Innovation Training Benchmarking: A Guide

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Prepared for Dan Killoren, EPRI, by Idea Farm Co-op and powered by CoCreACT®

Table of Contents

- Introduction
- Objectives and Approach
- Providers
- Growing Capabilities and/or Business?
- At-a-Glance
- Provider Profiles

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Introduction

Innovation is an area of need for utilities.

Utilities vary in terms of where they are on their innovation journey. However, there is agreement that innovation is fundamental to a utility's business transformation.

Overall, utility goals for innovation include:
- Commercializing business opportunities
- Advancing ways of working and mindsets for the utility workforce
- Leveraging new and existing technologies in valuable ways

The paths to achieve these goals are varied and very much *in development.*

EPRI can be a key resource and thought partner…using EPRI's deep expertise, research insights, and consultative services…to help utilities on their journey to adopting transformative innovation.

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Objectives and Approach

This document provides an overview of 24 organizations and academic institutions that offer innovation capability building and training programs.

The goal is to create a resource of providers that offer such programming, and to serve as a starting point to assist utilities in building their own innovation capabilities. The document may assist with benchmarking of existing or proposed innovation programs and with efforts to identify potential providers based upon an organization's unique learning needs and experience objectives.

The providers included in this report offer public or private (in-house) training and learning programs in the areas of innovation, design thinking, and innovative business strategy. Information about these programs was obtained from their respective websites (links included for reference).

This effort coincided with an effort to interview innovation-minded professionals from utilities across the United States and Europe. This report includes innovation capacity building and training providers that were mentioned during the course of those interviews and, where appropriate, stories from the sector professionals about their experience(s) with the provider.

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Providers

The following 24 organizations and academic institutions were selected based on both internal EPRI core team suggestions, Idea Farm consultant perspectives, and EPRI customer mentions of providers where customers had sought innovation services/training or had awareness of a provider's programming.

This list is neither exhaustive nor an endorsement for any of the providers (or their programs, services, requirements, or outcomes) included within this document.

BCG • Board of Innovation • CoCreACT® • Cornell • Experience Point • Humantific • Hyperisland • IBM • IDEO U • Innovatrium • InnoEnergy • kaospilot • Luma Institute • MIT • Rainmaking • RIT Rochester Institute of Technology Micromasters • Rohrbeck Heger • Stanford d.school • Strategyzer • The Design Gym • University College Dublin - innovation academy • University of Notre Dame Idea Center • University of Virginia Darden School of Business • Wily

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Growing Capabilities and/or Business?

A parallel effort to this benchmarking assessment included interviews with various employees focused on innovation (n = 14) at different levels of seniority across the utility sector to explore their interpretation and expectations of innovation strategy, practice, and training.

A key insight that emerged through these discussions was the varying orientations to innovation capacity-building that tend to focus on one or both primary objectives: *growing people and organizational capabilities or growing new business opportunities.*

Those organizations who frame innovation as a *growing new business opportunities* are often pursuing innovation projects at the business unit level and looking for opportunities to scale the development of ideas into products, services, and business. They may collaborate with outside consultants, innovation entities, or entrepreneurial incubators in an effort to leverage technical innovation and marry it with customer needs and value.

