




## Day 1: welcome, introduction to internal communication, teamwork

Time	Activity	Materials	Learning goals
9:00 - 9:30	<b>Digital walk-in</b> <ul style="list-style-type: none"> <li>Welcome by local (Łódź/Évora/Naples) offices</li> </ul>		Test equipment of participants
9:30 - 10:30	<b>Masterclass (25'): communication in innovation</b> <ul style="list-style-type: none"> <li>Soft aspect management in innovation development: why does communication matter?</li> <li>Identifying typical internal/external stakeholders in medical technology, and knowing their interests and incentives.</li> <li>Collaboration readiness levels and maximizing business opportunities through communication?</li> <li>Assignment introduction</li> </ul> <b>Workshop (15'): mapping your own communication landscape</b> <ul style="list-style-type: none"> <li>Who are your 'stakeholders'? Mapping the field (your own community of practice?), within your organization and outside your organization. Which companies, which decision-makers?</li> <li>What role does communication currently play in your business?</li> <li>What are the current communication challenges in your business?</li> </ul> <b>Comparing results (15'): mini break-outs</b> <ul style="list-style-type: none"> <li>Discuss your landscape</li> </ul> <b>Closing session (5'): final remarks</b>		(1) Understanding the role of communication in innovative business management in the medical sector. (3) Understanding communicative landscape around innovation. (4) Determining organizational learning goals for the course. (5) Understanding fields and challenges of other participants.
10:30 - 10:40	<< Short break >>		
10:40 - 12:00	<b>Masterclass (20'): successful teamwork</b> <ul style="list-style-type: none"> <li>DISC test &amp; short presentation on 'natural' communication style</li> </ul> <b>Workshop (15'): your profile</b> <ul style="list-style-type: none"> <li>Determining your own profile (online)</li> </ul> <b>Group session (20'): your assets and possible deficits</b> <ul style="list-style-type: none"> <li>Team composition / team development: which styles are present in your team? Prepare a 1-minute Digital presentation for others about your communication assets and deficits.</li> </ul> <b>Team presentations (15')</b> <ul style="list-style-type: none"> <li>Developing adaptive communication styles for different audiences (including sensitivities to other communication styles)</li> <li>Others provide feedback</li> </ul> <b>Closing session (10')</b> <ul style="list-style-type: none"> <li>Summarizing session, explanation of afternoon program</li> </ul>	Link: <a href="https://openpsychometrics.org/tests/ODAT/">https://openpsychometrics.org/tests/ODAT/</a> .  	(6) generate awareness of your role in teamwork and the roles of others within your team. (7) understanding your own communication and sensitivities of others. (8) learning how to build a successful team.
12:00 - 12:30	<b>Summary of morning program</b> <ul style="list-style-type: none"> <li>Get-together with local (Łódź/Évora/Naples) offices</li> </ul>		

12:30 - 13:30	<<Lunch break>>		
13:30 - 15:00	<p><b>Interactive game: Belbin Personality Test and leadership styles</b></p> <ul style="list-style-type: none"> <li>Short introduction to leadership styles, with explicit attention to directing / coaching / supporting / delegating.</li> <li>Understanding task / people emphasis difference (transformational, democratic, laissez-faire, autocratic)</li> <li>Applying different leadership styles in different contexts: practicing various role playing games.</li> <li>Game 1: instructing your R&amp;D team effectively</li> <li>Game 2: breaking bad news (non-performance)</li> <li>&lt;&lt;extra: Protocols for conflict management?&gt;&gt;</li> </ul> <p><b>Workshop: Belbin Personality test</b></p> <ul style="list-style-type: none"> <li>Short introduction to personal team roles with associated strengths and weaknesses</li> <li>Using this knowledge to your advantage in communication, collaboration and the organization of your business</li> <li>Determine personal profile 1: online platform</li> <li>Discuss profile differences within team</li> <li>Find fellow team roles and discuss strengths and weaknesses</li> </ul>		<p>(9) Understanding and applying various leadership styles.</p> <p>(10) Identifying personal characteristics in order to determine how to organize the (innovation) team driving the business.</p>
15:00 - 15:15	<< Short break >>		
15:15 - 16:30	<p><b>Masterclass: strategic partnerships</b></p> <ul style="list-style-type: none"> <li>Partnering, alliances, outsourcing: risks and benefits</li> <li>Communication: Function, Formulation, Frequency</li> <li>Who can be a strategic partner?</li> <li>Strategic partnership profile: <ul style="list-style-type: none"> <li>a. Preparation pitch exercise involving the following:</li> <li>b. Who am I (role, position)?</li> <li>c. What do I have to offer (business, innovation, knowledge)?</li> <li>d. What do I require from others?</li> </ul> </li> <li>Make new 1-minute pitch</li> </ul>		<p>(11) Understanding your role and position in relation to strategic partners.</p> <p>(12) Apply networking skills in practice.</p>
16:30 - 17:00	<p><b>Summary of afternoon program</b></p> <ul style="list-style-type: none"> <li>Get-together with local (Łódź/Évora/Naples) offices</li> <li>Evaluation (online)</li> </ul>		
17:00	<< End of day 1 >>		

