



InnoWork

MODULE 7: INNOVATION LEADERSHIP

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I. Module overview

Learning objectives	As a result of engaging with the materials, in this module, it is anticipated that learners will achieve following learning outcomes: Knowledge: understand the concepts of “innovation leadership” and “leadership for innovation”; understand the stages of the innovation management cycle. Skills: apply “leadership for innovation” strategies to team management in an organization. Competence: leadership, innovation management & team management.
Time schedule	Time necessary for learning content: 1 hour Time necessary for self-test questions: 5 minutes Time necessary for case study and exercises: approx. 1 hour
Structure	In the sections “<i>Innovation leadership</i>” and “<i>Innovation management</i>” you will learn about Innovation; Innovation leadership; Innovative thinking; Innovation management; Innovation cycle and approaches. In the section “<i>How to enable innovation in a team?</i>” you will read about how to enable innovation in a team and identify what the differences are between a leader, manager and a CEO. The section “<i>Creative teams in organizations</i>” gives you <u>insights on how to lead your effective creative team</u>. The reflection element on the provided content is given by Case Study, a Learning game and 5 self-test questions. You can find out more about innovation leadership in the Additional Reading and Bibliography sections. Read the content and then answer the questions below to test your knowledge. In case you need help, please refer to your tutor and fellow learners.

II. Learning content

Introduction

"Innovation in the workplace" is quite a common expression. Innovation in this case refers to the way companies are structured; the manner in which they manage their human resources; the way in which decision-making within the organization is carried out; the way relations with customers or suppliers are settled or the way work environment is organized and the internal system of support in a particular situation. Innovation in the workplace represents a return process based on continuous feedback, learning and improvement. They include employees and managers at all levels.

Creativity and innovation are essential skills in almost any workplace. When problems arise, having a team of people that can solve issues quickly and effectively with a little creative thinking is beneficial to everyone. In today's workplace, finding time for creativity can be nearly impossible. However, organizations that encourage and carve out time for creativity have found increased employee engagement, motivation and productivity.

Innovation leadership

Leaders need **innovation leadership** as they learn to operate in challenging and unpredictable circumstances. In addition, they need to create an environment for innovation within organizations. Innovative systems, tools, and thinking are crucial for organizational health and future viability. CEO's and leaders throughout organizations know they need to change the way they work. As they seek to drive results at a tactical level, leaders are looking for new ways to give them a competitive edge and fuel new industries, markets, products, and services.



We need to foster a culture of innovation. Does anyone have an idea how we can do that?

You could give us less work. And you could stop criticizing every idea we ever have.

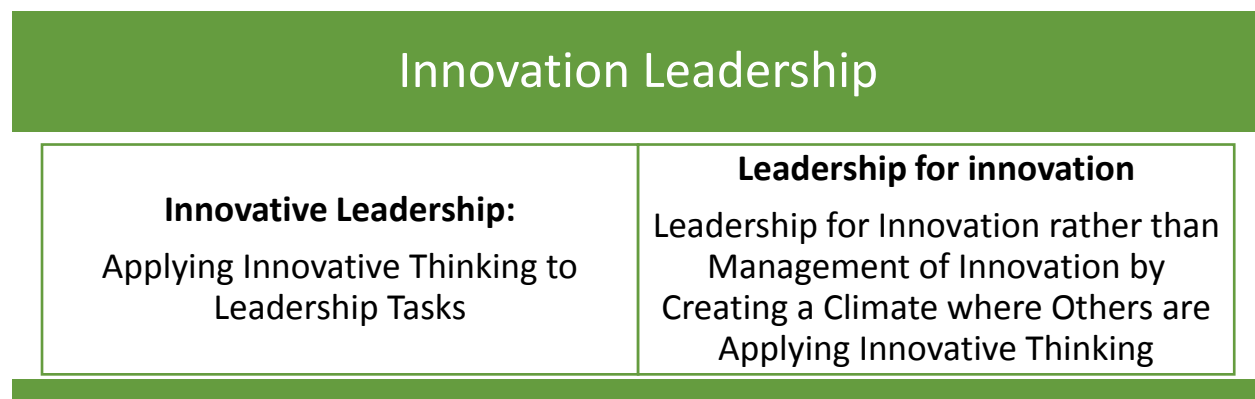
Does anyone have a suggestion that isn't ridiculous?

Source: <http://dilbert.com/>

As problems and circumstances become more complex, they may not fit previous patterns. We do not

recognize the situation. We may not rapidly or automatically know what to do. What worked before, may not work today. To make sense of unfamiliar situations and complex challenges, we must have a grasp of the whole situation, including its variables, unknowns, and mysterious forces. This requires skills beyond everyday analysis. It requires innovation leadership.

