

Leading innovation

Innovation Leaders as Controlled Schizophrenics?

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Business

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FH Zentralschweiz



Programme

- **My image of innovation leadership**
- Leadership stories
- Roles und levels
- Balancing between exploration and exploitation
- Leadership competences

My image



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No 1

“I think a certain basis of trust, a certain basis of anti-stress is needed, I would say. I have worked in companies where the tolerance for mistakes was not high, and then of course you basically take the safe side.”



No 2

"Our job is to accompany people, to coach them so that they almost don't notice it. Then I think we do a good job."



No 3

“I believe that the leadership in an innovative team must know how to activate employees, to get them on the path, to motivate them. This is the only way to create the ground for the growth of new ideas. That means that when you put together teams, the sound in the team has to be there, the network of relationships has to be right. There have to be utopians and lateral thinkers, but also people who make things happen. The whole thing has to be moderated.”



No 4

“There is usually a tension between what we believe should be done and what the client believes should be done... Although the person we deal directly with may believe that the X we recommended is best, other forces might make it second best, like a dominant marketing department or their CEO has a strong opinion or a prerequisite in the market. That is always a tension to manage.”



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Leadership Roles



Executives,
Senior leaders

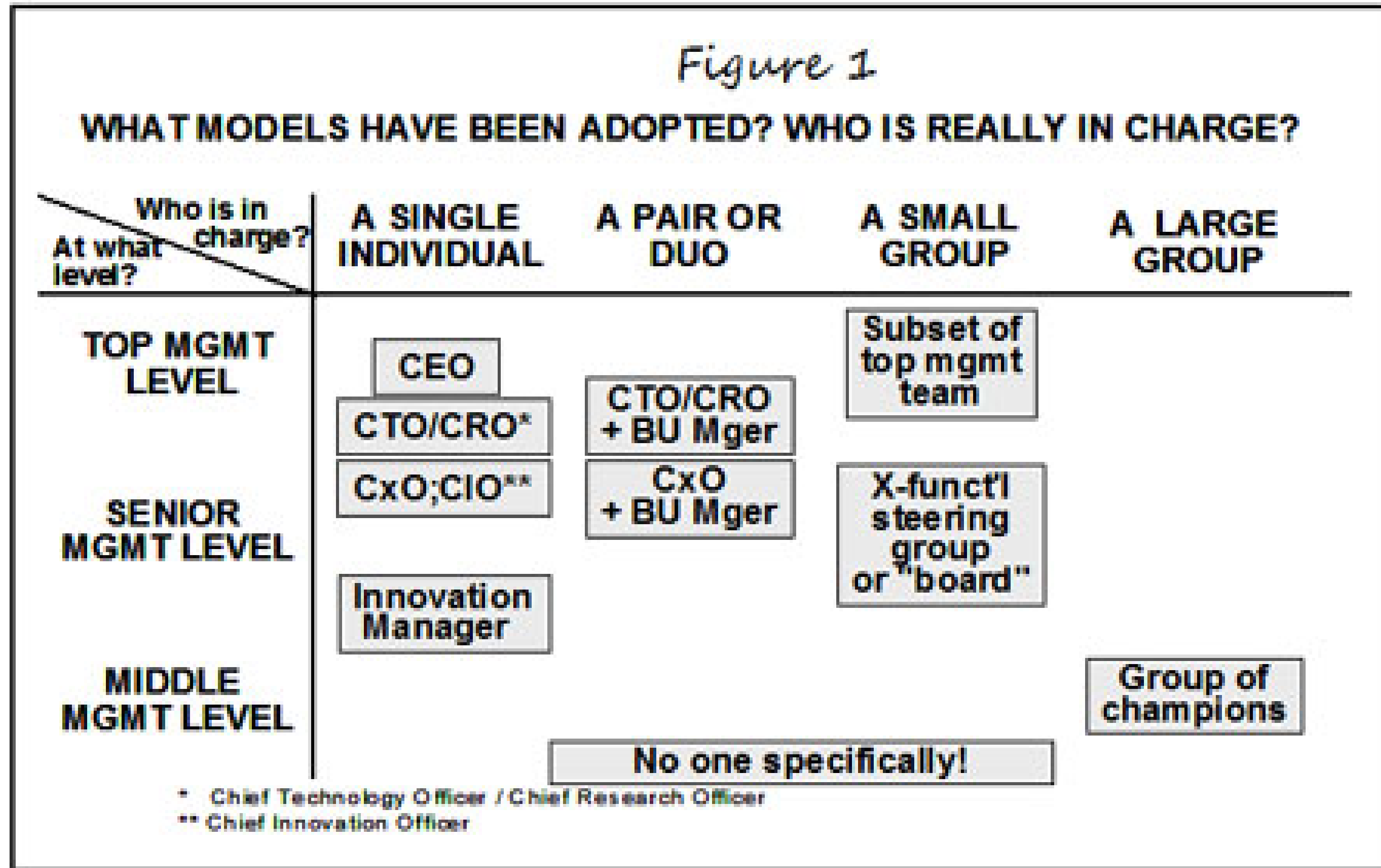


Innovation
program
leaders

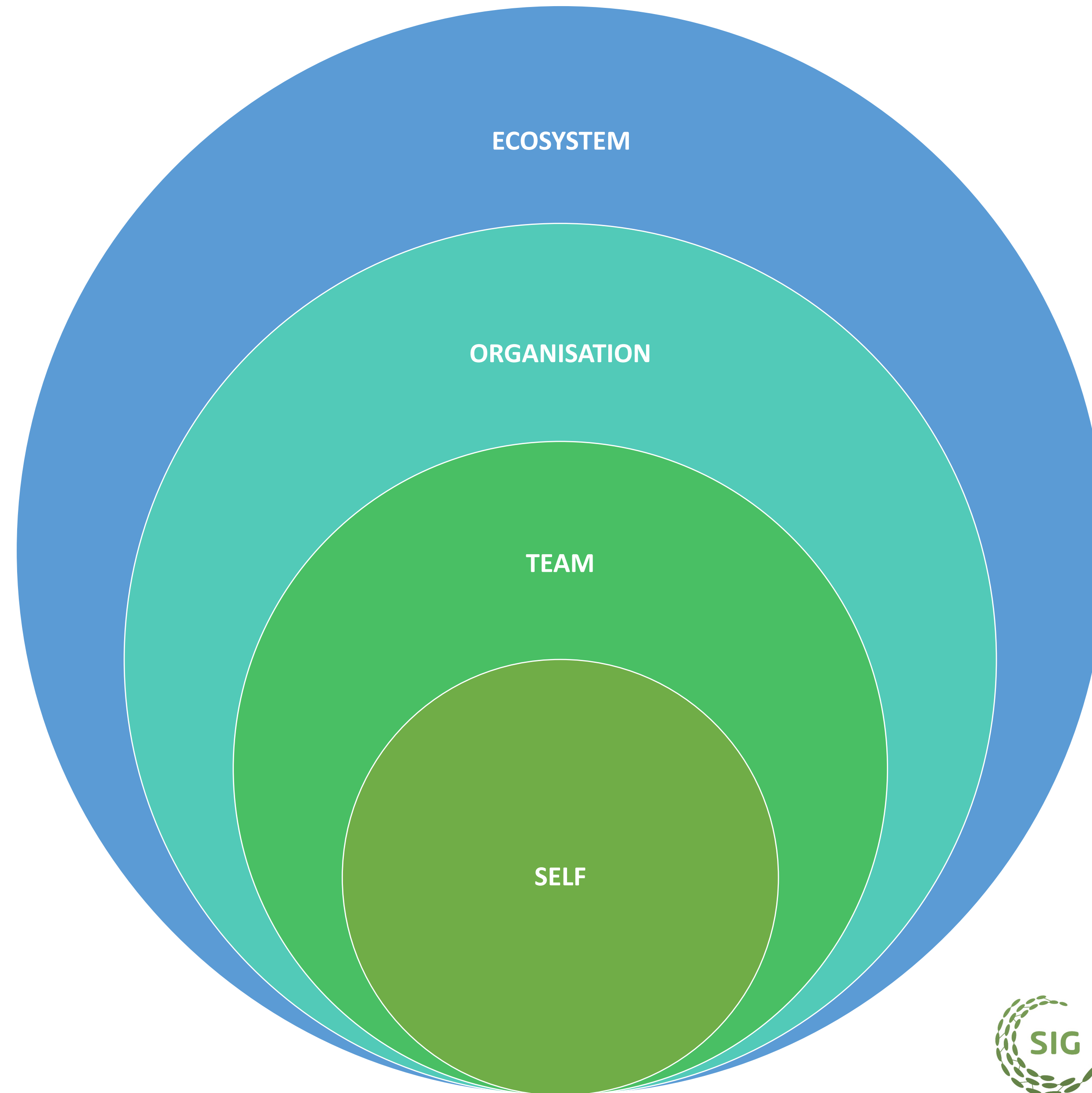


Leaders of new
initiatives,
project,
product, service

Innovation Leadership: Who is in charge?