Those organizations with a priority of spreading innovation *by growing people and organizational capabilities* are sometimes engaging strategically with human resources and organizational development teams who are tasked with building awareness and skills around innovation across the organization.
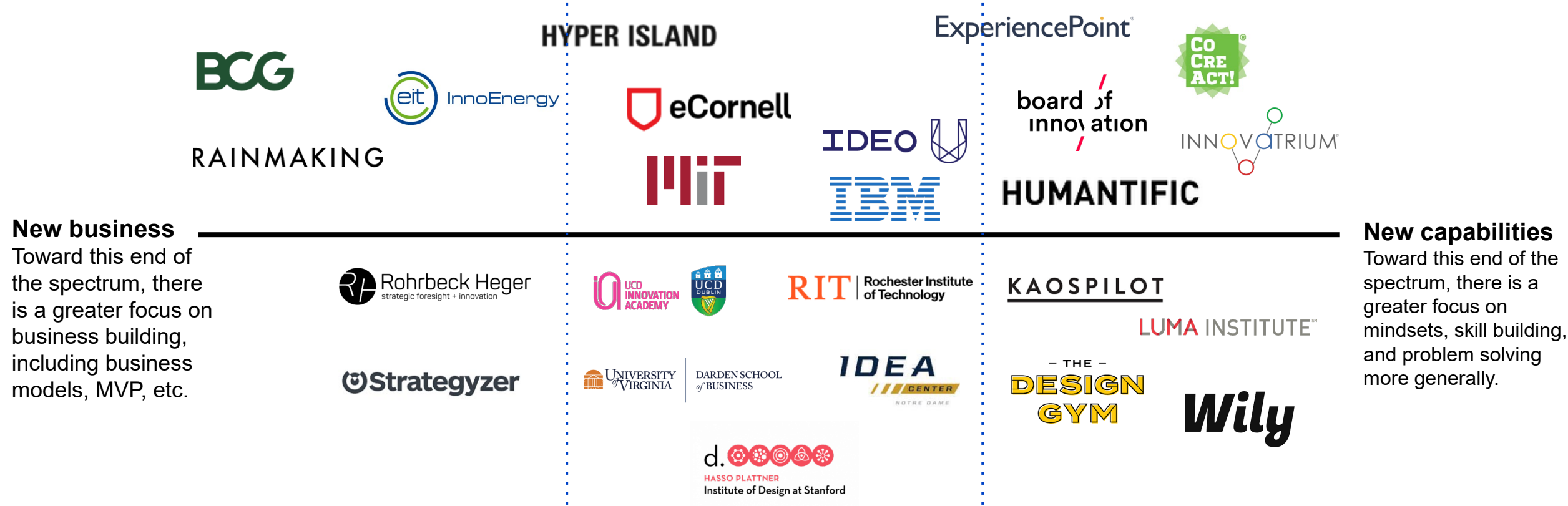
These efforts often include more explicit "training" programs along with the development of frameworks that explicate innovation behaviors and performance metrics. Strategic alignment with human resources on these efforts may be seen as a marker of maturity.

Innovation efforts, commercial or cultural, tend to deliver impact in both areas. For example, a commercial innovation project within a business unit can provide excellent career and professional development for the individuals who participate. Their resulting behaviors and interactions across the organization can promote the spread of innovation culture and belief about innovation's value. Additionally, those who are focused on building an innovative culture acknowledge those efforts may be undertaken in hopes the efforts will generate commercial value, impact, and success.

The illustration on the following page situates the different providers included in this report along an axis from commercial to culture, to illustrate where the providers focus their innovation efforts and messaging as related to training and capacity building.

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Growing Capabilities and/or Business?

Providers span the instructional and training gamut. There was consistent feedback that training programs often were teaching how to innovate for products, or were more Consumer Packaged Goods (CPG) focused, leaving utilities to translate these lessons for their business.

New business
Toward this end of the spectrum, there is a greater focus on business building, including business models, MVP, etc.

New capabilities
Toward this end of the spectrum, there is a greater focus on mindsets, skill building, and problem solving more generally.