Innovation leadership has two components – an innovative approach to leadership and leadership for innovation¹:



This two-tiered approach generates the kind of innovation that can produce the next new product or design, but it goes well beyond.

It is highly important to differ business thinking and innovative thinking. There are some innovative thinking skills, which if used, allow the organizations to create something that is useful and desirable—whether it's a breakthrough technology, a valuable service, or a fresh solution to an old problem. Each of these skills shifts organizations understanding of a situation and opens the door for new approaches and solutions²:

- ❖ Paying attention
- ❖ Personalizing
- ❖ Imaging
- ❖ Serious play
- ❖ Collaborative inquiry
- ❖ Crafting

Applying innovative thinking to your challenges as a leader is one step in creating an innovative, organizational response to change and challenges. But to develop a culture of innovation, where others throughout the organization apply innovative thinking to solve problems and develop new products and services, is additional work. Leadership for Organizational Innovation requires organizational encouragement, lack of organizational impediments, leadership encouragement, sufficient resources,

¹ "Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results"; David Horth, Dan Buchner, 2014

² "Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results"; David Horth, Dan Buchner, 2014

realistic workloads, freedom, challenging work, teamwork and collaboration³.

Business Thinking versus Innovative Thinking		
Traditional business thinking	→	Innovative thinking
Logical	→	Intuitive
Deductive/inductive reasoning	→	Abductive reasoning
Requires proof to proceed	→	Asks what if?
Looks for precedents	→	Unconstrained by the past
Quick to decide	→	Holds multiple possibilities
There is right and wrong	→	There is always a better way
Uncomfortable with ambiguity	→	Relishes ambiguity
Wants results	→	Wants meaning

The key to find what's new, what's better, and what's next, is in the use of innovative thinking and the leadership that supports it.

Innovation management

a. Innovation meaning and key enabling technologies

Innovation is not only something newly introduced, a new idea, a more effective device or process, but it can also be understood as any activity aiming to promote the dissemination and especially the subsequent exploitation of the results of the R&D projects.

One of the aims of this module is to provide learners with a better understanding of the innovation process. It is mainly based on the findings of the following two reports⁴:

- *"How to convert research into commercial success stories? Analysis of EU-funded research projects in the field of industrial technologies".*
- *"How to convert research into commercial success story? Analysis of innovation successes in the field of*

³ *"Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results"*; David Horth, Dan Buchner, 2014

⁴ *"Innovation"*; European Commission, Directorate General for Research and Innovation; 2013

industrial technologies”.

These two reports provide qualitative analysis based on sample projects and present case studies. The focus is on innovation management for Key Enabling Technologies projects. What are Key Enabling Technologies (KETs)?

- ❖ Six strategic technologies
- ❖ Driving competitiveness and growth opportunities, contribution to solving societal challenges and knowledge intensity
- ❖ Knowledge and Capital intensive
- ❖ Cut across many sectors
- ❖ Nanotechnologies
- ❖ Advanced Materials
- ❖ Micro- and nano-electronics
- ❖ Photonics
- ❖ Biotechnology
- ❖ Advanced Manufacturing

b. Key factors for successful innovation management

Innovation is a business process requiring management discipline. It benefits from the disciplines that apply to other key business functions. While many people believe that innovation is a creative endeavour that cannot be managed, the truth is, that effective innovation requires cross-functional cooperation and accountability throughout the entire process. The successful key factors for innovation management can be divided into two major groups, as follows⁵:

General Factors:

- ❖ *Combination of both technology push and market pull:* There needs to be a clear demand/market for the innovation, but at the same time, the technology should be at a level that is advanced enough to satisfy the existing demand and to create new markets. Which of the two; technology push or market pull, dominates the process depends on the nature and the application sector of innovation. The more technically complex the innovation is, the more important is technology push.
- ❖ *Duration of the innovation cycle depending on the sector rather than technical complexity:* Several innovations demonstrating high technical complexity managed to reach the market within a couple of years, whereas the market entry of innovations related to the medical sector can take 15-20 years due to the regulatory environment.
- ❖ *Human factor:* charismatic leaders and highly motivated teams: This comprises the presence of charismatic leaders demonstrating clear vision, sensitivity to the environment, to the needs of

⁵ “Innovation”; European Commission, Directorate General for Research and Innovation; 2013

the team, personal risk taking, as well as enthusiastic, ambitious and highly skilled teams.

