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# Advanced People Leadership for Innovation Portfolios Training Course

23 August – 3 September 2027
Barcelona

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**Ref:** 2582_98225 **Date:** 23 August – 3 September 2027 **Location:** Barcelona **Fees:** 9500 GBP

People Leadership for Innovation Portfolios is a 2-week training course for senior managers and heads of department who steer idea pipelines, experiment teams and funding choices, and each participant builds an Innovation Portfolio Talent Plan for a live set of initiatives. Organisations now expect innovation spending to show measurable returns, and those returns depend on how leaders staff, protect and redeploy the people behind each bet. Jupiter Prime Training runs this course for leaders who own that link.

## Why People Leadership for Innovation Portfolios Matters Now

Three forces shape this subject today. Boards and strategy offices ask for innovation results expressed in the same indicators as the rest of the strategy, so experiment teams are measured earlier and harder. Scarce specialist talent means the same engineers, designers and analysts are claimed by several ventures at once. Leaders who match people to the right bets, stop weak ventures without blame and move talent quickly keep the pipeline healthy; those who neglect the human side see stalled ventures, quiet resignations and a portfolio that only looks balanced on paper. The course rests on the strategy map, the balanced scorecard and stage-based venture funding.

## Who Gains Most from People Leadership for Innovation Portfolios

- Department heads who sponsor experiments and release staff to venture teams
- Strategy office leaders who allocate innovation budgets across horizons
- Senior managers who chair stage reviews and decide which ventures continue
- Talent and capability leads who design roles, incentives and rotations for innovators
- Business unit managers who absorb successful ventures into everyday operations

An executive committee or innovation board gains most when its sponsors and its strategy office attend together and agree one set of portfolio indicators, staffing rules and stop criteria.

## People Leadership for Innovation Portfolios Capabilities

The outcomes trace a venture from a raw idea, through a staffed experiment and a funding gate, to a scaled business line or a respectful shutdown.

- Assess the balance of core, adjacent and transformational bets against strategic objectives — innovation boards
- Design venture team roles, decision rights and time allocations — sponsors and line managers
- Build leading and lagging innovation indicators for the strategy scorecard — strategy offices
- Weigh continue, pivot and stop choices at each stage gate — venture review panels
- Specify recognition and rotation rules that protect learning from failed experiments — talent leads

- Communicate portfolio choices and their people consequences to staff — executive committees

## Key People Leadership for Innovation Portfolios Terms

- Innovation portfolio — the full set of ideas, experiments and ventures an organisation funds, viewed together to balance risk, return and timing.
- Innovation horizons — a grouping of bets by distance from today's business: core improvements, adjacent extensions and transformational new models.
- Stage gate — a planned decision point where a review panel funds, redirects or stops a venture using agreed evidence.
- Psychological safety — a team climate in which people can raise ideas, doubts and mistakes without fear of punishment or embarrassment.
- Tranche funding — releasing venture money in small instalments, each tied to evidence from the previous experiment.
- Talent redeployment — moving people from stopped or completed ventures into new bets so their learning stays inside the organisation.

## People Leadership for Innovation Portfolios Day by Day

### Day 1: Forces Reshaping Innovation Leadership

- Strategy Map Linkage — Where Innovation Serves Stated Objectives
- Portfolio Spending Trends — Shifting Expectations From Boards and Investors
- Specialist Talent Scarcity — Competing Claims on Engineers and Designers
- Stakeholder Mapping for Ventures — Sponsors, Blockers and Future Owners
- Innovation Ambition Statement — Agreeing Appetite for Risk and Disruption

### Day 2: Portfolio Structure and Horizons

- Horizon Classification Grid — Sorting Core, Adjacent and Transformational Bets
- Portfolio Balance Targets — Setting Spend Ratios Across Horizons
- Bet Sizing Logic — Matching Investment to Uncertainty Levels
- Dependency Mapping Between Ventures — Avoiding Hidden Resource Collisions
- Portfolio Heat Map — Spotting Gaps and Overcrowded Areas

### Day 3: Idea Pipelines and Intake

- Idea Intake Channels — Employee Challenges, Customer Signals and Partners
- Screening Criteria Matrix — Strategic Fit, Feasibility and Desirability
- Problem Framing Canvas — Turning Raw Ideas Into Testable Questions
- Pipeline Flow Metrics — Conversion Rates From Idea to Experiment
- Feedback Loops to Idea Owners — Sustaining Participation After Rejection