At-a-Glance

The following pages offer an overview of providers who offer services in these five formats:

• Public training events with open enrollment where participants learn alongside others from diverse industries and areas of expertise
• Immersive, ongoing learning experiences that require commitment to participation over multiple months
• Stackable learning options where multiple courses are offered to provide depth and breadth of knowledge and skills
• Online, self-paced offerings for virtual learning that are directed by the participant
• Programs offering certifications for completion of courses; some certifications are affiliated with academic institutions

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1. Public training events where participants can learn alongside others, create connections outside of the industry, and build relationships with others on their innovation journey

2. Immersive, ongoing learning experiences where participants learn by doing, and apply innovation tools to real challenges

3. Stackable learning where participants can choose among multiple courses and create custom learning paths/levels

4. Online programs where participants can be self-paced and learn on their own schedule

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5. Programs where participants complete a determined track and can attain a certification

Provider Profiles

*Integrity of Reporting:** Please note that content contained in this report was collected during March-May 2021 and reflects what was publicly available via provider websites during that time

Stories from the Sector: Stories were collected from utility professionals who have participated in a training experience with the provider

Boston Consulting Group

https://www.bcg.com/en-us/capabilities/innovation-strategy-delivery/overview

Snapshot from the website:
Boston Consulting Group partners with leaders in business and society to tackle their most important challenges and capture their greatest opportunities. Continuous learning has emerged as a strategic imperative for winning the escalating competition for talent. BCG offers an arsenal of on-the-job learning, coaching, digital learning, and learning academy approaches for achieving success.

Specialites: *Agile & Leadership development*
Programs: *Frontline-Leader Enablement, Leadership & Talent Enablement Center, Executive Coaching, Amethyst digital app*
Notable utility industry expertise & experience: *Power & Utility, Center For Energy Impact*

Board of Innovation

https://www.boardofinnovation.com/talent/

Snapshot from the website:
Board of Innovation is a global strategy and business design firm. Over 1 million people use our tools and methods to grow their organization, ensure revenue, and deliver an amazing customer experience. We specialize in the creation and implementation of custom-made learning solutions for enterprises.

Specialites: *Innovation, Design Thinking, Strategy, Experimenting, Business Models*
Programs: *Design Thinking training, Strategic Growth Mindset training, Innovation & Creativity training, Experiment Design trainings, Business Model training, Toolkit development, Train the Trainer, Business Design Sprint, Innovation Accelerator, Innovation Strategy Sprint, Innovation Transformation*
Notable utility industry expertise & experience: *Energy & Resources, Engie*

CoCreACT®

https://www.cocreact.com/services

Snapshot from the website:
Our Services empower you to shape and pursue new opportunities in ambiguity. We are passionate about creating collaboration experiences that produce tangible outcomes. Join us for public trainings or contact us about bringing the learning experience to you and your organization. Whether virtual or in-person, you will gain confidence with tools and skills to develop your innovation mindset and capabilities.

Specialites: *Innovation, Design Thinking, Future, Ambiguity Tolerance, Leadership development*

Programs: *Innovating in Ambiguity (Levels 1-3), Leading Innovation in Ambiguity (Levels 1-3), CoCreACT® Your Futures, CoCreACT® Sprints, Tailored project solutions*

Notable utility industry expertise & experience: *EPRI, SRP*

Story from the Sector

"The training was excellent. The terminology ties well with our innovation model, plus the linkage between mindset, skillset, and toolset approaches provides a good framework for our future innovation programs."

-Hank Courtright, SRP

Four-hour virtual training programs…*Innovating in Ambiguity* Level 1 for Individual Contributors and *Leading Innovation in Ambiguity* Level 1 for Leaders…offered in-house via utility learning catalog. Open enrollment, for up to 28 participants.

Each session is led by an innovation expert and provides hands-on experience using a virtual collaboration space with digital toolkit to address an organizational challenge related to innovation. Courses include a virtual collaboration space and a playbook of tools for participants.

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ExperiencePoint®

Cornell

https://ecornell.cornell.edu/courses/engineering/building-innovation-competencies/

Snapshot from the website:
To create and sustain a culture of innovation and entrepreneurship in your organization, it is helpful to establish an environment that supports certain mindsets. And these mindsets can create first a culture change in your organization, often followed by a higher financial return on investment. These mindsets are the competencies that convert ideas to impact.