- ❖ *Financial support from diversified funds:* personal savings of entrepreneurs; business angels; venture capital investors; institutional funds (riskbearing capital; bank loans; grants from private funds); and grants from public funds.

Impact Factors:

- ❖ *Research fields and level of innovation:*
 - applied R&D projects are commercially exploited faster and more easily
 - successful market-oriented exploitation of platform technologies is linked to the ability to fully exploit the whole range of potential applications
 - for some research fields, successful market-oriented exploitation heavily depends on managing the public opinion
 - a research breakthrough (or radical innovation) does either vastly extend commercial possibilities and opportunities, (scope of the exploitation, new application areas etc.) or it blocks the chance of market-oriented exploitation (almost) completely
- ❖ *Cooperation;*
- ❖ *Management;*
- ❖ *Organizational change;*
- ❖ *Dissemination* - actively disseminating the research outcomes through conferences, trade fairs, workshops, publications etc. sometimes provides the only possibility to get feedback on the economic potential and recommended market-oriented exploitation pathways;
- ❖ *Market knowledge and awareness* - knowing who will buy a technology, product or service and under which performance or price conditions, is the success factor for effective market oriented exploitation;
- ❖ *Demand* - even the best-prepared and executed market-oriented exploitation process fails if the demand is not there or not strong enough, which can have a number of reasons from the overall economic climate, to a mismatch between innovation and investment cycles;
- ❖ *International competition* - international competition does not only affect prices but is a constant source of potentially competitive (or even the same) technologies;
- ❖ *Standards and regulations* - formal and informal standards can play a vital role. Some developed technologies have opened up new markets or niche markets, which, by being the first and at least for some time, the only supplier, creates a quasi-standard.

c. Innovation cycle

The innovation cycle represents a framework for classifying the different stages and stakeholders related to the development of innovation. It is a continuous process with parallel activities:

Activity 1 – Research and technology transfer: an innovation typically begins as research, leading to a set of discoveries, which as a result, must then be enhanced by tools that support successful technology transfer.

Activity 2 - Interaction with users, designers and engineers: active involvement of community from the very beginning - This involvement may take different forms such as: online collaboration platforms with a broader community; direct contacts with users, designers and engineers at company's premises, conferences, fairs and/or other events; interaction with a broader community by means of web blogs and emails and/or engagement in an open source approach.

Activity 3 – Market trends & Society - This activity implies rigorous market scans, negotiations with potential partners and consumers. Anticipating the future needs and demands of the market is a necessary cornerstone of any successful enterprise.

Activity 4 - Managing innovation: connected and free thinking - Innovation management refers to the central activity of the innovation cycle and is linked to all other elements. Without proper management processes, it is not possible for R&D&I to be efficient. Innovation management includes a set of tools that allow entrepreneurs, managers and researchers to cooperate with a common understanding of goals and processes. To succeed in it, an understanding of both the market and the technical problems is needed.

Activity 5 – Funding and business development - As any aspiring inventor or small business knows, getting an idea to the market requires funding, know how, partnering and outreach. Likewise, identifying the potential market successes is an essential process for established firms and government agencies in search of winning solutions to support or invest in.

d. Innovation approaches

According to the publication of the European Commission, named "Innovation"⁶, innovation issues could be addressed both at proposal stage, and during the project lifecycle.

At proposal stage:

- ❖ Identify key application(s) of the envisaged results and describe the main technical advantages of the new solution(s).
- ❖ Demonstrate and quantify knowledge about the existing and potential new markets, the competitors and the existing technologies.
- ❖ Quantify the direct expected impact (economic and commercial) for partner organizations:

⁶ "Innovation"; European Commission, Directorate General for Research and Innovation; 2013

benefits, new markets penetration, new clients, creation of new companies, updating of portfolio, diversification, internationalization and employment, etc.

- ❖ Include an exploitation plan within the proposal, as detailed as possible.
- ❖ Describe the planned resources for addressing exploitation and impact during the project.

At project stage - Detailing of the exploitation plans and preparation for innovation and commercialization activities must be continuously followed up throughout the research project:

- ❖ Implementing “innovation-related activities” such as validation or take-up activities, definition of strategies relating to the granting of licenses to third parties or to the identification of potential hurdles for the implementation of the projects results (e.g. standards or third parties’ patents), etc.
- ❖ Refining progressively the “plan for using and disseminating knowledge”, as results are generated and as its exploitation potential becomes more accurate.
- ❖ Identifying and collaborating with potential users.
- ❖ Identifying potential partners and sources of finance for commercialization for next steps.

