

Chapter 1 : 10 Practices from the Most Innovative Organizations | The Creativity Post

Organizational Innovation. This article shares insights about what organizational innovation is, a process for approaching it, and examples for how to learn and develop your skill to innovate within organizations.

Innovation management[edit] Innovation management IM is based on some of the ideas put forth by the Austrian economist Joseph Schumpeter , working during the s, who identified innovation as a significant factor in economic growth. Innovation management helps an organization grasp an opportunity and use it to create and introduce new ideas, processes, or products industriously. Innovative ideas are the result of two consecutive steps, imitation and invention. The process can be viewed as an evolutionary integration of organization, technology, and market, by iterating series of activities: A pushed process is based on existing or newly invented technology that the organization has access to. The goal is to find profitable applications for the already-existing technology. By creating multi-functional development teams, containing both engineers and marketers, both dimensions can be solved. The most direct way of business innovation is through technological innovation , disruptive innovation or social innovation. Management of innovation, however, plays a significant role in promoting technological and institutional innovation. The goal of innovation management within a company is to cultivate a suitable environment to encourage innovation. To lead or sustain with innovations, managers need to concentrate heavily on the innovation network, which requires deep understanding of the complexity of innovation. Collaboration is an important source of innovation. Innovations are increasingly brought to the market by networks of firms, selected according to their comparative advantages, and operating in a coordinated manner. When a technology goes through a major transformation phase and yields a successful innovation, it becomes a great learning experience, not only for the parent industry but other industries as well. Big innovations are generally the outcome of intra- and interdisciplinary networking among technological sectors, along with combination of implicit and explicit knowledge. Networking is required, but network integration is the key to success for complex innovation. Social economic zones, technology corridors, free trade agreements , and technology clusters are some of the ways to encourage organizational networking and cross-functional innovations. Innovation management tools[edit] Antonio Hidalgo and Jose Albor proposed the use of typologies as an innovation management tool. These typologies were found by looking at 32 characteristics [12] that classify Innovation Management Tools. Hidalgo and Albors were able to narrow the list down to 8 criteria knowledge-driven focus, strategic impact, degree of availability, level of documentation, practical usefulness, age of the IMT, required resources for implementation, measurability , that are especially relevant for IMTs in the knowledge-driven economy knowledge economy. The advantage of using typologies is the easy integration of new methods and the availability of a broader scope of tools. Innovation management tool comparison[edit] Below is a comparison of various features regarding known innovation management tools Voting: Can users vote on ideas? Can users comment on ideas? Can you categorize ideas? Can you customize your ideation process? Are single sign-ons supported? What are the use cases of this tool? Can you evaluate ideas? Can you mention people on ideas? Can you filter ideas? Which languages are supported? Can you share ideas? Can you export data? Does the tool support multiple simultaneous innovation processes? This article contains content that is written like an advertisement. Please help improve it by removing promotional content and inappropriate external links , and by adding encyclopedic content written from a neutral point of view.

Chapter 2 : Creativity and Innovation: Your Keys to a Successful Organization | HuffPost

Innovation takes an organization and its programs, down a new, previously unpredictable path—a path which turns out to be deeply linked to the organization's purpose. For instance, varying ticket prices, up or down, to respond to economic and demographic changes is a logical step in extending.

Organizational Innovation Summary and Keywords Innovation is a complex construct and overlaps with a few other prevalent concepts such as technology, creativity, and change. Research on innovation spans many fields of inquiry including business, economics, engineering, and public administration. Scholars have studied innovation at different levels of analysis such as individual, group, organization, industry, and economy. The term organizational innovation refers to the studies of innovation in business and public organizations. Studies of innovations in organizations are multidimensional, multilevel, and context-dependent. They investigate what external and internal conditions induce innovation, how organizations manage innovation process, and in what ways innovation changes organizational conduct and outcome. Indiscreet application of findings from one discipline or context to another, lack of distinction between generating creating and adopting using innovations, and likening organizational innovation with technological innovation have clouded the understanding of this important concept, hampering its advancement. This article organizes studies of organizational innovation to make them more accessible to interested scholars and combines insights from various strands of innovation research to help them design and conduct new studies to advance the field. The perspectives of organizational competition and performance and organizational adaptation and progression are introduced to serve as platforms to position organizational innovation in the midst of innovation concepts, elaborate differences between innovating and innovativeness, and decipher key typologies, primary sets of antecedents, and performance consequences of generating and adopting innovations. The antecedents of organizational innovation are organized into three dimensions of environmental external, contextual , organizational structure, culture , and managerial leadership, human capital. A five-step heuristic based on innovation type and process is proposed to ease understanding of the existing studies and select suitable dimensions and factors for conducting new studies. The rationale for the innovationâ€™performance relationship in strands of organizational innovation research, and the employment of types of innovation and performance indicators, is articulated by first-mover advantage and performance gap theory, in conjunction with the perspectives of competition and performance and of adaptation and progression. Differences between effects of technological and nontechnological innovation and stand-alone and synchronous innovations are discussed to articulate how and to what extent patterns of the introduction of different types of innovation could contribute to organizational performance or effectiveness. In conclusion, ideas are proposed to demystify organizational innovation to allure new researches, facilitate their learning, and provide opportunities for the development of new studies to advance the state of knowledge on organizational innovation. In academia, innovation has been probed at different levels of analysis: The term organizational innovation refers to the studies of innovation in organizations, including both business and public organizations. Organizational innovation research examines what external and internal conditions induce innovation, how organizations manage innovation process, and in what ways innovation changes organizational conduct and outcome. Innovation in organizations is conceived both as process and outcome. Research on innovation as outcome aims to identify the contextual, organizational, and managerial conditions under which organizations innovate. Research on innovation as process aims to identify how organizations create, develop, adopt, implement, and use innovation. Outcome and process research are denoted as studies of innovativeness and innovating, respectively. The studies of innovativeness are primarily large-sample studies of multiple innovations in organizations. The studies of innovating are mainly case studies of one or few innovations in organizations. The term organizational innovation is simple and easily understandable, but research on organizational innovation is complexâ€™multilevel, multidimensional, and context-dependent. First, innovation overlaps with several other conceptsâ€™creativity, invention, imitation, organizational and technological changeâ€™and is often used as an umbrella concept covering all. Conceptual diversity and