Specialites: *Design Thinking, Maker Culture, Lean*
Programs: *Innovation Strategy Certificate Program, Developing Innovation Strategy, Building Innovation Competencies, Innovation Tools, Implementing Innovation, Evaluating and Scaling Innovation,*
Format: Virtual (100% online, instructor led): 2 weeks-3 months, 3-5 hours per week

Experience Point

https://www.experiencepoint.com/products/workshops/

Snapshot from the website:
We know that training people how to innovate is only half of the journey towards creating a lasting culture of innovation. Equally important is our principle that organizations need teaching too. Why? Organizations, like people, can be creatures of habit. Old routines and behaviors that impede innovation can be stubbornly entrenched in company culture through traditional systems, structures and norms. That's why there are two key pillars to the ExperiencePoint Method: People and Organizations.

Every organization needs to know how to innovate in a business landscape marked by ongoing disruption. Propel innovation with our live, digitally driven and expert-led workshops. Our immersive and hands-on training is grounded in human-centered design — a proven approach to complex problem-solving and innovation.

Programs: *Foundations of Innovation (Aware, Learn, Spark), Applying Innovation (Apply and Impact), Leading Innovation*
Notable utility industry expertise & experience: *Energy Solutions*

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Humantific

https://www.humantific.com/

Snapshot from the website:
We help organizational leaders tackle complex everyday challenges in an accelerated manner. We teach leaders skills, tools and methods synced to the complexities facing your organization. We help organizational leaders build positive inclusive innovation cultures.

Specialites: *Strategic Cocreation, Research, Visual Sensemaking (all offer Level 1 Introductory, Levels 2 & 3 Advanced)*

Programs: *Everyday Complexity Navigation, Complexity Navigation Skillbuilding, Innovation Culture Building*

Notable Resources: <u>*Rethinking Design Thinking: Making sense of the future that has already arrived*</u> *(book)*

Hyperisland

https://www.hyperisland.com/innovation-courses

Snapshot from the website:
At Hyper Island, we offer a range of innovation course and training programs to help businesses flourish in the digital age. Rethink your business models, drive innovation with leadership training, and transform how your business works digitally. Hyper Island has been offering world-class courses for the past 20 years. With industry leading speakers and program managers, Hyper Island is a fantastic learning partner for businesses and individuals looking for innovation courses, as well as courses in strategy, leadership, marketing, and more. Our range of onsite and online courses are built in collaboration with today's industry, giving you the real-world tools and learning you can apply tomorrow.

Specialites: *Technology & Design, Business & Innovation, Leadership & Culture, Strategy & Marketing*

Programs: *User Experience Lab, Digital Strategy, Self Leadership, Social Media Marketing, Executive Leadership, Driving Transformation, Digital Marketing, Behavioural Design, Unconscious Biases-mind the Gap, Brand Strategy & Storytelling, Creating Innovation, Understanding Groups and Leaders, Leading Teams, Harnessing the Power of IoT, Master Class- Digital Transformation, Data-Driven Decision Making, Online Facilitation & Workshop Design, Future Scenarios, Exploring Platform Business Models, Experimental Mindset, Intelligent Machines, Agile Ways of Working, Business Transformation & Innovation*

Notable Resource: Toolbox, Remote Working Toolbox

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IBM

https://www.ibm.com/design/thinking/

Snapshot from the website:

The current state of the world affects all of us. It fosters uncertainty, creates abnormal conditions, and raises unforeseen challenges. We're reminded that design thinkers have been trained to address uncertainty, work within constraints, and create human-centered solutions. People with a human-centered mindset are primed to solve problems together, with empathy and humility.