How to enable innovation in a team?

a. Innovation and leaders

Leaders are those who are accountable, are able to assemble teams and to lead them to optimal performance outcomes⁷. An effective leader recognizes the importance of embracing differences in people and knows how to connect the dots amongst those differences to get the best outcomes from the team. The leaders cultivate a workplace environment of continuous improvements, innovation and initiative.

Innovation begins with those people who touch the business across all functional and departmental areas. Innovation is not dependent on the participation of high-ranking executives, but on any employee that is a “student” of the business, knows their customers and the evolution of industries, brands and the emerging role of technology. Innovators are those who can see, sow, grow and share opportunities.

Innovation requires a certain type of person – passionate explorers in pursuit of endless possibilities. The best leaders know that innovation must come from multiple sources, both internally and externally. When people and their different points of view and experiences converge, they create the types of innovations that individuals could not have done or found alone.

⁷ “5 ways leaders enable innovation in their teams”; Glenn Llopis; 2014

b. What leaders can do with their teams to foster an environment of innovation and initiative⁸

- ❖ *Trust yourself enough to trust others* – Each member of the team must become more transparent than ever before. As such, each member must trust themselves enough to trust each other. When you can accomplish this trust, you become more patient, a better listener and over time more grateful for the new experiences and relationships that are being formed.
- ❖ *Collaborate and discover* – It's not until you begin to trust yourself and others that real collaboration takes root. It is not just about working closely together, but also about taking leaps of faith together to discover new ways of thinking and create greater outcomes.
- ❖ *Communicate to learn* – teams can't find their rhythm without strong communication and without this, they won't find the things they are looking for to build trust and collaborate. The manner in which you communicate sets the tone and propels thinking in a variety of directions that leads to new innovation. A team should learn from each others ideas and ideals and plant the seeds for future innovation.
- ❖ *Be a courageous change agent* – for teams to innovate, leaders must challenge each team member to think more critically and see through a lens of continuous improvement. This requires one to take charge and embrace the role of a change agent in support of constructive disruption that can ultimately makes things operate better and improve performance. Every leader must become a change agent. As such, their teams must do the same. Accepting the role of a change agent means taking on an entrepreneurial attitude, embracing risk as the new normal and beginning to see opportunity in everything. As you do, innovation becomes second nature.
- ❖ *Course correct to perfect* –Course correction steers you closer to the promise of the culture you are attempting to create. It also keeps people on their toes and teaches them to adapt to new environments, where they can showcase their abilities and skill-sets to new people and personalities in different situations and circumstances. To effectively course correct, every leader must ask themselves the following three questions:
 - 1) *What must I keep doing?*
 - 2) *What must I stop doing?*
 - 3) *What must I start doing?*

As a leader you must remember that you don't need to be inventive but rather innovative. Being inventive is creating something new that has never existed. Innovation is the creation of something new that represents a communal adaption or application used and embraced by the masses. Innovation done right has the power to change a workplace, an industry, a country, the world.

⁸ "5 ways leaders enable innovation in their teams"; Glenn Llopis; 2014

c. Distinctive behaviors of the innovation leaders⁹:

- ❖ **Inspire and motivate through action** – this comes from a clear sense of purpose and meaning in the work;
- ❖ **Excel at stretching set goals** – these goals required people to go far beyond just working hard, but to find new ways to achieve a high goal;
- ❖ **Are persuasive** – leaders are highly effective in getting others to accept good ideas. They did not push or force their ideas onto their teams. Instead, they present ideas with enthusiasm and conviction and the team willingly follows;
- ❖ **Put their faith in a culture that magnifies upward communication** – leaders believe that best and most innovative ideas bubble up from underneath. They strive to create a culture from the first level of the organization;
- ❖ **Display excellent strategic vision** – the most effective innovation leaders can vividly describe their vision of the future

d. Differences between leaders, managers and CEO¹⁰:

Leaders	Managers	CEO
Win followers	Have employees	Hire employees
Create change	React to change	Predict change
Implement good ideas	Have good ideas	Administrate
Persuade	Communicate	Organize
Create teams	Direct groups	Report
Make heroes of everyone around them	Try to be heroes	Preside over the organization's day-to-day operations
Take responsibility	Take credit	Take decisions
Create shared focus	They are focused	Manage
Develop power with people	Exercise power over people	Deal with power

Creative teams in organizations

Behind any creative success, you will usually find a great team, a group of passionate people who raised each others game. When thinking about productivity we often focus on the individual, yet it's by

⁹ "10 Traits of innovative Leaders"; Jack Zenger and Joseph Folkman; 2014

¹⁰ Mark Sanborn's leadership blog – www.marksanborn.com

optimizing teams that we can truly take our projects to the next level.

