



PhD in INGEGNERIA GESTIONALE / MANAGEMENT ENGINEERING - 40th cycle

INTERDISCIPLINARY Research Field: DESIGN LEADERSHIP: DEFINING A NEW LEADERSHIP BREED FOR OUR FAST CHANGING WORLD

Monthly net income of PhDscholarship (max 36 months)
€ 1500.0
In case of a change of the welfare rates during the three-year period, the amount could be modified.

Context of the research activity	
Motivation and objectives of the research in this field	<p>Interdisciplinary PhD Grant</p> <p>The PhD research will be carried out in collaboration with research groups of the PhD programme in "DESIGN". See https://www.dottorato.polimi.it/?id=422&L=1 for further information.</p> <p>In a fast-changing world, overabundant of ideas and innovative technologies, one of the biggest challenges for companies is not to generate ideas but to engage and lead people toward innovation and continuous organizational transformation.</p> <p>Regrettably, conventional leadership theories appear inadequate in offering guidance to leaders aspiring to drive innovation in such a dynamic environment. Leading innovation in such a constantly changing setting requires leaders to not only comprehend and navigate the environment but also to understand themselves within that context (self-framing) and assist others (colleagues, organizations) in this process of comprehension. In recent years several examples of design leaders (people holding a design background and mindset) successfully driving innovation within established companies emerged. Some notable cases include companies like PepsiCo, Philips, 3M, Starbucks, and Coca-Cola, in this companies not only designers hold relevant position within the organization, but also, they created and leaded design facilities able to enhance companies' innovation effectiveness. Somehow, there is consistent evidence that design-based leadership</p>



	<p>styles are drawing their way into organizational structural hierarchies, which, in turn, are starting to acknowledge and reward the success these roles generate in the managerial environment. While scholars unanimously concur with the rise of design-based leadership inside corporate organizations as an innovative and powerful way to generate business value and leading innovation within organizations, they all primarily focus on the distinctive skills and capabilities of designers to conceive and develop novel ideas and translate them into breakthrough products. Nevertheless, leading innovation also encompasses the ability of leaders to inspire, motivate, and guide different organizational actors through an innovation journey, to support them in managing innovation ambiguity and uncertainty, and to lead them to envision novel ideas that go beyond what logic and data may suggest. This PhD Thesis seeks to investigate and further theorize the mindsets, behaviors, and practices that designers employ while leading other organizational actors, including subordinates, peers, or others. The goal is to identify the ideal dispositions that leaders may demonstrate when adopting design-driven leadership styles within large firms to enhance innovation effectiveness and foster organizational performance.</p>
<p>Methods and techniques that will be developed and used to carry out the research</p>	<p>The research methodologies adopted in the research project will benefit from the interplay between management and design approaches: while the research methodologies such Case Study Research, Survey Research and Field Research will enable a systematic investigation of the emerging behaviors and practices supporting a design leadership style, other research methodologies such as Applied Ethnography, Co-Design Workshop, Participatory Action Research and Design Experiments will allow to further experiment and design tools and practice to support leaders in developing and applying a design driven leadership style.</p>
<p>Educational objectives</p>	<p>The main educational objectives of the research project are the following:</p> <ul style="list-style-type: none"> •Developing a set of capabilities that enable to envision



	<p>and lead innovations that are more meaningful to people;</p> <ul style="list-style-type: none"> •Developing research skills in the domain of innovation management and leadership; •Developing research methodology skills in the area of empirical qualitative methods, behavioral research and data analytics. By acquiring these skills, the PhD candidate will be able to conduct rigorous and insightful studies that can inform innovation and leadership.
Job opportunities	<p>The opportunities for a PhD graduate in this research area are:</p> <p>Researchers/lecturers at higher education institutions Innovation Manager in Strategic Consultancy Companies Innovation Manager in Creative-intensive Companies Product, Business Developer and Brand Manager</p>
Composition of the research group	<p>2 Full Professors 1 Associated Professors 3 Assistant Professors 5 PhD Students</p>
Name of the research directors	<p>P. Bellis, C. Dell'Era, C. Cautela</p>

Contacts	
<p>paola.bellis@polimi.it; claudio.dellera@polimi.it</p>	

Additional support - Financial aid per PhD student per year (gross amount)	
Housing - Foreign Students	--
Housing - Out-of-town residents (more than 80Km out of Milano)	--

Scholarship Increase for a period abroad	
Amount monthly	750.0 €
By number of months	6

Additional information: educational activity, teaching assistantship, computer availability, desk availability, any other information
<p>Educational activity, Teaching assistantship, Computer availability, Desk availability. Involvement in projects: "For the overall development of their capabilities, PhD candidates will work on sinergical projects to favour empirical data collection and network development for their career. Projects will give candidates the opportunity to work in group (peers and other senior</p>



professors)"

Teaching and tutoring: "If coherent with the development of their doctoral program, the PhD candidate will have the opportunity to be involved in: activities, tutoring to master students, tutoring to PhD candidates for administrative processes".

Funding for educational activities: 6.100,00 Euros for three years