

Brunelleschi workshop for Executives

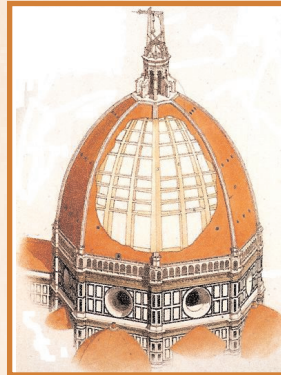
Imagine knowing what you know today - but living at the dawn of the Renaissance. What would you learn about the pains, insecurities and rewards of innovation from that era? Now transport yourself back to 2010 - what does that knowledge mean today?

Once every two years, the Practice for Bold Thinking organises the Brunelleschi workshop in Florence designed for executives responsible for innovation within their companies.

The purpose of the Brunelleschi workshop is to produce a clear policy paper in which the company management expresses not only their commitment to innovation, but also documents the areas in which the company wishes to pursue innovation, and the role of innovation within the corporate policy.

The policy paper will specify which resources will be made available by the company and how they will deal with the risks of innovation. It will also specify how the company will organise its innovation, how this will relate to 'business as usual', the effect on the style of working within the company and what demands will be made of the employees.

*Filippo Brunelleschi
the architect (1377-1446)*



Brunelleschi is the architect of the octagonal dome in the Florence Dome, the birthplace of the Renaissance.

The exceptionally large span, the construction of which is still not fully understood, is a classic example of innovation.

During the workshop, Brunelleschi and the end of the dark Middle Ages forms the backdrop for thinking about contemporary innovation.

Concept

Could it be that nowadays we are at the dawn of a new Renaissance in which we gradually break away from what in hindsight seems to be the Dark Ages of the 20th Century's 'Modern Time'?

In the Brunelleschi workshop for Executives we are going to explore the astonishing parallels between the two eras regarding the shift in economics, democracy, trade, and technology and their impact on business - and not least, the change in thinking. And where better to experience the tough transition from the Middle Ages to the Renaissance - than in Florence?

To help understand this transition, we will identify with Brunelleschi as an example of an innovator amid a time of transition. Filippo Brunelleschi (1377 - 1446) was one of the foremost architects and engineers of the Italian Renaissance. In 1419, he won a competition to design a dome and cupola for Florence Cathedral, the Basilica di Santa Maria del Fiore. By the beginning of the 15th century, the drum of the church was already built. However, there were no ideas how the 42 meter wide space above the church's chancel could be constructed, but the sponsors believed that God would provide a solution in due time.

Innovation could involve products, services, production processes, markets and business models.

The building of the dome posed many technical problems. Brunelleschi's solutions were ingenious and unprecedented. His ideas were not restricted to design of the dome – they extended to the organisation of the workforce, the design of tools, logistics, and costs.

A no less interesting aspect of his life was his ability to manoeuvre in the political context of his time and to counter the obstructions of his jealous opponents.

But we must make this knowledge relevant to our own companies. What does it mean for the strategies businesses must implement to compete in the new future?

In the Brunelleschi workshop for Executives we will regard Brunelleschi as a fine example of an all-round innovator from whom we can learn a lot.



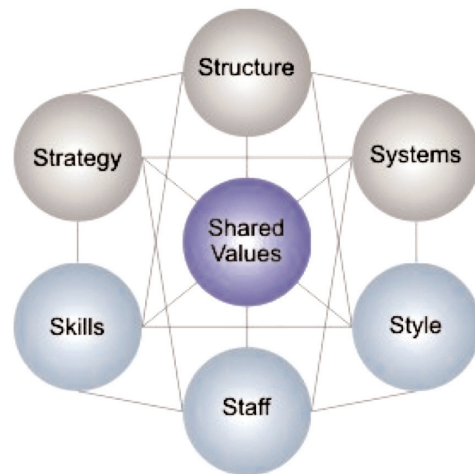
The McKinsey 7S model

In order to organise innovation structurally, we will apply the McKinsey 7S model

www.mindtools.com/pages/article/newSTR_91.htm

The basic premise of the model is that there are seven internal aspects of an organisation that need to be aligned if it is to be successful.

Figure 1: The McKinsey 7S Model



- Strategy: the plan devised to maintain and build competitive advantage over the competition.
- Structure: the way the organisation is structured and who reports to whom.
- Systems: the daily activities and procedures that staff members engage in to get the job done.
- Shared Values: called 'super ordinate goals' when the model was first developed, these are the core values of the company that are evidenced in the corporate culture and the general work ethic.
- Style: the style of leadership adopted.
- Staff: the employees and their general capabilities.
- Skills: the actual skills and competencies of the employees working for the company.