Specialites: *Design Thinking*
Programs: *Enterprise Design Thinking: Practitioner, Co-Creator, Coach, Team Essentials for AI*
Format: *On-Line:*
Practitioner: 3 hours, Individual
Co-creator: 3-6 weeks, Team
Coach: 6 hours, Individual
Team Essentials for AI: 3 hours, Individual
Notable Resources: *Toolkit, All courses currently *free**

InnoEnergy

https://professionallearning.innoenergy.com

Snapshot from the website:

Your strategic talent engagement partner in sustainable energy, offering bespoke learning solutions for your company. We are the gateway to all the sustainable energy resources your organisation needs to stay on top. Our partners and community members are leading authorities in the sustainable energy industry. We don't just talk, we do. We convene the knowledge and experience of researchers, entrepreneurs, businesses, thought-leaders, innovation projects and more than 250 start-ups in a single education service to make sustainability a reality.

Specialites: *Sustainable Energy, Business Modeling*
Programs: *Business Model Innovation - Identify and analyse new business models to foster innovation and support new venture creation in sustainable energy.*

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IDEO

https://www.ideou.com/collections/courses

Snapshot from the website:

IDEO is an award-winning global design company that takes a human-centered, design thinking approach to help organizations innovate and grow. Through IDEO U, learn the methods and develop the mindsets that IDEO has practiced for decades to help organizations become more resilient, adaptable and innovative.

Specialites: *Innovation, Design Thinking, Leadership*

Programs: *Insights for Innovation, Business Innovation Certificate, Designing a Business, Designing Strategy, Cultivating Creative Collaboration, Foundations in Design Thinking Certificate, From Ideas to Action, Advanced Design Thinking Certificate, Human-Centered Service Design, Prototyping for Digital Experiences*

Formats: *Self-paced Courses (anytime), Cohort Courses (5 weeks), Certificate Programs (3-4 months)*

Notable Resources: *Innovation Activities, Design Thinking Activities*

IDEO in person training*

"I did find value in the IDEO training, I would recommend others to do something like that. They did a really good job of explaining prototyping. They drove home the concept of 'how might we?' prompt to inspire creativity. Another concept that stuck with me personally, even though it's very simple, is 'time boxing' of activities."

"One of the challenges with it as an approach is that it's a very product design driven mentality. So, if you're designing products for consumers, it's perfect. If you're designing something that's more complex, that maybe has these different layers of business model considerations or, let's say, privacy, like layers…you just have to think it through at a level of detail that's not well accommodated by, say 20 minutes per topic."

Theresa Christian, Exelon

*Note that these training experiences were different than the general offerings available via IDEO U

Innovatrium

https://www.innovatrium.org/

Snapshot from the website:
Everyone can innovate. But everyone innovates differently. We believe innovation leaders already exist within organizations but they need to be found and nurtured to reach their full potential. Our programs, modules, and solutions allow clients to become the driving force behind their own sustainable growth and capabilities.
Innovation is hard. It is not an amateur sport. It requires extensive training, practice, and discipline: you need to do it a lot to learn it well. You can read about the theory, tools, and framework, but you need to practice repeatedly to really learn how to innovate.

Specialites: *Innovation*
Programs: *Certified Professional Innovator (CPI), Train the Trainer*
Format: *Both courses are available as self-paced online programs*
Notable Resources: *Collaborative Innovation Network (CoIN)*

Kaospilot

https://www.kaospilot.dk

Snapshot from the website:
Kaospilot is a School for Creative Leadership & Meaningful Entrepreneurship. The unique KAOSPILOT approach is built around a rigorous training platform that dynamically combines practise, reflection and theory. You will be applying tools and theory, which you will learn about through practical exercises. Our approach enables you to acquire different mindsets to apply to your work. This includes experimentation, exploration and taking initiative.

At KAOSPILOT, we are specialized in creating diverse teams, which is why an important part of this program is working with people from different industries. All for the benefit of you gaining different perspectives from your peers.

Specialites: *Co-creation, Leadership, Design*
Programs: Enterprising Leadership (*Full-time 3 year program*), *Professional Program Co-Creation Design (4 days online)*

Luma

Snapshot from the website:
LUMA helps individuals, teams and organizations to learn and apply human-centered design techniques through training that's fully online or a blend of in-person and online learning.