More and more organizations are putting together teams to take charge of innovative projects.¹¹ Under the right circumstances, a team can be significantly more creative than any individual team member and is often better able to push creative ideas through the implementation process so that they may become innovations.

a. Ten rules to ensure that your team is an effective creative team¹²:

- ❖ *Result oriented rather than method oriented* - Teams should be given goals to pursue and be allowed to establish their own paths to achieve those goals. Moreover, they should be encouraged to get away from the office and explore external creative stimuli. Spending a couple of hours in an art gallery, brainstorming in a science museum or going for a group walk in the woods can all help clear minds and inspire thinking. Very little corporate creativity blossoms in cubicles or stuffy conference rooms.
- ❖ *Provide team resources* - Conference rooms with beanbag chairs, toys, lots of paper, pens and the like are far more inspirational than the usual bland table and chairs. Lego, building blocks and other toys can be used for creating models of material products as well as of processes and methods. As a result, they can be used for visual brainstorming – which can be far more effective than spoken brainstorming. Even a small library of books, journals and other literature is highly useful.
- ❖ *Break down hierarchies (as much as you can)* - Hierarchies can cause problems in teams – particularly in hierarchical or bureaucratic organizations. Team members will always look to their superiors for approval and this tends to result in generating ideas to please superiors rather than generating ideas that are truly creative. There are two alternatives. You can either build teams of people who are at similar levels within the hierarchy, or you can establish basic team rules to discourage playing to the hierarchy. Better still, do both!
- ❖ *Solve relationship problems quickly* - If two team members have problems with each other, the team leader or a senior manager (particularly if the team leader is part of the problem) needs to solve the conflict quickly. In-group fighting between two or more members can destroy group dynamics, cause team members to take sides and eat up time that should be devoted to creativity and innovation. If worse comes to worst, move one of the conflicts to another team.
- ❖ *Train team leaders in the basics of group creativity* - In order to ensure teams extract the maximum creative potential from their teams, it is important that team leaders understand the basics of group creativity. This should include an understanding of creative problem solving methodology, motivating team members to be creative, keeping criticism in check (until the appropriate time), idea generation methods, and evaluation methods. A highly critical team

¹¹ “10 rules for creative team”, Jeffrey Baumgartner

¹² “10 rules for creative team”, Jeffrey Baumgartner

leader can destroy a large team's creative potential very quickly. On the other hand, a motivating team leader can push people to think more creatively than ever.

- ❖ *Encourage good-humored rivalry* - Many managers pit teams together in highly competitive situations hoping to motivate team members to push themselves harder. Excess stress has been shown not to be conducive to creativity and heavy competition often results in heavy stress. On the other hand, good humor competition or even rivalry between teams adds a competitive edge with minimal stress. Moreover, friendly rivalry can make things more fun. And fun is almost always conducive to creativity.
- ❖ *Establish processes for inter-team communication* - Teams can learn from each other. Someone outside the team may see something in a problem that team members fail to see, simply because they are too close to the issue at hand. Hence, it is important to bring teams together and encourage inter-team communication. Nevertheless, it is also critical to ensure that teams do not get bogged down in inter-team meetings or report writing that detracts from creative problem solving. It may be a good idea to have periodic brainstorming meetings where teams summarize their work and other teams can provide suggestions.
- ❖ *Teams are not forever* - Over time, team members learn to understand each other. They "share common language and a common set of unspoken understandings", which psychologists call "tacit knowledge." This tacit knowledge facilitates easy communication flow and – provided the right impetus is there – makes it easy to be creative. Likewise, the team develops an identity and hence pride in their performance. After about two years or so, however, team members get to know each other too well. And with over-familiarization comes predictability and possibly even boredom. Thus, it is good to give teams time to jell, but bad to keep them together for too long. Ideally, you should mix and match team members every 18 to 24 months.
- ❖ *Reward the team, not the individual* - If you offer the entire team a reward for its creative ideas, they are motivated work together as a team to devise and develop creative ideas and win rewards. When you reward individuals within the team for their creative ideas, they are motivated to act selfishly in order to win rewards. At best, that would probably include hiding information from fellow team members. At worst it might include stealing ideas and deception. Almost certainly, it will result in bad feelings when people see team-mates rewarded while they are not.
- ❖ *Diversity* - If you wanted to come up with some creative dessert ideas, you wouldn't fill up a creative team with a dozen chocolate cake experts, would you? You would bring in experts in cakes, ice cream, candy, cookies, bread and probably some expert eaters as well. Likewise, when you want a creative team to work on new marketing ideas, don't limit its population to marketing people. Bring in people from different divisions. A greater diversity of team members provides a wider range of experience, skills and thinking patterns and that results in a higher level of creativity.