Levels



Innovation
Leadership

Levels

	Self	Teams	Organisation	Ecosystem
MINDSET	Continuous Learner	Inspire and co-create	Learn and grow	Share
BEHAVIOR	Authenticity Empathy	Encourage diversity, create abrasion and agility	Adapts, shapes, and communicates vision and route	Connecting resources
SKILLS	Facilitate communication and collaboration	Exercise influence, defend team, develop people	Empathize and engage	Communicating and negotiating

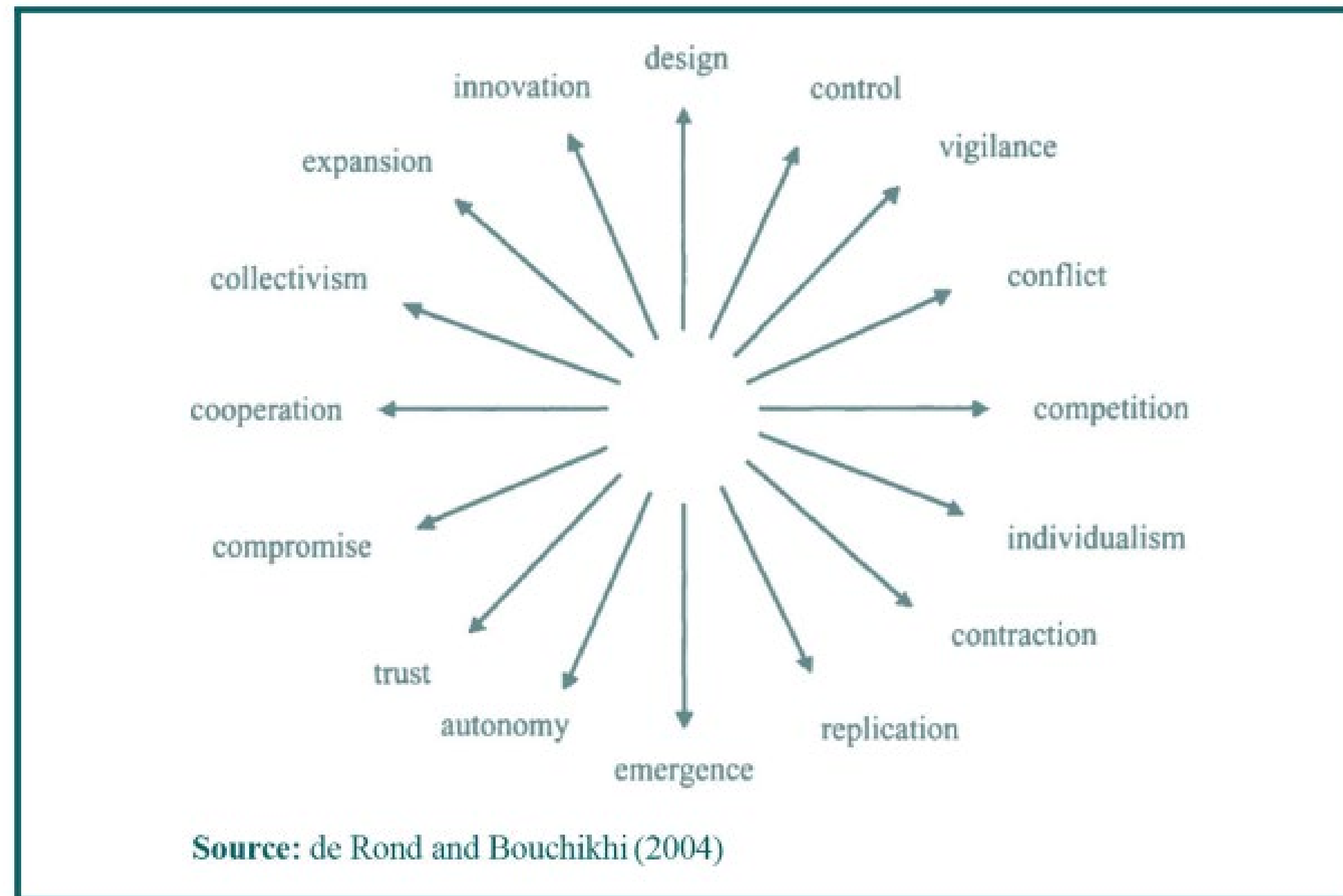