In the workshop we will explore the choices for innovation that can be made for each of the aspects. The way the model is presented next depicts the interdependency of the elements and indicates how a change in one affects all the others.

Underlining that innovation is crucial, stimulating employees to come up with new ideas and helping them to find funding is excellent, but not enough. The idea generation process does need management attention.

Programme

The workshop will be held from Thursday 18 March to the morning of Sunday 21 March.

It is organised in cooperation with Beauty in Italy, a renowned tourism company directed and coordinated by Violetta Buti.

Violetta specialises in organising tours of Italy for those wanting tailor-made trips with special itineraries and hotels not available through standard tour operators.



*Dome Scaffold >
in Florence Cathedral*



Thursday evening 18 March 20:30

At 20:30 pm we will meet in the lobby of the Hotel Tornabuoni Beacci, followed by dinner. During dinner there will be a short introduction to the basic ideas behind the transformation of the Middle Ages into the Renaissance. Participants are encouraged to reflect on the similarities and differences with the current time and their implications for their companies.

Friday 19 March 09:00

In the Museo dell'Opera del Duomo www.operaduomo.firenze.it/english/luoghi/museo.asp behind the Cathedral, an experienced guide will explain the construction methodology and specially designed tools and machines used on Brunelleschi's dome. We will experience the breadth and depth of Brunelleschi's innovations and the political decision-making of his time. After this, participants will ascend the dome and its cupola individually.

In the afternoon and early evening (till ca. 20:30) we will explore the 'hard' choices (Strategy, Systems and Structure) a company must pay attention to if it wants to commit to innovation seriously. After a short introduction, we will work in pairs towards a specifically designed policy paper for each company.

Saturday 20 March 09:00

We will start with a short lecture on 'soft' aspects (Staff, Skills, Style and Shared Values) of deliberate organising of innovation throughout the company. Then we will visit the Galleria degli Uffizi www.uffizi.com/curiosit%C3%A0-galleria-degli-uffizi.asp, one of the oldest and most famous art museums of the Western World. Originally the administrative offices, the Tribunal and the state archive, a private guide will lead us through the history of innovation in painting, sculpting, science, cartography, pharmacy and so on. In the afternoon and early evening (till ca 20:30) we will discuss the choices a company could make regarding the 'soft' aspects of organising the workforce for continuous innovation. Again in pairs, we will continue to work on a comprehensive policy paper for each company.

Sunday morning 21 March 09:00

We will meet from 09:00 till 10:30 to wrap up the policy paper, learning points and actions.

On Friday and Saturday evenings after 20:30, and Sunday after 10:30, participants are free to enjoy the beautiful city of Florence. Violetta Buti will be happy to give advice on where to go and what to see.

The physical setting

The Brunelleschi workshop for Executives will be held in hotel Tornabuoni Beacci www.tornabuonihotels.com
For centuries this historic Palazzo has been the aristocratic residence of the famous Minerbetti family, on the exclusive Via Tornabuoni in the heart of the city centre. A short walk from the Duomo, the Hotel is well placed to access all points of interest in Florence's historical city centre. The hotel, with its antique furnishings, tapestries and spacious lounges creates the perfect historically-rich setting from which to enjoy this enchanting cultural jewel. All the rooms and suites are furnished and decorated in the classical style. The wide corridors and stone staircases lead to chambers furnished with care and attention, boasting antiques from the 1600s to 1800s, Murano glass chandeliers and light fittings, original frescoes dating back to the 1700s - all set in the classical understated architectural style of the old Florentine aristocracy.

We don't set out to tell innovation managers what they should do, but rather challenge them to look at the many choices and recognise the wide array of possibilities which are inherent in their company's stories and that lie within the vision of their innovations.

Getting to Florence by Air

Florence's **Amerigo Vespucci** international airport (**FLR**) (known to locals as 'Peretola') www.aeroporto.firenze.it has good connections to the centre of the city, which can be reached in about 15 minutes by taxi or bus.