## Day 2: Networking, Internal corporate processes and KPIs

Time	Activity	Materials	Learning goals
9:00 - 9:15	<b>Feedback session</b> <ul style="list-style-type: none"> <li>Looking back at yesterday</li> </ul>		
9:15 - 10:15	<b>Masterclass: organizing new business and business development in medical start-ups</b> <ul style="list-style-type: none"> <li>Organization types: Network-organization, line-organization, matrix-organization,</li> <li>Team tasks</li> <li>Growth/development perspectives of the organization.</li> <li>Business plan and future corporate planning &amp; strategy.</li> <li>Technology readiness levels</li> <li>What is my ultimate goal: why do I set up this firm? (Buy-out or the new Philips?)</li> <li>Becoming attractive to strategic partners =&gt; (preparing for course 2)</li> </ul>		(13) Understanding <i>how</i> your organization works and who is responsible for what? (14) Organising innovation in technical startups in the medical sector.
10:15 - 11:15	<b>Masterclass: Health Technology Assessment</b> <ul style="list-style-type: none"> <li>Structuring your organization based on HTA.</li> <li>Issues around: Privacy (data), Legislation (laws, medical device directives), IPR (protection), ISO standards (requirements), Ethics (rights), Health Technology Assessment</li> </ul>		(15) Structuring your organization based on Health Technology Assessment (16) Understanding which aspects of HTA are relevant for your organization
11:15 - 11:30	<b>&lt;&lt; Short break &gt;&gt;</b>		
11:30 - 12:30	<b>Serious card game of The Success Detectives</b> <ul style="list-style-type: none"> <li>Determining Key Performance Indicators</li> <li>Phase 1: selecting items</li> <li>Phase 2: clustering items</li> <li>Phase 3: 100 points distribution</li> </ul>	Digital card game	(17) Becoming aware of soft aspects in innovation management.
12:30 - 13:00	<b>Summary of morning program</b> <ul style="list-style-type: none"> <li>Get-together with local (Łódź/Évora/Naples) offices</li> </ul>		
13:00 - 13:45	<b>&lt;&lt;Lunch break&gt;&gt;</b>		
13:45 - 14:15	<b>Workshop: introduction to Midstream Modulation</b> <ul style="list-style-type: none"> <li>Decision making: making better choices</li> <li>Short vs. long term thinking</li> </ul>	Protocols (printed)	(18) Understanding the concept of decision making

	<ul style="list-style-type: none"> <li>• Emotive vs. rational decision making</li> <li>• Navigating between opportunities, alternatives, considerations, prospective outcomes.</li> </ul>		in relation to corporate innovation.
14:15 - 15:00	<b>Masterclass: conflict management</b> <ul style="list-style-type: none"> <li>• Protocols, functioning of the group, hierarchical structures, leadership)</li> <li>• Leadership &amp; communication styles: what does this mean for your supervising / creating support (group/organization) / conflict management?</li> <li>• Soft-aspects management: Key Performance indicators + game / software</li> </ul>	Conflict management tool 	(19) Apply different leadership styles in corporate practices in relation to personality profiles.. (20) Understanding your leadership role in relation to your corporate structure.
15:00 - 15:15	<< Short break >>		
15:15 - 15:45	<b>Masterclass: working within Living Labs</b> <ul style="list-style-type: none"> <li>• From collaboration to co-design</li> <li>• Introduction to communities of practice</li> <li>• Linking to living labs</li> <li>• Co-creation</li> <li>• Co-responsibilities</li> </ul>		(21) Understanding co-design from the perspective of Living Labs.
15:45 - 16:30	<b>Workshop: advanced course Midstream Modulation</b> <ul style="list-style-type: none"> <li>• Implementing this tool in coaching (SLIM course element 2)</li> <li>• Discussing results in a systematic way</li> <li>• Organizing peer-feedback to other companies?</li> </ul>		(22) Become aware of the other companies' performance indicators / drivers.
16:30 - 17:00	<b>Summary of afternoon program</b> <ul style="list-style-type: none"> <li>• Get-together with local (Łódź/Évora/Naples) offices</li> <li>• Evaluation (online)</li> <li>• Preparations / explanations of course element 2: coaching</li> <li>• Lay-out of course element 3: external communication</li> <li>• Tool online explanation</li> <li>• Planning coaching sessions</li> </ul>		