## Day 4: Building Venture Teams

- Venture Team Role Charter — Leads, Specialists and Business Sponsors
- Time Allocation Agreements — Full-Time, Part-Time and Borrowed Talent
- Skills Gap Inventory — Capabilities Missing for Each Bet
- Decision Rights Matrix — What Teams Decide Without Escalation
- Line Manager Release Negotiation — Protecting Operations While Staffing Ventures

## Day 5: Climate for Experimentation

- Psychological Safety Diagnostic — Measuring Willingness to Raise Doubts
- Experiment Design Briefs — Hypothesis, Test and Evidence Threshold
- Learning Reviews After Failure — Separating Poor Luck From Poor Choices
- Leader Behaviour Signals — Questions That Invite or Silence Ideas
- Cross-Functional Friction Points — Legal, Finance and Operations Early Involvement

## Day 6: Measuring Innovation Outcomes

- Leading Innovation Indicators — Experiment Velocity and Learning Milestones
- Lagging Innovation Indicators — Revenue Share From New Offerings
- Balanced Scorecard Integration — Placing Innovation in the Learning Perspective
- People Health Indicators — Engagement, Retention and Capability Growth
- Indicator Dashboard Design — Board-Level Views of Portfolio Progress

## Day 7: Funding Gates and Stop Decisions

- Stage Gate Criteria Sheets — Evidence Required at Each Review
- Tranche Funding Schedules — Linking Money to Validated Learning
- Continue, Pivot or Stop Choices — Weighing Evidence Against Sunk Cost
- Review Panel Composition — Balancing Sponsors and Independent Challengers
- Respectful Venture Shutdown — Communicating Closure to Team Members

## Day 8: Talent Flow and Recognition

- Talent Redeployment Rules — Moving People From Stopped Ventures
- Innovator Career Paths — Specialist and Leadership Routes
- Recognition Design — Rewarding Learning as Well as Wins
- Rotation Schedules Between Core and Venture Work — Spreading New Skills
- Retention Risk Review — Protecting Key Innovators During Uncertainty

## Day 9: Scaling and Handover to the Business

- Scaling Readiness Checklist — Customer Demand, Operations and Economics
- Handover Agreements — Transferring Ventures to Receiving Business Units
- Receiving Team Preparation — Skills, Processes and Ownership
- Portfolio Rebalancing Reviews — Releasing Funds From Scaled Ventures
- Executive Communication of Portfolio Choices — Staff and Board Messages

## Day 10: Practising the Innovation Portfolio Talent Plan

- Horizon Balance Exercise — Applying Classification and Spend Ratios
- Venture Staffing Simulation — Applying Role Charters and Release Negotiation
- Stage Gate Role Play — Applying Criteria Sheets and Stop Choices
- Indicator Set Clinic — Applying Leading, Lagging and People Measures
- Innovation Portfolio Talent Plan — Final Version for the Innovation Board

## Applying People Leadership for Innovation Portfolios After the Course

- Run a horizon classification session with fellow sponsors on current ventures and agree target spend ratios and staffing gaps
- Introduce stage gate criteria sheets and a talent redeployment rule at the next venture review, then report the first stop or pivot decision to the board

## People Leadership for Innovation Portfolios Questions FAQ

### What is people leadership for innovation portfolios and why does it matter now?

It is the practice of staffing, motivating, measuring and redeploying the people behind a set of innovation bets. It matters now because boards expect measurable innovation returns while specialist talent is scarce, so people choices decide whether a portfolio delivers.

### Which roles gain most from people leadership for innovation portfolios?

Department heads who sponsor ventures, strategy office leaders who allocate budgets and senior managers who chair stage reviews gain most. Talent leads and business unit managers who receive scaled ventures also benefit.

### How does people leadership for innovation portfolios differ from a creativity course?

A creativity course builds the skills to generate ideas. This course works one level up: deciding which ideas receive people and money, how venture teams are run and measured, and how talent moves when bets succeed or stop.

### What do you bring back from people leadership for innovation portfolios training?

You bring back an Innovation Portfolio Talent Plan for your own ventures, with horizon balance targets, team role charters, stage gate criteria, innovation and people indicators, and redeployment rules ready for your innovation board.

## People Leadership for Innovation Portfolios: The Way Forward

The Innovation Portfolio Talent Plan first informs the innovation board's next funding round, showing which ventures receive people and which release them. Sponsors, strategy office staff and talent leads use it to staff teams and track indicators. After the first stage gate cycle, the redeployment rules deserve a fresh look, since the way stopped teams were treated shapes how many ideas arrive next.