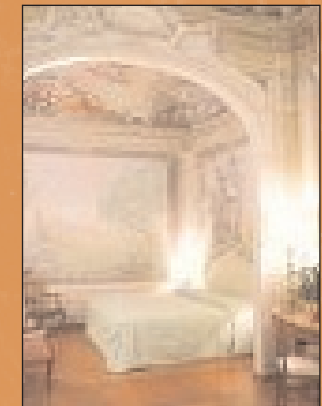
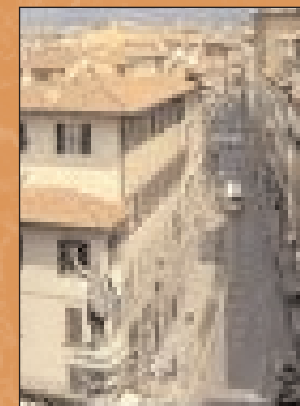
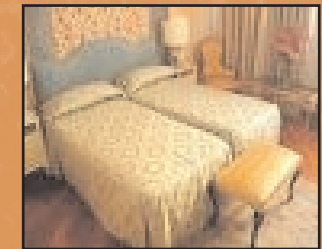
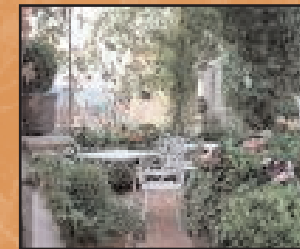
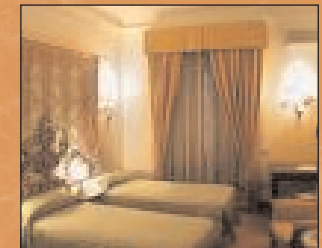
The **Ataf-Sita 'Vola in Bus'** ('Fly by bus') service costs € 4.50 one way, and makes the circuit between the airport and the central train station every half hour from 05:30 to 20:00, then every hour.

There is a € 25 flat rate for taxis from the airport to anywhere in the historic centre of Florence. They will charge € 1 extra for each piece of luggage handled by the driver.

Much cheaper flights to destinations from Europe and the United States can be found at **Pisa airport**

www.pisa-airport.com/index.php?lang=_en

Low-cost airlines which fly to Pisa include Thomsonfly, Meridiana, Easyjet, Ryanair, Transavia and HLX. Pisa airport and Florence are connected by a rail link that arrives and departs from the main entrance of the airport.



Train schedules are available at

www.ferroviedellostato.it/homepage_en.html

From Pisa there is also a shuttle bus operated by TERRAVISION about every hour. The journey lasts 1 hour and 10 minutes.

The investment

The investment to get inspired and to return with a clear and written idea on how to organise innovation structurally in your company is € 1.295,- excl. VAT (19%)

This is inclusive of dinner on the evening of arrival, lunches, refreshments and tickets for the excursions to the Duomo and the Uffizi Museum.

Flights and hotel accommodation are not included. A special arrangement for the Brunelleschi workshop for Executives is made with hotel Tornabuoni Beacci for € 240 for three nights, breakfast included. We strongly recommend staying in the Tornabuoni Beacci, but are happy to advise on any other affordable hotels in the city centre.

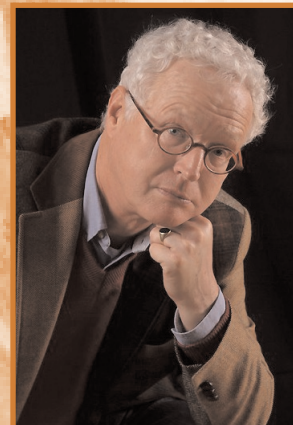
The number of participants on the workshop will be between eight and fifteen.

Most business people are so busy working for their business or in their business that they never find time to work ON their business. Thus they fail to anticipate what might happen or what they might be able to make happen.

Facilitator

The Brunelleschi workshop for Executives will be facilitated by Gijs J. van Beeck Calkoen (MSc), owner of the Practice of Bold Thinking. Gijs studied electronics and business administration and his thesis concerned the relation between strategy and organisational development. Gijs was a director of Research and Development and has trained hundreds of people in lateral thinking. For years he travelled around Europe and the Caribbean while home-educating his son. Living in Paris, Sicily, Florence, Prague, Andalucía and New York gave him a deep insight into the transition from the Middle Ages to the Renaissance. He is enthusiastic to share his ideas on the stunning parallels with today. For a year after the workshop, he will facilitate a virtual meeting place for the participants and is available for questions, tips and Internet searches.

Gijs van Beeck Calkoen >



Innovation in companies has to be organised, as deliberate and structural as, for instance, bookkeeping and human resources management.

Registration

To help us understand the needs and requirements of participants on the workshop we would like to receive in advance of registering:

- Your name
- Your company's name
- Your job description
- The challenge you face regarding innovation

To qualify and register please contact Gijs van Beeck Calkoen directly, mobile +31 6 222 484 10 or gijs@boldthinking.eu

Get into the innovation game!

All current innovation techniques have an underlying assumption that innovation (and by inference, invention) is a random process. The opposite is true.

VAN BEECK CALKOEN
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PRACTICE FOR BOLD THINKING