<https://www.ispim-innovation.com/ispim-sig-innovation-leadership>

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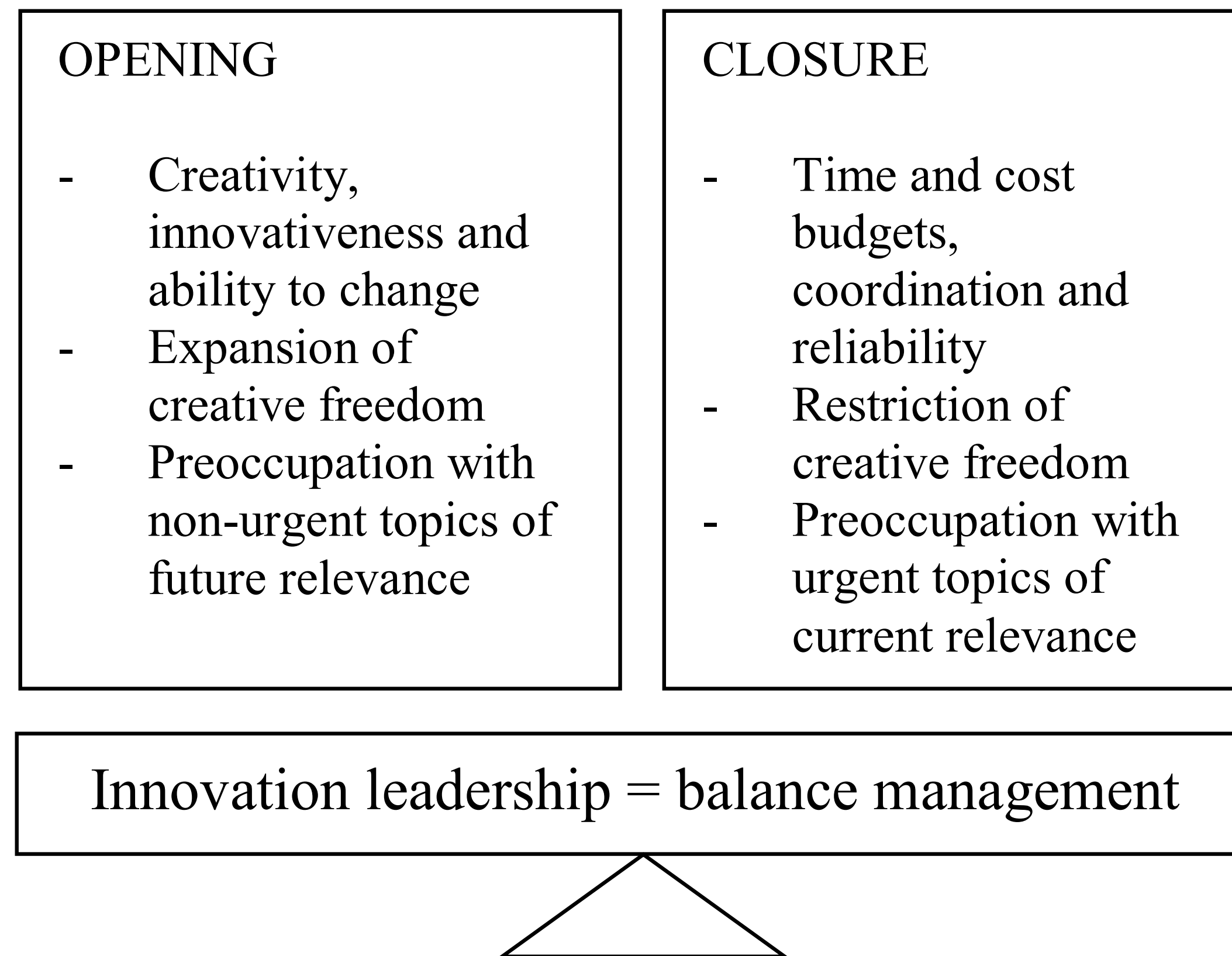
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Eight dialectical lens which influence inter-organisational innovation dynamics and require leadership



De Rond, M. and Bouchikhi, H. (2004), "On the dialectics of strategic alliances", *Organisation Science*, Vol. 15 No. 1, pp. 56-69.