indiscriminate use confounds the antecedents and outcomes of organizational innovation. Second, organizations can both generate create and adopt use innovations. Generation and adoption are distinct processes that occur typically at different parts or units of organizations. They are not necessarily induced in similar environmental contexts or organizational conditions, and are not necessarily affected by the same sets of antecedents. Third, organizations generate and adopt different types of innovation—product, process, technological, and managerial, major or minor. Many authors do not distinguish between innovation types, and use the term innovation while studying only one type especially technological and product. The role and importance of innovation types differ along the value chain Porter, , suggesting that the contextual and organizational conditions that could motivate their adoption are not similar. They offer competing explanations of motivation for and consequences of the generation and adoption of innovation in organizations. However, despite the complexity of the construct and diversity of research on it, the term innovation is applied broadly and the research findings are interpreted generally. Lack of due attention to the differences emanating from disciplinary approaches, levels of analysis, generation or adoption, innovation types, and external and internal contexts challenge a common understanding of organizational innovation. The goal of this article is to carve out the key facets and dimensions of organizational innovation, coalesce its elements, and combine insights from existing research to inform and help guide future research on its dimensions, antecedents, and outcomes. While the article draws insights from innovation research in economics, psychology, and sociology, its primary disciplinary focus is organization studies, and in particular management of innovation in organizations. First, two general perspectives for studying innovations in organizations are offered. The definition of innovation and its distinction from the related concepts are presented next. This is followed with an overview of generation, adoption, and typologies of innovation in organizations, and of their salient antecedents. Finally, consequences of innovation for organizational conduct and outcome, and ideas for future research on organizational innovation are discussed. Innovation, however, is a much older term and its meaning, understanding, and terminology have changed over time. Godin a chronicles emergence, evolution, conceptualization, and application of innovation leading to its contemporary understanding. Innovation has a positive connotation and is viewed as a practical construct with beneficial outcome for its generators and adopters. Organizations generate and adopt different types of innovations that are deemed to be of value to meeting their short-term and long-term goals and making their operation efficient and effective. Accordingly, the domain of research on organizational innovation encompasses organizational activities and mechanisms for the creation generation and application adoption of new technological or nontechnological ideas and practices across their value chain. Two primary perspectives of innovations in organizations were introduced in the 20th century. Organizations innovate to improve efficiency and productivity, increase market share and profitability and to generate economic wealth for their owners. The second perspective was introduced in sociology and flourished in organization management in the second half of the 20th century alongside the advent of organizations as open systems. Whereas both perspectives consider organization as a vehicle for innovation, from the first perspective innovation is mainly to increase productivity and serve product, service, and performance outcomes, and from the second perspective innovation is mainly a means of organizational change and improvement to stay in business and thrive. Schumpeter , defined innovation new combination as a novel output and distinguished among five types of innovation: Innovation is the essence of new, independent companies creating new industries or acting as major agents of change in established industries Barras, ; Sanidas, In his later work, Schumpeter also noted the role of incumbents—established firms—as a source of innovation for economic development Barras, ; Fagerberg, ; Schumpeter, Entrepreneurs members of a large and dynamic population of innovators pursue these opportunities by starting new organizations; incumbents members of a small and stable population of innovators pursue them by forming new businesses, alliances, and joint ventures. The primary motivation for seizing new opportunities for both individuals and organizations is to increase productivity and profitability and to create economic wealth and growth Drucker, Hence, it alone is not sufficient to fully comprehend organizational innovation. Organization Adaptation and Progression Organizations in all sectors, whether commercial or noncommercial, private or public, innovate to operate efficiently and perform