Specialites: *Design Thinking*
Programs: *Design Thinking Essentials (Luma Anywhere online 6-week public course) Practitioner of Human-Centered Design (6-week long program with Four live learning sessions followed by three live coaching sessions) Facilitator of Human-Centered Design (6-week long program with Four live learning sessions followed by three live coaching sessions) , Instructor of Human-Centered Design*

Notable Resources: *LUMA Workplace® A subscription digital platform to learn and apply design thinking*

MIT

Snapshot from the website:
This Professional Certificate Program consists of a core of innovation-focused courses and several elective courses that have a strong innovation component. Earning the Professional Certificate requires completion of at least 16 days of qualifying courses, may include up to one elective.

Specialites: *DT, Machine learning & AI, Digital Transformation, Design & Manufacturing*
Programs: *Core Courses in Program include: Inclusive Innovation: Designing for a Better World, Applied Inclusive Business: Scaling Technology in Low Income Markets, Innovation Dynamics Post-COVID (formerly Radical Innovation), Design-Driven Innovation, Mastering Innovation & Design-Thinking, The Invention Process: Invention in the Context of Innovation, Innovation: Beyond the Buzzword, Organizations, Innovation, and Technology: Putting Ideas to Work*

RAINMAKING

Rainmaking

https://rainmaking.io/internal-venture-building/

Snapshot from the website:
Our world-class team of startup coaches and mentors help you leverage state-of the-art methodologies to identify, test and de-risk ideas and take new products and services to market, quickly.

We help you amplify innovation learning (and practice) across your organisation with resources and communications that drive awareness, understanding and engagement across a range of stakeholder groups.

Specialites: Startup Pilots, Internal Innovation, Venture Building, Opportunity Mapping
Programs: Co-Creation, Idea 48, Entrepreneur-In-Residence, Growth Lab
Notable utility industry expertise & experience: *Engie*

Story from the Sector

"We did an in-depth engagement with them to help us learn the foundational tools of innovation, design thinking, and agile. One week in person, remote with weekly project check-ins with a coach over four weeks and in-person for a second week."

"They provided the two weeks of slides. At any point if I'm like, what was that template we used? I can go back, look through the slides, and completely understand it."

"Rainmaking was a mix of lecture and hands-on project-based learning."

-Candace Young, National Grid

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RIT Micromasters

https://www.rit.edu/online/ritx/design-thinking

Snapshot from the website:
RIT offers free and reduced-cost education as part of our partnership with edX, the leading nonprofit online learning platform founded by Harvard and MIT in 2012. Fueled by industry demand and available around the globe, RITx programs and offerings provide critical, career-advancing skills. RITx offerings are massive open online courses (MOOCs), containing high-quality curriculum developed by RIT faculty and instructors.
In the Design Thinking MicroMasters program, you will learn how to use the design thinking process to solve problems creatively, collaboratively and empathetically. Earning the MicroMasters program certificate will equip you with knowledge of the processes and techniques used to solve problems and innovate in the workplace.

Specialites: *Innovation, Design Thinking, Creativity, Strategic thinking*
Format: *5 courses over 8 months, 8-12 hours per week Self-paced with instructor-led Capstone*

Rohrbeck Heger

https://www.rohrbeckheger.com/what-we-do/academy

Snapshot from the website:
Train your people to innovate and drive the future. Education and scientific work is an integral part of our work and consulting approach. Our educational activities are not limited to teaching at university courses but include professional and corporate education as well.

Rohrbeck Heger's "Foresight-Driven Innovation" masterclass is designed to provide professionals a deep dive into the methods and tools that can be used to identify relevant trends and drivers of change, to develop alternative future scenarios and to identify business opportunities tackling future users' needs.The masterclass is held in a fully virtual format, enabling participants from around the world to participate.