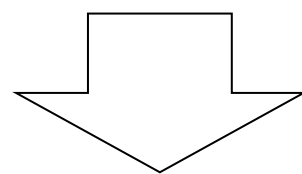
Leading innovation = balance management



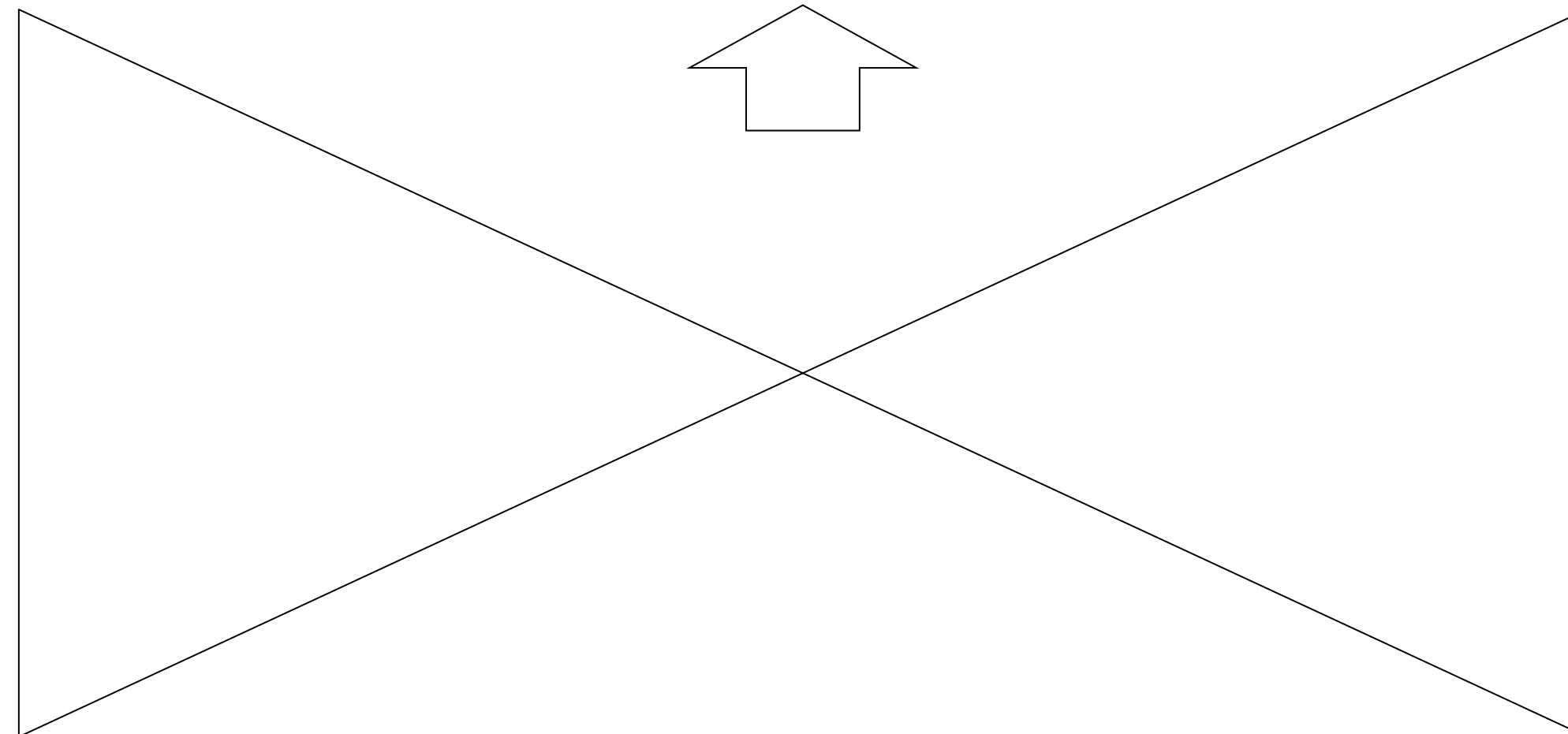
Leading innovation = Managing a “web of tensions”