effectively. Organizations introduce all types of innovations, whether technological or nontechnological, product or process, radical or incremental. Innovation is not only to gain competitive advantage over rivals, it is also a means of organizational adaptation and progression. Sustained performance or effectiveness can be gained not only by generating innovation new to market or industry but also by adopting innovation new to the adopting organization. The environment is also a system, albeit larger and more complex than the organization, with its own subsystems and environment. It is usually divided into two levels: Changes in either environment prompt organizational actions to maintain external fit balance with environmental components and internal fit harmony among internal subsystems. Effectiveness of the organization requires carrying out the systemic processes of maintaining, adapting, and progressing. Even, Organizations can adapt to environmental changes, shifts, or jolts via developmental, transitional, or transformational change (Burke, ; Jick, They may even choose to preempt changes in their competitive environment by investing in the state-of-the-art technologies, processes, and services to gain competitive advantage. Independent of the type and extent of change, innovation is viewed as a means of coping with and influencing the environment. The adaptation and progression perspective offers that organizations are motivated to innovate because of 1 pressures from the external environment due to competition, deregulation, isomorphism, resource scarcity, and customer demands, and 2 internal organizational choices for gaining distinctive competencies, reaching a higher level of aspiration, and increasing the extent and quality of their products and services. Innovations are instruments of organizational change for effective performance. The adaptation and progression perspective partially overlaps with a few other theoretical perspectives of innovation in organizations. Conceptions of Innovation in Organizations Godin reviewed the history of innovation as a category and identified over ten concepts: discovery, invention, imitation, technology, creativity, change, etc. Among them, I have selected three that are closely associated with or taken for organizational innovation: I discuss the peripheries of innovation with technology, creativity, and change and offer a pathway to help determine how innovation can be distinguished from the overlapping concepts. I rely on the notion of low- and high-order concepts, which is derived from the classification of systems into levels (Boulding, , where the complexity of the system increases from a lower-level system to a higher-level system. A high-order concept embodies a low-order concept similar to a system organization including its subsystems, units, or parts. The low- and high-order relationship portrays the hierarchy of goals of systems, the means-ends relationship where the actions of a lower-order system affect the behavior of a higher-order system like the effect of a part on the whole. Innovation and Technology Public perception of innovation equates innovation with new technology or technical invention, and understands innovation in organizations as technological innovation. Innovation researchers have exacerbated this misunderstanding by using the term innovation to portray technology-based product and process innovations. The concept of innovation is broader than technical invention, and technological innovation is only one type of innovation that organizations generate or adopt. Technology affects organizational efficiency, facilitates the conversion of inputs into outputs, and reduces inefficiencies in the development, production, and delivery of products and services. The product and process technologies represent physical technologies. New physical technologies may drive the introduction of technology-based product or process innovations. In this vein, technology technical invention is a lower-order concept than technological innovation. Similarly, technological innovation can be viewed as a lower-order concept than technological change. The definition of technological change in business and management is diverse. I adopt the broader meaning and posit that technological change occurs due to cumulative effects of multiple technologies and technological innovations over time. In this vein, technological change is a concept suitable to the level of product class, industry, and economy, not the organization. In summary, I view technology as a lower-order concept than technological innovation, itself one among several types of innovations organizations generate or adopt. Technological change is a higher concept than organizational innovation, is the outcome of a series of innovations in contexts such as industry, product class, region, and economy, and is not discussed in this article. Innovation and Creativity Creativity is a concept that is imported to organization management from psychology, where it has been studied primarily at the individual level. Ford compared creativity with conformity and proposed a theory of creative individual actions as opposed to habitual individual actions. He defined creativity as the outcome

of a particular individual action that is judged novel and valuable Ford, Research on technological innovation has related creativity to technical invention. For instance, Woodman et al. According to these authors, the difference between organizational creativity and organizational innovation is that the former includes creating new ideas and practices, but the latter can also include the adaptation of preexisting ideas and practices Woodman et al. This distinction associates newness to creativity, but not to innovation. By definition organizations are social systems, and their activities depend on human actions. The creative behavior of individuals and small groups is necessary for every organizational action, including innovation. Overall, in the context of organizations, I posit that creativity is a subset or a subprocess of innovation.

Chapter 3 : Technology, Organizations, and Innovation: Putting Ideas to Work Course

But innovation only happens when organizations foster a culture where people feel safe to challenge the status quo, dialogue is encouraged, and leaders embrace the challenge.

