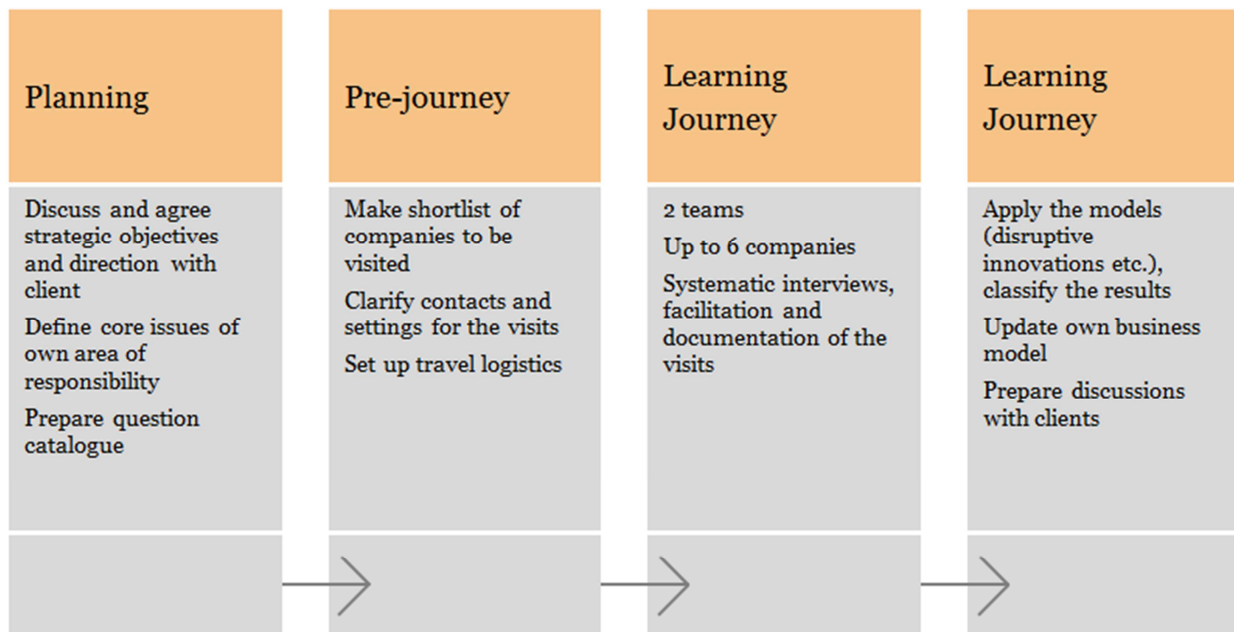


Learning Journey

Overview: phases and activities of a Learning Journey (LJ)



Entrepreneurship, strategy, innovation, business models: these aspects of the medium- to long-term development of companies used to be mainly the province of the top management level. This was where market data, competitive analyses and internal parameters came together, were analysed, sometimes mapped in scenarios and condensed into a blueprint for the future.

The role of management levels further down the hierarchy was essentially to translate and integrate the strategic objectives into the processes of the individual areas of responsibility and make them workable.

However, this picture has been changing increasingly for some years now.

More and more frequently, in addition to the tasks described above, top management is asking the middle and senior management levels for entrepreneurial co-responsibility, the review and development of underlying business models, and innovations.

The Learning Journey is a response to this demand. As a management development tool, it provides participants with scope for observation beyond established routines and enables them to acquire the knowledge and tools to create innovations. Subsequent implementation of the results must, however, be ensured.

The concrete process

The Learning Journey is planned and implemented within a business setting. Participants receive the assignment to generate, within a defined budget, a maximum of knowledge that can be used for their own understanding and to shape innovations and entrepreneurship.

In the planning phase, the participants start by discussing and agreeing on their strategic core questions. They then make targeted contact with interesting companies outside their own sector which have comparable core issues and also generate a dedicated questionnaire to prepare for appointments on site.

The subsequent (three-day) Learning Journey starts with visits to the various companies. Interviews and/or short workshops provide insights into the dynamics and conditions of innovation processes. Depending on the schedule, up to six companies can be visited in one and a half days.

The next part of the Learning Journey is used to analyse, position and integrate the results into the company's own business model.

We work with the following conceptual and structuring tools:

- + Clayton Christensen's disruptive innovation concept
- + Innovation Climate Index by Ekvall and Wehner
- + Business Model Canvas by Osterwalder and Pigneur
- + Design Thinking based on Nigel Cross

As an end product, managers have a business model adapted to their own areas of responsibility which they can discuss, refine and ultimately implement going forward together with the top managers who gave them the assignment.