach work?
2. What are the implications for your firm?

11:30 – 12:45 pm

Lunch

West Vidalakis Dining Hall, Schwab Residential Center

1:00 pm – 4:00pm

Design Thinking

d.school

Strategic frameworks to better understand customer experiences, develop deeper customer insights, and diffuse customer learning throughout the organization. Insights on the sources of customer satisfaction and brand personality. Strategies for reducing the knowing-doing gap and building a customer-centric culture.

4:00 – 4:20pm

Break

4:20 – 5:40

Innovation Panel

Moderator: Baba Shiv, Faculty Director

Panelists:

- Kaaren Hanson, VP Design Innovation, Intuit
- Chris Kay, Head of CitiVentures
- Katrina Lane, CIO, Caesar's Casino

Hear from a panel of leading experts on enterprise innovation. How did they do it?

5:45 – 6:15 pm

Reception

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Wednesday, March 14, 2012 (continued) – Building an Innovation Toolkit

6:15 – 7:30 pm

Dinner

West Vidalakis Dining Hall, Schwab Residential Center

6:30pm – 7:30pm

Executive Keynote on IT Leadership

West Vidalakis Dining Hall, Schwab Residential Center

Speaker: Susan Cramm, author of "The 8 Things We Hate About IT"

7:30 – 9:00 pm

Study Group Meetings

Rosenberg Center Study Rooms



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Thursday, March 15, 2012 - Creating an Innovation Culture

7:00 – 7:45 am

Breakfast

West Vidalakis Dining Hall, Schwab Residential Center
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8:00 – 9:20 am

Creating Ambidextrous Organizations

Faculty Leader: Charles O'Reilly

Why do successful companies sometimes fail (e.g., think of RCA, Blockbuster, Kodak, Kanebo and others)? The answer is not obvious, for these companies, when successful, have all the resources and capabilities to stay on top—financial, market, intellectual and technological. Yet the puzzling evidence is that successful companies often lose their competitive edge. This session introduces the idea of the “success syndrome” and the role of leadership in overcoming it. We will illustrate how some firms have been able to develop and succeed simultaneously in both mature and emerging businesses—to be ambidextrous.

Reading: Organizational Ambidexterity: IBM and Emerging Business Opportunities

9:20 – 9:40 am

Break

9:40 – 11:00 am

Engaging employees with novel technologies

Faculty Leader: Byron Reeves

This presentation about new engagement technologies and psychological research that is the basis for new solutions, will concentrate on one of the most popular forms of new media -- multiplayer games. Games are one of the most powerful engagement genres in media. How might we use them to change the nature of work?

Topics in the session will include:

- Intellectual background for the use of games (often called gamification) including recent Stanford research about the psychology of games and a review of our book *Total Engagement* (Harvard Business Press).
- Case studies about corporate gamification including completed and in-progress applications of games in retail, financial services, energy, transportation and health care.
- Identification of work categories most amenable to gamification.



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- Critical game components and mechanics (e.g., narrative, feedback, intrinsic motivation, synthetic currencies, teams, transparency) for enterprise games.
- How to build a game for work (e.g., contracting designers, game treatments, game technology, and behavioral analysis of work).
- Management of organizational change using games; how companies should prepare work groups for game solutions, monitoring of employee progress in games, and tuning and sustaining work games over extended time periods.
- Ethics, responsibilities and dangers of using games at work; human relations considerations (e.g., labor laws, compensation issues, work monitoring), management of teams (e.g., privacy, rewards for team progress), and motivational issues (e.g., the relationship of work and play).

Readings:

- “Overview”, *Total Engagement* (Harvard Business Press)
- “Ten Ingredients of Great Games”, *Total Engagement* (Harvard Business Press)

11:00 – 11:20 am

Break

11:20 am –12:40 pm

The Psychology of Engagement

Faculty Leader: Byron Reeves

The engagement of people at work has taken on increased importance as companies learn that engagement increases productivity and that engagement is often in short supply in the enterprise. New social media, and in general a consumer sensibility to information work, offer new ideas about how to design work that is maximizes engagement, especially for people in jobs that are hard because they're too easy, repetitive or dull.

12:40 – 2:00 pm

Lunch

West Vidalakis Dining Hall, Schwab Residential Center

2:00 –3:20 pm

Building Power and Influence

Faculty Leader: Jeff Pfeffer

CIO's occupy staff positions in which their ability to bring projects to fruition and realize their full value depend importantly on the ability to build a power base and influence others. Political skills are important in all jobs, but power remains much as described by Harvard Business School Professor Rosabeth Moss Kanter more than 30 years ago, “the organization's last dirty secret.” In our one brief session together, my aim is to give you a *brief* overview of why influence skills are essential, what some of those skills are, and how you might think about building them for yourself and your team.



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Thursday, March 15, 2012 (continued) - Creating an Innovation Culture

Case: Dr. Laura Esserman (A)

Laura Esserman figured out that to make substantial progress in treating breast cancer (or any cancer or disease, for that matter), it is important to cut the cycle time for learning what works and what doesn't. At the time of the case, she was about to meet with the CIO of UC San Francisco (the medical school for the University of California, located in San Francisco) to begin a project to build an IT system that would/could capture data from the diagnoses and treatments of patients—her goal was to do this in all five UC medical centers (in a context in which the various campuses saw themselves as rivals and seldom cooperated even bilaterally on anything). She wanted to increase learning from clinical experience. She also wanted to do something to facilitate patient enrollment in clinical trials (patient recruitment costs approximately 20% of the total cost of a clinical trial). She also wanted to maintain the patient-centered approach to care she had built at UC Mt. Zion hospital. And she also wanted to change the drug design/approval process—moving to adaptive drug design in which drug trials would be changed as new data accumulated during the trial (which would require the cooperation of the Food and Drug Administration). As the case nicely describes, Laura, like all of his, has some strengths and some management challenges.

Preparation Questions:

1. It is now about 8 years since the case. How much of the above do you think Dr. Esserman has been able to accomplish? All of it? None of it? Some of it (and if so, what)? Why? What is the basis for your judgment? This is an important question because senior leaders are in the business of “placing bets” on people and projects. This requires insight into the sources of success.
2. What are Esserman's strengths?
3. What are her weaknesses?
4. What would you advise her to do? Be specific!

3:20 – 3:40 pm

Break

3:40 – 5:00 pm

Certificate Ceremony and Program Close Mixer

Please plan to check out of the Schwab Residential Center by 6:00pm.