Registration opening soon It is highly recommended that you apply for a course at least weeks before the start date to guarantee there will be space available. After that date you may be placed on a waitlist. Courses with low enrollment may be cancelled up to 4 weeks before start date if sufficient enrollments are not met. If you are able to access the online application form, then registration for that particular course is still open. Registration for the session has closed. Takeaways from this course include: Private and public managers, consultants, and academics who are working to promote and sustain innovations through organizational change. Overview and Introductory Cases Innovations usually begin with an invention, a new idea or technical concept. Then there can be a vision of how the invention will be widely adopted. The details of implementing that vision are less glamorous but no less necessary. Implementation and acquiring resources often involves organizational change. But that requires bargaining and coalition building. What strategies do successful innovators use to build coalitions within and across organizations? How are individual incentives offered and exploited? How are the issues framed? How are goals defined, enlarged, or altered over time? How is coalition solidarity maintained? What did Steve Jobs see that Xerox management missed? Stimulating Innovation As digital technologies for modeling and simulation offer more value for less money, they provoke fundamental challenges to organizational culture and design. Increasingly, digital models and prototypes are key platforms for managing risk and creating value. They allow for cost-effective creativity, encourage profitable improvisation, and inspire organizations to collaborate in unexpected ways. Thus innovative prototyping styles help generate innovative teams. What is the relationship between how leading innovators model reality and how they actually manage it? How do we explain prototyping failures compared with prototyping successes? Lean Production as an Innovation Lean production evolved at Toyota as a new set of arrangements for managing technical change. It now includes a complex web of organizational interrelationships. How does this system actually work? Why did this system evolve at Toyota instead of GM? How did Toyota transplant it to American plants and workers? What is the significance of the recent corporate stumbles at Toyota? Corporate Strategies for Reshaping Their Environment Sophisticated entrepreneurs often find that changing public regulatory policy is the key to getting new technology accepted. But Cape Wind has tried for a decade to get approval and funding to build wind turbines off Cape Cod. How did these companies envision the new opportunities? How did they form coalitions to influence public policy? What accounts for comparative success or failure? Transplanting Lean Thinking How can the Toyota management concepts be transplanted to very different, non-industrial sectors? Where and why have these ideas met resistance? Analyzing a Startup in Real Time Wireless grids are a promising new technology for linking smart objects to each other and the internet. Their potential use spans emergency first responder communications, college campuses, and entertainment media. The technology was developed at universities with public research funding. Now Professor Lee McKnight is trying to commercialize the concept with a for-profit startup. His team has had to negotiate with major partners European telephone companies and U. Their success has varied greatly from year to year. Is this the year for their breakthrough? His first task as CEO was to implement a financial management plan to turn around a hospital headed for bankruptcy. When financial balance was reestablished, he moved to the task of stimulating clinical teams to improve the quality of the care they delivered. The hospital became nationally known for its program to reduce hospital acquired infections, which can prevent patient deaths. Levy now consults with hospitals around the world on how to stimulate similar innovations. The Innovation Culture in Boston What is new about the contemporary startup culture? Is it a new way of innovating or a more fluid approach to long standing issues? Can it survive the failure rate of so many startups? How do startups in the biotech sector differ from those based on software? Innovation from a European Perspective Many of the general issues in creating innovations and implementing organizational change can be seen across the industrial world. But how important are the local contexts? Do European

cultures, funding, and regulatory agencies make the efforts significantly different? Is there a distinct European innovation process? Changing Your Organization Using the strategies and insights developed from the case studies, we will analyze in detail innovation experiences drawn from the participants. There will be a dinner for course participants and faculty on the first evening. Any institution would benefit from a thorough understanding of the complexities involved; they are presented in this program by experts who have witnessed and managed these complexities first-hand. It excels in showing the intertwining of policy, politics, science, innovation, and market dynamics. Not only did I expand my own professional network, I brought back specific cases and examples I could apply to enduring challenges in my own office. Alumni from all over the world, from different backgrounds and organizations. The course provided a new way to see innovation, much more from a social point of view instead of a technical view. It was an amazing experience. It gave me another way to see innovation processes. It was good to realize that innovation does not have to be a technical process, but it must be conducted in a more social way. I feel much more confident now. His research focuses on the application of physics and engineering to solve problems in biology and medicine, particularly in developing cardiovascular diagnostic and therapeutic technologies. He has developed a noninvasive measurement of microvolt level fluctuations in electrocardiographic signals to identify individuals at risk for sudden cardiac death from heart rhythm disturbances. Cambridge Heart, Incorporated, a company that Dr. Cohen helped found, has commercialized this technology, called the measurement of microvolt T-wave alternans. The technology has been successfully tested in a wide range of international clinical trials and is being introduced into widespread clinical practice. He is now working on the public health responses to pandemic flu, the changing environment for innovation in the Defense Department, and green energy technologies. CBL specializes in the development of startup ideas and validation of scientific concepts and helps investors make informed decisions before larger amounts of capital are deployed. He is a serial biotech entrepreneur, a co-founder of ViThera Pharmaceuticals, Deltix, and Cequent Pharmaceuticals, and an advisor or Board member to numerous life sciences companies and non-profits. Fruehauf is the author of over 20 peer reviewed publications and named inventor on nine patents related to RNA interference and bacterial therapeutics. Previously he was Professor of Urban Studies at MIT, where he was actively involved in the restructuring of the electric power and telecommunications industries. He is the author of *Goal Play!*: His writing, research interests, and consulting span policy, economic, business and technical aspects of the emerging global information economy. His new book with Tyson T. CIC houses over startup technology companies, and is perhaps the densest collection of startups anywhere in the world. He is also the founder of the Venture Cafe Foundation dedicated to promoting connections among entrepreneurs through a weekly networking gathering; and chairman of Lab Central, a shared wet laboratory space. He is the author of several books on the role of collaborative tools and technologies in enabling innovation, including *Shared Minds*, Random House, and *Serious Play*, Harvard Business School Press, Jones , Free Press His Lean Enterprise Institute now works with a wide range of other corporations seeking to implement these ideas around the world. Read more about James P. We can also offer this course for groups of employees at your location. Please complete the Custom Programs request form for further details.