A team can be significantly more creative than any individual team member and is often better able to push creative ideas through the implementation process so that they may become innovations.

Here are some tips how you can stimulate team creativity:

- ✓ Promote regular team **brainstorming sessions**, which allow employees a chance to produce a high quantity of ideas. Once you have a large amount of ideas, analyse and choose those ideas that are of high quality.
- ✓ **Create an encouraging work environment.** If employees see that their ideas are encouraged and accepted, they will be more likely to be creative, leading to potential innovation in the workplace.
- ✓ **Create a collaborative work environment.** Creativity and innovation can stem from employees working together to reach a goal. Foster communication between employees and between departments and reward those that work together to solve problems.
- ✓ **Encourage your team members to take risks.** The opposite of creativity is fear. Employees won't be creative or innovative if they fear a backlash from failure. Create an environment that is free from fear of failure; treat your employees failures as a learning tool, rather than a means for passing around blame.
- ✓ **Create a safe haven for new thinking** - Use a safe haven to encourage a broad range of ideas, including those not immediately seen as feasible, or even "sensible," for they are where the seeds of innovation can be found. Some organizations have "creative-thinking spaces," filled with items such as paintings, photographs, non-work related magazines, building materials and other stimuli, where employees can engage in idea generation in an environment separate from their everyday routine.
- ✓ **Humour corner** – Give employees one corner of a break room or other area to post cartoons, illustrations, and other items designed to relieve stress. At the end of each week, the staff can award a prize for the best submission.
- ✓ **Surprise Celebrations:** Often it's the unexpected and informal that employees enjoy as much as formal awards. Conduct frequent, unannounced recognition and award celebrations, such as having a pizza party. If you don't know of a reason to have a get-together for the work force, invent one.
- ✓ **Breakfast with the President:** Initiated a "Breakfast with the President" program to improve communications between employees and the top management. Arrange a monthly breakfast with coffee and biscuits served by the staff and open discussions. Results - higher morale and a sense of open communication.
- ✓ **Being outsiders in your team** - Idea generation works best when there are differences in perspective, knowledge and background - creativity is a product of organizational diversity.

Ideally, a team attempting to come up with a fresh, new solution to a tough challenge should consist of both experts in the area being discussed, as well as so-called “naïve” idea-contributors who may see the problem in ways the experts cannot. Also, because they’re not experts, they don’t know what doesn’t work!

- ✓ **Support employees for engaging in the ideation process** - It is important to recognize the efforts of those who contribute to the process of generating and developing ideas, even if no applicable concept or solution is produced. Properly encouraged, these individuals are more likely to engage in the creative process again, perhaps coming up with the next big breakthrough!

Reflection, exercises, games, videos, etc. ... - learning game

Case study: Developing an Innovation Strategy

Source: “High Impact Innovation Management”; Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs, European Commission; 2012; <http://bookshop.europa.eu/en/high-impact-innovation-management-pbNBNA12001/>

Developing an Innovation Strategy for a twelve-year-old Spanish-based supplier for traffic control and surveillance systems with seven staff members.

This case examines how the IMP³rove¹³ assessment and the following consulting workshops were an eye-opener, pointing out an SME’s key weaknesses in Innovation Management.

Data analysis reveals that the company had not defined clear performance indicators to measure the success of their innovation project. Innovation Management was not formally implemented in the organization and was driven just by the CEO. Since undertaking the IMP³rove assessment, the SME has developed an innovation strategy and is adopting means of measurement to enable the company to assess the results of its innovation more accurately.

The company requested Upsellinn’s Innovation Management consulting services in order to help them to thoroughly develop a systematic approach to Innovation Management. Upsellinn Performance, S.L., a Spanish services company, provides a range of business-to-business (B2B) consulting services, all of which support companies in their sale, marketing and business development strategies. After the assisted IMP³rove assessment was completed, Upsellinn reviewed the report that the assessment

¹³ IMP³rove is a project, established by the European Commission’s Directorate General (DG) Enterprise and Industry to help SMEs manage innovation with lasting results, collected insights into this sector for more than four years. The IMP³rove network includes more than 500 trained support providers across Europe and beyond. This is a solid basis for an overview on the various types of Innovation Management support service providers and how they deliver high impact support services.

generated, taking into account both the company's overall score on Innovation Management performance and the detailed evaluation of each dimension of the A.T. Kearney House of Innovation: innovation strategy, innovation organisation and culture, innovation life cycle processes, enabling factors and innovation results. After that, the consultant chose a date for the workshop with a proposed agenda.