Specialites: *Foresight, Scenario development, Creativity methods, Ideation techniques, Business modeling*
Programs: *Foresight-Driven Innovation Masterclass, Foresight Sprints*

Stanford d.school

https://dschool.stanford.edu/programs/executive-education

Snapshot from the website:
At the d.school we believe that creativity exists in all people. We want to cultivate that potential, and fundamentally change the way people tackle challenges in their work and lives. Two-thirds of our graduates use design thinking to bring a new product, service, or experience to market within 36 months.

Specialites: *Design Thinking*
Programs: *Design Thinking Bootcamp (4 days online + 3-days post-program)*
3-hour Innovation Workshop (for groups 10+), Customer-Focused Innovation (multi-day onsite at Stanford), Managing Teams for Innovation and Success (with Stanford Graduate Business School, 10 days online)

Notable Resources: *Design Thinking Bootleg, d.school starter kit*
Notable utility industry expertise & experience: *Attended by employees of National Grid*

Story from the Sector

"One thing I really liked was the bias toward action. It just made you get out of your comfort zone."

"I liked the structure of it, it was very easy for me to follow. The whole session was three and a half days and it felt like 'wow I learned so much in a short period of time'."

"Stanford was all action learning. I left confident that I could easily apply at least 70% of the tools I was provided, and that I could teach someone else because it's intuitive."

-Candace Young, National Grid

Strategyzer

https://www.strategyzer.com

Snapshot from the website:

Build an Invincible Company. Stop risking your future with business as usual. Uncover your teams' entrepreneurial potential with our globally-trusted methodology and engaging platform.
Enterprise teams can train at our Cloud Academy or create a successful Corporate Innovation Ecosystem with the Growth Portfolio. Smaller companies can take our Online Courses, use our Web App, and download free resources

Specialites: *Business models, business testing*
Programs: *Self-paced Learning includes Mastering Business Testing, Mastering Business Models and Mastering Value Propositions. Virtual and 2-day Live Masterclasses include Building Invincible Companies and Testing Business Ideas. Enterprise solutions include 4-week blended course (4 days self-paced, 1 day with online coach).*
Notable Resources: *Free Canvases available for download*

The Design Gym

https://www.thedesigngym.com/corporate-training/

Snapshot from the website:

Looking to unlock your team's creativity? Or to reinvigorate the way people in your organization approach their work? Training is a great place to start—regardless of whether your team is in person or remote.
Informed by years of experience leading training programs in design thinking and facilitation, as well as other tried-and-true methodologies, we've curated a variety of tools and activities to help teams make things, break things, and work better. Our trainings prioritize practice over theory to deliver practical, hands-on learning experiences.
Depending on where your team is—and where you want to go—we offer both standard and customized training programs.

Specialites: *Design Thinking, Culture Change*
Programs: *1-4 days, Design Thinking Foundations, Group Facilitation, Design Thinking Sprint Intensive, Custom Training*
Notable Resources: *Free downloadable tools*

UCD Innovation Academy

https://www.innovators.ie/

Snapshot from the website:
The Innovation Academy's mission is to provide a transformational education experience for the betterment of society and the economy. We shape creative minds capable of launching new ventures.

Specialites: *Innovation, Design Thinking*
Programs: *Individual classes + Undergrad & Grad degrees, Professional Diploma in Creativity, Innovation, and Leadership (5-month program includes Level 9 qualification from UCD, courses include Creative Thinking and Innovation, Leadership Development, and Professional Practice)*
Also offer variety of workshops for organizations in the public sector including Hackathons, Time to Innovate, Design Thinking, Creativity Sprints, Ideation Techniques, Interactive Innovation Talks
Notable utility industry expertise & experience: *Attended by ESB*

Story from the Sector

"When they go back to their role, they're bringing that thinking into their team and into their business unit. We find staff that have taken part in the Innovation Academy program are much more receptive to participate in our staff innovation program (X_Potential) and they bring forward really good ideas."