One key aspect of a culture that nurtures innovation is collaboration: across departments and teams, and up and down the organization. It was mentioned by everyone interviewed for this study. Vox's Brundrett said a culture of collaboration flows from mutual trust.

They tend to distance themselves from the competition rather than compete with them. If they see another company copying what they do, they create something new and better. In other words, they are able to leverage their creativity and their innovative capabilities to attain long-term success. Would you like to be one of those organizations? In fact, all companies can be more creative and innovative no matter what their expertise, product, or service. When you apply creativity and innovation to everything aspect of your business, you are able to stay ahead of a changing marketplace and the competition. Creativity is a function of knowledge, curiosity, imagination, and evaluation. The greater your knowledge base and level of curiosity, the more ideas, patterns, and combinations you can achieve, which then correlates to creating new and innovative products and services. But merely having the knowledge does not guarantee the formation of new patterns. The bits and pieces must be shaken up and iterated in new ways. Then the embryonic ideas must be evaluated and developed into usable ideas. In other words, there really is a process. To help you master that process, you first must understand three important levels of creativity, which are discovery, invention, and creation. The lower level of creativity is discovery. For example, there is art called "discovered art. If you have ever purchased a piece of natural stone or wood art, that art was discovered art. Many inventions start with a discovery. A higher level of creativity is invention. For example, Alexander Graham Bell invented the telephone. But you have to ask yourself, "Would the telephone have been invented without Bell? Eventually the telephone would have been invented because the science was there. It might have taken longer, but it would have happened. Creation is the highest level of creativity. For example, the stage play Othello is genuinely a creation. Elizabethan drama would have gone on without Shakespeare, but no one else would have written Othello. Similarly, there are things that only your organization can create! The key is tapping in to what those things are. You purchase the tool for your staff, and that discovery helps everyone work better. After some time, that discovery may also spur an innovative idea of how to apply the discovery. You may then use that innovative idea as an inspiration that yields something never seen before, something created by your company that helps you and your customers. Realize that creativity and innovation are different. Creativity refers to generating new and novel ideas. Innovation refers to the application of an idea and, in many cases, is a collaborative enterprise. So in other words, innovation is applied creativity. Or if I put my creative speaker hat on, I might say, "Creativity is a bioelectrical thunderstorm that precipitates an inescapable notion. Truly creative people have developed their ability to observe and to use all of their senses, which can get dull over time. Take time to "sharpen the blade" and take everything in. Innovation is based on knowledge. Therefore, you need to continually expand your knowledge base. Your perceptions may limit your reasoning. In other words, defer judgment. Practice guided imagery so you can "see" a concept come to life. Let your ideas "incubate" by taking a break from them. It shifts my brain into another place and helps me be more innovative and creative. Experience as much as you can. Exposure puts more ideas into your subconscious. Actively seek out new experiences to broaden your experience portfolio. Treat patterns as part of the problem. Recognizing a new pattern is very useful, but be careful not to become part of it. Redefine the problem completely. When you define the real problem, you can solve it and move on. Come up with ideas at the beginning of the innovation process Many times we come up with several ideas and start innovating, and then we come up with more ideas and never get a single idea done. At some point you have to turn off the idea generation part of the process and really work on the innovation and execution part in order to bring a project to life.

Chapter 5 : Innovation, Learning and Organizational Learning - eLearning Learning

Innovation is a complex construct and overlaps with a few other prevalent concepts such as technology, creativity, and change. Research on innovation spans many fields of inquiry including business, economics, engineering, and public administration.