After three months, the company reassessed their Innovation Management performance to monitor how they had improved. The company's quantitative ratios did not improve in this short period of time, but the company implemented an action plan that resulted in the following:

- Using the IMP³rove results in internal management meetings to discuss the strategic role of Innovation Management for the company's sustainability
- A new vision for innovation documented and shared with all the staff members and well understood by customers, suppliers and innovation partners
- Developing an innovation controlling system to define KPIs and better analyse and monitor the company's innovation activities
- Starting to cooperate with the University of Alcalá in Spain in a 24-month project for the next generation of traffic video enforcement systems

Benefiting from Recurring IMP³rove assessments as a Routine - As a company with its main focus on innovative products and services, measuring performance and effectiveness of Innovation Management is crucial for profitable growth. The structured benchmarking report, based on a dynamic European database, is a key value proposition of the IMP³rove platform because in, less than 30 minutes, the SME can download a report that provides up-to-date benchmarks showing the SME's current competitive position

Questions for reflection:

1. Have you done a similar kind of work in the past?
2. In what ways do you think your company needs to improve?
3. What is the most important thing you learned in this case study?
4. What advice would you give to companies who would want to develop an innovation strategy in the future?

III. Conclusion

Innovation leadership teaches you to operate in challenging, unpredictable circumstances. To be a Leader for Organizational Innovation requires organizational encouragement, lack of organizational impediments, leadership encouragement, sufficient resources, realistic workload, freedom, challenging work, teamwork and collaboration.

In order to manage an effective innovation you have to apply cross-functional cooperation and

accountability throughout the entire process. But you also have to be able to cultivate a workplace environment of continuous improvements, innovation and initiative. When the people in your team and their different points of view and experiences converge, they create the types of innovations that individuals could not have done or found alone. Leaders create, managers direct and CEOs decide about innovative workplaces. Under the right circumstances, a team can be significantly more creative than any individual team member and is often better able to push creative ideas through the implementation process so that they may become innovations.

According to the Center for Creative Leadership creativity experts David Horth and Dan Buchner, creating an innovative organization “is about growing a culture of innovation, not just hiring a few creative outliers.¹⁴” Leaders of companies that are striving to become more innovative may see “innovation” investments as more strategically important than human investments such as proper hiring, strong management support, and ongoing training. However, human investments are innovation investments. Hiring people who are intrinsically motivated and not especially negative, making sure people are doing work they feel motivated to do, and providing them with supportive leadership will go a long way to improving innovation in every corner of your organization.

IV. Additional reading

Document title:	Link to the resource:
Center for Creative Leadership is a top-ranked, global provider of leadership development. Global innovation and design consultancy helps turn ideas into realities. “The innovation equation for leaders”/ Center for Creative Leadership/ <i>Presents the useful results from the World Leadership Survey, conducted in the USA, which examines the relationships among several measures and boss ratings of innovation/creativity from CCL’s Benchmarks^{15, 16} assessment, which tells us how innovative an employee is perceived to be. The survey helps to better understand how to improve the innovation equation.</i>	www.dcontinuum.com http://media.ccl.org/wp-content/uploads/2015/02/InnovationEquation.pdf?_ga=1.1939061.597468757.1437138348

¹⁴ “Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results”; David Horth, Dan Buchner; 2014; <http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf>

¹⁵ Benchmark is a multisource feedback instrument. The single item measure asks the boss of managers who had participated in a CCL development course and had completed the WLS to rate to what extent the focal manager “is creative or innovative.”

¹⁶ Center for Creative Leadership (2002). Benchmarks facilitator’s manual. Greensboro, NC: Center for Creative Leadership.