"Along the way they develop innovative thinking and it creates a real entrepreneurial mindset amongst teams. But we also find our staff gets huge benefit in terms of personal and capability development. That's a real benefit to the organization and delivers on our strategic goal of creating a high-performance culture at ESB."

-Colm de Burca, ESB

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University of Notre Dame

https://innovationacademy.nd.edu

Snapshot from the website:
Innovation Academy is Notre Dame's end-to-end resource for corporate innovation education, offering participant-centered experiences for working professionals created and facilitated by real-world innovation leaders and practitioners.
Our regularly scheduled and custom programs are designed to support you in building a sustainable culture of innovation that will drive growth and future-proof your organization's mission. Our faculty are corporate innovation veterans who understand the challenges of creating an entrepreneurial mindset in an established corporate culture—and they embrace a wide range of tools and methodologies that can guide you in your efforts.

Specialites: Unifying Innovation Methodology
Programs: *Certified Innovation Mentor Program (CIMP) 4 months public and custom, Innovation Action Boot Camp (IABC) 5 days public and custom, Rapid c2c (Rapid Concept to Commercialization) 3 days custom, Design Sprint 3 days custom, Leading Enterprise Innovation*
Notable utility industry expertise & experience: *Attended by Exelon,*

Story from the Sector

"They very much gave us a crash course in innovation methodology from start to finish. They turned me into a believer."

"It was focused on innovation for consumer goods and services...Not a whole lot of it was internally focused or efficiency innovation, like what I do. However, you can translate. I've gotten used to translating."

"They made it experiential for us, they made us do everything. They had guest speakers, and they took us through really excellent examples of skills and techniques. What makes innovation special and different than other ways of addressing a problem or opportunity."

"I was in one of the first classes they held. I brought that back and realized we needed to teach it to at least some of the people at Exelon. There's a group of us now that have expanded upon that, created our own curriculum for practitioners in the company. We also created a program for senior leaders. You need to help the leaders understand innovation methods or they tend to resist them since they are counter to their experience. "

"There's a million ways you can learn about innovation at Exelon now, it just depends on what you need."

-Joan Knight, Exelon Nuclear

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University of Virginia

https://www.darden.virginia.edu/online/design-thinking-innovation

Snapshot from the website:
Darden's Specialization in Design Thinking and Innovation empowers you to become a creative catalyst with a systemic approach to innovation in the workplace. Whether you work in business, health care, education or nonprofit, this hands-on training in the core principles of design thinking and leadership will help you solve your business challenges.

Specialites: *Design Thinking, Innovation, Leadership*
Programs: *Live online program Design Thinking for Innovative Business Problem Solving (2 weeks), Courses within the Online, self-paced Specialization include Creating the Innovative Workplace (5 weeks), Design Thinking for Innovation (5 weeks), Design Thinking for the Greater Good: Innovation in the Social Sector (4 weeks), Design Thinking Part I: Insights to Inspiration (5 weeks), Design Thinking Part II: Ideas to Action (4 weeks), Discovery Tools (5 weeks)*

Wily

https://www.wearewily.com/private-training

Snapshot from the website:
Learn leading innovation tools and practices from our team of experts who run innovation projects and training all over the world. We have run private training courses and programs for Fortune 500 companies, government teams, education programs and institutions.

Specialites: *Design Thinking, Design Sprints*
Programs: *Design Sprint Training: Virtual (3) 4-hour sessions, in-person (2) days; Public Design Sprint Bootcamp: Virtual (3) 5-hour sessions, Strategy Sprint Training, Decision Sprint Training: Virtual 2-hours, Service Design Thinking; Journey Mapping workshop: 4-hours*
Notable Expertise & Experience:
*1) APS: Intro to Journey Mapping & Journey Mapping
2) Duke Energy: Design Sprint & Intro to Design Sprint
3) North American Young Generation in Nuclear (NAYGN) Regional Conference: Decision Sprint Training*

Together…Shaping the Future of Energy™

EPRI