Innovation means more than just new products or services. It means improving the process of creating those products, or selling them, or experiencing them, or even improving the ways we manage the people who do all of the above. Recently, the Institute for Corporate Productivity published a study surveying some of the top companies and people in the fields of management and innovation. They examined some of the best people management practices at organizations known for innovation and found several ways that those companies develop and manage their human capital. In summarizing their findings, here are 10 human capital practices that drive innovation: Use Technology to Collaborate and Share Knowledge. Collaboration drives creativity and innovation, and social media and conferencing technologies can help bring people together or virtually together more often for that collaboration. Promote Innovation as an Organizational Value. Include Innovation as a Leadership Development Competency. Part of building an innovative culture is having leaders who value creativity, and are creative themselves. Tie Compensation to Innovation. The jury is still deliberating the influence of incentives on creativity, but their use in organizations sends a signal that innovation is valued. That signal is an important part of culture building. Innovative companies build a system that taps into the collective knowledge of everyone and lets everyone promote good ideas. It might sound counterintuitive to allow funding to develop projects that are technically outside your organization, but as market boundaries continue to blur, strategic innovation partnerships become even more important. Creative thinking skills can be developed and the most innovative companies fund training programs to develop them. Create a Review Process for Innovative Ideas. There is a process to refining, developing and identifying the ideas with the most market potential. Creating a review process allows this to happen and signals that innovative ideas are valued. Recruit for Creative Talent. Especially at the undergraduate and graduate levels. The war for talent is slowly shifting its focus from quantitative minds to creative ones. Reward Innovation with Engaging Work. Research demonstrates that companies that are able to identify their most creative employees can enhance their creative ability by providing them autonomy to work on projects that are naturally interesting to them. These ten practices might not be a prescription for how to shift a stuck culture to a creative one, but they are a good start. Consistently innovative companies are engaged in some or all of these practices.

Chapter 6 : Organizational Innovation - Oxford Research Encyclopedia of Business and Management

Opinions expressed by Forbes Contributors are their own. We hear the term "innovation" everywhere and are made to believe in its importance. For many of us, innovation means providing ideas.

Overview[edit] To have a clear understanding of what innovation leadership involves, one must first understand the concept of innovation. Although there is some controversy over how it can be defined, through general consensus in the literature, it can be described as novel ideas of viable products that are put into operation. Idea Generation Evaluation Implementation The two types of innovation include exploratory innovation, which involves generating brand new ideas, and value-added innovation, which involves modifying and improving ideas that already exist. Innovation should also not be confused with creativity , which is merely the generation of a novel idea that may not necessarily be put into operationâ€”though these words are sometimes used interchangeably in research literature when speaking about innovation leadership. Innovation leadership is a complex concept, as there is no single explanation or formula for a leader to follow to increase innovation. As a result, innovation leadership encompasses a variety of different activities, actions, and behaviors that interact to produce an innovative outcome. Value-added Innovation[edit] Exploratory and value-added innovation require different leadership styles and behaviors to succeed. Companies whose innovation leaders use transactional leadership for value-added innovation purposes include Toyota Motor Co. Occasionally a value-added innovation may require a completely new way of thinking and possibly taking new risks. An example of this scenario can be illustrated through Aspirin; this was an existing product, traditionally used as an analgesic to alleviate aches and pains, but has been introduced into a new and different market by extending its uses to help prevent heart attack and reduce blot clot formation. In this example, the usage of an existing product was re-worked and introduced into a new market. In this case, a transformational leadership style is a more appropriate style to use. The innovation leader must gauge if and how much risk and radical thinking are involved in the value-added innovation to determine which leadership style to use in a situation. The leader must be flexibleâ€”able to switch leadership behaviors when necessary. Exploratory Innovation[edit] Exploratory innovation refers to the generation of novel ideas, strategies, and solutions through the use of strictly open behaviors exhibited most often by transformational leaders. The foundation of exploratory innovation is characterized by search, discovery, experimentation, and risk taking. Some studies have shown that explorative and exploitative innovation require different structures, strategies, processes, capabilities, and cultures. Exploratory innovation requires flexibility, opportunism, adaptability, and for leaders to provide intellectual stimulation to their subordinates. The behaviors exhibited are believed to achieve the desired creative outcome from employees through the application of individualized consideration, charisma, and inspirational motivation. The result of this experiment after six months was new business ideas for products and services. The organization may need to switch gears and adopt exploitative strategies to revise and refine the idea to match present needs. Foundations of Innovation Leadership[edit] Innovation leadership has roots in path-goal theory and leader-member exchange theory. Certain elements within an organization are also needed for innovation leadership to succeed. Additional foundational elements for innovation leadership include creative work, a creative workforce, and certain leader attributes. However, it is contingent on employee and environmental factor to be effective. It follows the same idea as Path-goal theory and innovation leadership, that multiple leadership styles are necessary in managing multiple subordinates but takes it a step further. LMX involves adopting a unique leadership style for each employee. Past studies indicate that LMX theory has been shown to have an effect on innovation. Basu and Green [22] found that innovative behavior is related to the quality of the leader-member exchange where high quality exchanges include contributions from both the leader and the follower. Leadership styles, transformational positively related and transactional negatively related , were found to have an effect on innovativeness. This culture is fairly constant and can influence interorganizational relations. Climate refers to the way that individuals perceive the extent to which the organizational culture impacts them. The two essentially are interrelated. One proposed model for assessing a creative environment in organizations includes the following dimensions: It