“Macroeconomic Perspectives, Global Trends in Innovation” Marco Annunziata <i>We recommend this article as it shows some very interesting trends in innovation.</i>	http://files.gecompany.com/gecom/innovationbarometer/IB_Macro_Perspective.pdf
Biomimicry is a tool for creativity and innovation and for sustainability; Under the given web site you will find out about research and projects with companies commercializing biomimetic inventions and infusing biomimicry into their innovation processes providing insights for success.	http://www.asknature.org/
The site Business Dictionary presents you usage examples, terms, articles and interesting up-to-date topics The hole interesting article about <i>Creative workplace management</i> you can read under :	www.businessdictionary.com http://www.businessdictionary.com/article/657/creativity-and-innovation-in-the-workplace/

V. Self-test questions

Question 1:

“Business thinking versus Innovative thinking”

For each of the statements below please indicate if it refers to business thinking or innovative thinking:

Logical	
Requires proof to proceed	
Asks what if	
Holds multiple possibilities	
Quick to decide	
Relishes ambiguity	
Wants meaning	
Wants results	
Correct answers	
Logical	Business thinking
Requires proof to proceed	Business thinking
Asks what if	Innovative thinking
Holds multiple possibilities	Innovative thinking
Quick to decide	Business thinking
Relishes ambiguity	Innovative thinking

Wants meaning	Innovative thinking
Wants results	Business thinking

Question 2:

What successful innovations offer to their early adaptors? *There is more than one correct answer.*

Answer 1	A clear comparative business advantage
Answer 2	Unfamiliarity with the product/service
Answer 3	Doubts about betting resources on the project/service
Answer 4	Lower product costs
Answer 5	More complete customer service
Correct answers:	1, 4 & 5

Question 3:

Innovation process begins by identifying....? *There is more than one correct answer.*

Answer 1	how people want to invent
Answer 2	the function they can best serve to add value
Answer 3	the required tools to adapt to change in positive and meaningful ways
Answer 4	how people want to lead and be led
Answer 5	what motivates you
Correct answer:	2, 3 & 4

Question 4:

Read the following list of activities and decide in which of the columns they fit?

	Leaders	Managers
1. Administers;		
2. Innovates;		
3. Asks what and why;		
4. Maintains;		
5. Focuses on systems and structure;		
6. Inspires trust;		
7. Has a long-range perspective		
8. Asks how and when		
9. Focuses on people		
10. Relies on control		
Correct answer	2, 3, 6, 7, 9	1, 4, 5, 8, 10

Question 5:

A creative team will always need a wide range of design and creativity abilities and capabilities:

Answer 1	Excellent written and verbal communication skills
Answer 2	Motivation and the desire to execute every job to the highest standard
Answer 3	High-level creative thinking and the confidence to use it
Answer 4	Ability to deliver campaigns that generate results
Answer 5	Ability to produce original ideas
Answer 6	Confidence to share and present ideas internally and externally
Answer 7	All of the above stated answers are correct
Correct answer: 7	

VI. Glossary

Innovation	- implementation of creative ideas in an organizational context - process of both generating and applying creative ideas in some specific context URL: http://icreate-project.eu/index.php?t=178 Innovation can be viewed as the application of better solutions that meet new requirements, unarticulated needs, or existing market needs. It is accomplished through more effective products, processes, services, technologies, or ideas that are readily available to markets, governments and society. The term innovation can be defined as something original and more effective and, as a consequence, new, that "breaks into" the market or society. While a novel device is often described as an innovation, in economics, management science, and other fields of practice and analysis innovation is generally considered to be a process that brings together various novel ideas in a way that they have an impact on society. URL: https://en.wikipedia.org/wiki/Innovation
Innovation leadership	Definition: It has two components – innovative approach to leadership, and leadership for innovation <i>Horth, D., Buchner, D. (2014). Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results.</i> URL: http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf
Innovative thinking	Definition - Innovative thinking is a crucial addition to traditional business thinking. It allows you to bring new ideas and energy to your role as leader and to solve your challenges. It also paves the way to bring more innovation into your organization. <i>Horth, D., Buchner, D. (2014). Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results.</i> URL: http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf

Innovation management	Definition – this is the management of innovation processes. It refers both to product and organizational innovation. Innovation management includes a set of tools that allow managers and engineers to cooperate with a common understanding of processes and goals. <i>Horth, D., Buchner, D. (2014). Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results.</i> URL: http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf
Leader	Definition – a leader is “a person who influences a group of people towards the achievement of a goal” “To be a leader, one must have followers.” “A leader is the one in charge, the person who convinces other people to follow. A great leader inspires confidence in other people and moves them to action” URL: http://www.vocabulary.com/dictionary/leader
Creative	Definition – 1. having the ability to create 2. characterized by <u>originality</u> of thought; having or showing imagination: <i>a creative mind</i>. 3. designed to or tending to stimulate the imagination: <i>creative toys</i>. 4. characterized by sophisticated bending of the rules or conventions: <i>creative accounting</i>. 5. (Marketing) a creative person, esp one who devises advertising campaigns 6. a creative person, especially one who devises advertising campaigns URL: http://www.thefreedictionary.com/creative

VII. Bibliography

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