



Outline of Learning Approach (Guided Practice)

CPI uses entrepreneurship as a vehicle to prepare students to be innovative, entrepreneurial leaders. Much of the education content is common to recognized entrepreneurship curricula, but the way we teach shifts the focus and learning toward advanced reasoning, critical thinking, discovery, and innovative development competencies that represent the leading edge of 21st Century education needs. Our model is the way creative entrepreneurs come up with their novel innovations. Since this entrepreneurial process is more intuitive than structured, it needs to be learned through practice rather than fact or technique. Essentially, CPI creates a hands-on environment where students discover that intuitive process on their own by doing it, with guidance, support, and encouragement but little formal direction by design.

The approach begins with an idea generation process where students learn to recognize opportunities for finding a better way, along with the power of collaboration—opening up their perspective on what is possible. That is followed with an iterative development process where teams try, learn, and adapt over and over as they develop insight and gradually shape a novel and effective solution. The final step is a maturing process of creating organization and systems to drive productivity while balancing that with further innovation.

The following guidelines outline the learning process:

- ➔ **Idea Generation:** Challenge students to discover their own opportunities for developing a better way
 - Create an environment of no right or wrong answers, and it is OK to fail as long as you learn from it
 - Stimulate thinking with creative games
 - Ask questions as needed to guide, but avoid providing answers
 - Encourage students to draw ideas and opportunities from their personal experience where they have knowledge and insight to do something
- ➔ **Collaboration:** Facilitate learning to form teams that *co-create* better solutions
 - Let students own the process: form their own teams, and change whenever they want
 - Help students experience how a diversity of views provides the basis for better solutions
 - Help students experience how trust makes or breaks co-creation
 - Guide teams to advance from satisfying the teacher to owning their idea; one helpful milestone is for teams to agree on a name
 - Encourage multiple teams to help each other (value from raising all ships vs. winner take all)
- ➔ **Mentoring:** Use experienced entrepreneurs and business leaders to mentor teams as peers
 - Minimize structured presentation of topics—instead connect and assist teams in response to questions or needs as they emerge
 - Always guide as a peer; students learn they may know more about the specific issue than even experienced business leaders (mutual respect, collegial relationships)
- ➔ **Idea Development:** Iteratively learn and adapt vs. analyze to justify a decision already made
(This is when most of the learning takes place!)
 - Guide teams to learn all aspects of the specific need/idea/solution mostly using real experiences
 - Identify and undertake actions/experiments that develop five key areas: problem, solution, team, strategy, money
 - Deepen *insight* with each iteration and gradually shape an innovative outcome
 - Help teams to adapt based on what they learn (*insight*)
 - Expect failure; better to try and fail fast than over analyze and still likely fail
 - Be open to entirely new directions
- ➔ **Maturation:** Drive productivity, but balance that with continued learning and innovation
 - Help teams leverage mentors, on-line resources, and prepared materials to address the standard business development issues (intellectual property, corporate structure, facilities, organizational policies, etc.)
 - Capture and respond to key success metrics
 - Develop and share a comprehensive vision for the company capable of guiding and motivating everyone involved
 - Flesh out and communicate the vision so every employee can help to balance improving the productivity of existing products and services with learning and innovating new directions