operates at three major levels, each level containing multiple aspects. This involves encouragement of risk-taking and idea generation from all levels of management, fair and supportive evaluation of new ideas, recognition and reward of creativity, and collaborative idea flow across an organization. Each of these are equally important aspects of organizational encouragement but the third aspect, recognition and reward of creativity, may have adverse effects if the sole purpose for engaging in an activity is to gain reward. This level of encouragement points to the concepts of transformational leadership and LMX that emphasise the importance of the interactions of supervisors and subordinates in innovative performance. Resources[edit] Resources have been suggested to be directly related to creativity in organizations. Pressures[edit] The little evidence that exists on the dimension of pressure suggests somewhat paradoxical influences. Some degree of pressure could have a positive effect if the pressure originates from the challenging and intellectual nature of the task itself, increasing intrinsic motivation. However, if the pressure experienced is perceived extreme it could counteract creativity. They suggest that the first should have a negative influence on creativity while the second should have a positive one. Organizational Impediments to Creativity[edit] Although there has been little research on the work of environment factors that undermine creativity, some research suggests that these impediments include internal strife, conservatism, and rigid, formal management structures within organizations. Creative people have expertise on the subject requiring innovation and tend to use work as a source of identity. Creative workers are also commonly characterized as highly valuing their autonomy; additional dispositional attributes include openness, flexibility, cognitive complexity, self-confidence, dominance, and introversion. These include expertise in the domain, creativity, ability to carry out transformational leadership behaviors, planning and sense-making, and social skills. Frequently associated leadership styles include transformational leadership, [13] [48] transactional leadership , [14] [49] [50] and Ambidextrous leadership. Current research supports the notion that in the idea generation process, innovation leadership requires a leader to use a more transformational style of leadership. For example, the founders of Google have been known to wear capes and jump-shoes around the office, [52] [53] thus inspiring more outside-the-box thinking in their employees. These open leadership behaviors convey that unorthodox and unconventional ideas and behaviors are not only accepted but also encouraged. Idea Evaluation and Implementation[edit] In addition to providing a climate for idea generation, innovation leadership also requires leaders to ensure that the process of idea generation does not overshadow the evaluation and implementation processes. During these phases of leadership, leaders must support some ideas while discarding other ideas and put the supported ideas into production. The role of the leader must shift away from a transformational style to a more transactional style of leadership, which involves being more direct and critical toward the ideas generated. A leader now needs to ensure that constructive discussions of innovative ideas are taking place among their subordinates. This serves to evaluate the usefulness of each idea, eliminate those that do not appear viable to the organization or goal, and push the ones that do appear viable into the production phase. The leader must adopt what are known as closed leadership behaviors to achieve this. Instead of stimulating idea generation, the leader must shift focus from generating new ideas toward fine-tuning existing ideas to achieve progress toward the goal, and ultimately implement the idea. This challenge of balancing differing leadership styles when appropriate is called the generator evaluator paradox. It is important to consider the role of ambidextrous leadership, since a leader must be able to switch between leadership roles and styles when necessary to successfully lead for innovation. Paradoxes of innovation leadership are discussed below. Innovation Leadership and Influence[edit] Depending on the type of leadership style that is adopted by the innovation leader, the leader may have either a direct or indirect influence on your employees. Direct forms of influence in leading innovation include: These types of influences include: Proposed Model for Innovation Leadership[edit] A proposed model for innovation leadership has been a multilevel process model of innovation, [9] which uses the direct and indirect leadership on the processes of innovation mentioned in the above section to promote the innovation process. In the model, indirect leadership influences affect the individual creativity generation phase and team creativity evaluation phase process. Direct leadership influences affect the team creativity evaluation phase process and the organizational innovation process implementation phase. The individual creativity generation phase box in

the model represents the process of the individual generating the initial idea or ideas and proposing them to their team. The team creativity evaluation phase box represents the process of the team taking that idea, making alterations and fine-tuning it to the point of making prototypes, formalized sketches, or simulations. The organizational innovation implementation box represents taking those prototypes, sketches, or simulations and testing, evaluating, and possibly mass-producing them. Model of direct and indirect leadership influences on the process of innovation [9] Two very important key features of this model should be mentioned: The three stages of innovation idea generation, evaluation, and implementation are not independent of one another. For example, ideas are generated, discussed, and tested only to feed information back into the system, starting the process from the beginning again. A balance must be struck, not only within the leader and their behaviors, but between conflicting interests of involved parties as well. Generation Evaluation Paradox[edit] The Generation Evaluation Paradox stipulates that a leader must encourage a supportive climate for the generation of new ideas and thinking outside-the-box while evaluating these ideas and realizing that not all creative ideas are useful and many may even fail while not being too critical and negative of those ideas. This paradox illustrates the difficulty leaders have in providing their employees with the autonomy they must be creative, while fostering team cohesion or closeness to facilitate idea sharing. When leading for innovation, providing an overabundance of structure may result in a backlash from employees who feel their autonomy is being taken away from them. Restriction Freedom Paradox[edit] The Restriction Freedom Paradox underscores that innovation leaders need to allow employees enough time to develop creative endeavors and provide the resources to do so. Intrinsic Extrinsic Paradox[edit] The Intrinsic Extrinsic Paradox holds that instead of providing more readily available extrinsic motivation tools such as bonuses and salary increases, leaders must provide intrinsic motivation, which generally comes from within the employee, to their employees. This paradox is based on findings that intrinsic motivation is a key factor in facilitating creativity [58] [59] and extrinsic motivators may either hinder creativity [60] [61] or have an unclear relationship with creativity. The leader must also be capable of developing teams that are flexible enough to be passionate about ideas that may have replaced their own idea that was facilitated, inspired, and supported by their leader. This is where the paradox is most clearly visible. Feedback Rigidity Paradox[edit] The feedback rigidity paradox involves leaders seeking out and using customer and client advice and feedback towards innovative endeavors to a certain extent, while maintaining control of the vision and not letting the feedback dictate to them as clients and customers often criticize innovations early on. Failure Success Paradox[edit] The Failure Success Paradox is the idea that innovation leaders must ensure a safe organizational culture that is willing to embrace risk and failure, while at the same time making sure that the organization is also producing successful products and services despite embracing risk and errors. Additional Paradoxes[edit] Additional paradoxes identified by Hunter et al. In addition, these novel ideas can also be used to solve problems within an organization. What this illustrates is that innovation spurred by innovation leadership can be translated across various industries and can be used for a multitude of purposes.

Chapter 7 : Innovation Metrics: Measuring Innovation for Business Growth

Innovation means more than just new products or services. It means improving the process of creating those products, or selling them, or experiencing them, or even improving the ways we manage the people who do all of the above.

Metrics can be important levers of innovation for driving behavior, as well as evaluating the results of specific initiatives. Defining the right metrics for your business can be tricky. Across the Fortune that do possess innovation metrics, for example, the most prevalent metrics include: And in an environment in which disruptive innovation and cannibalization must be wholeheartedly embraced as a core strategy, fundamentally new types of behaviors are required, and subsequently new structures and related metrics to drive these behaviors. What gets measured drives behavior. Too many metrics leads to excessive activities that provide little value and often drive conflicting behaviors. The Metrics Imperative Because innovation is now a widely recognized critical requirement for virtually all companies across all industries, the metrics imperative is here. Leaders must establish a new breed of metrics that move beyond conventional measures and that: Create an organizational culture that supports and drives strategic innovation Establish critical capabilities tuned to the evolving competitive business landscape Evaluate innovation efforts to ensure both return on investment and support feedback loops of learning and improvement Drive profitable growth A Framework for Innovation Metrics The best solutions create simplicity from complexity. Assuming that successful innovation results from the synergies between complementary success factors, it is important to address these by: The following are the three categories to consider for any metrics portfolio: ROI metrics give innovation management fiscal discipline and help justify and recognize the value of strategic initiatives, programs and the overall investment in innovation. Organizational Capability Metrics Organizational capability metrics focus on the infrastructure and process of innovation. Capability measures provide focus for initiatives geared toward building repeatable and sustainable approaches to invention and re-invention. Leadership Metrics Leadership metrics address the behaviors that senior managers and leaders must exhibit to support a culture of innovation within the organization, including the support of specific growth initiatives. Input metrics are the investments, resources and behaviors that are necessary to drive results. Output metrics represent the desired results for the metric category. Learn more at www. These illustrations are not meant to be exhaustive but rather provide an initial list of options for those looking to instill metrics within their own organizations. Creating innovation metrics requires a strategic and disciplined approach that starts with the enterprise growth strategy and cascades throughout each business unit, division and group structure. Using metrics to drive and assess growth is not a one time exercise. As an ongoing tool for innovation management, the approach involves: The specific process for establishing innovation metrics can include the following steps: Learning loops that capture insights gleaned from successes and failures must be integrated into the approach and valued as an ongoing process. For more on innovation metrics, check out our video that makes the case for building a culture of innovation. Use it to kick off your strategy sessions and leadership development programs: Soren Kaplan is a leading expert in strategic innovation, new business models, and innovation culture.

Chapter 8 : Innovation management - Wikipedia

The Innovative Organization is a fresh take on corporate innovation that prepares managers and leaders to embrace the challenges and opportunities of creating a truly ambidextrous enterprise -- one that is capable of both entrepreneurial opportunity development and excellent execution (both essential but potentially conflicting activities).

Chapter 9 : Innovation leadership - Wikipedia

Organizational capability metrics focus on the infrastructure and process of innovation. Capability measures provide focus for initiatives geared toward building repeatable and sustainable approaches to invention and re-invention.