Creative freedom

Discover,
Experiment,
Laboratory

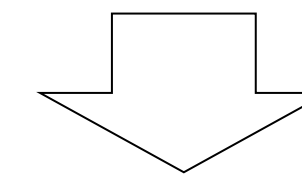


Output: Uncertainty



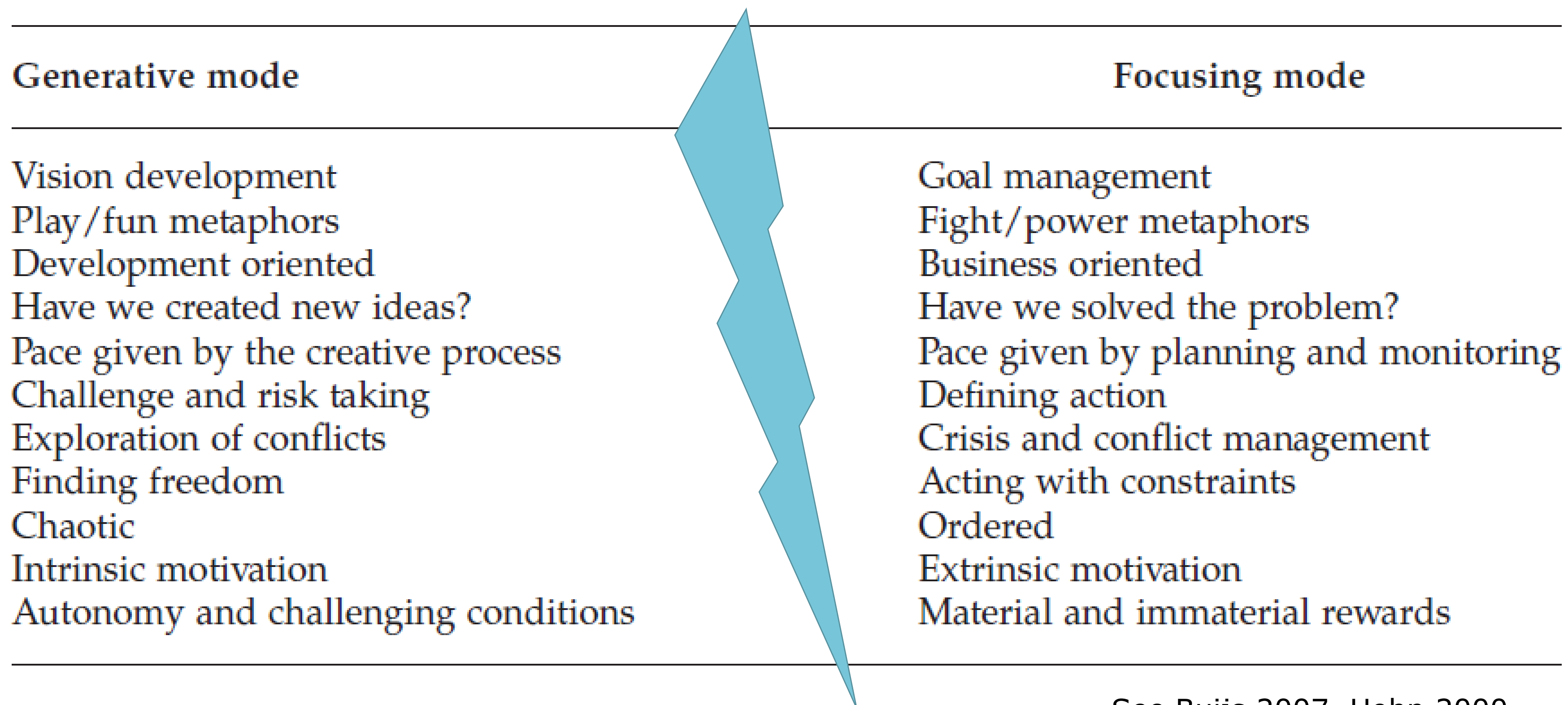
Limiting freedom

Planning
Calculate
Structure



Output: Certainty

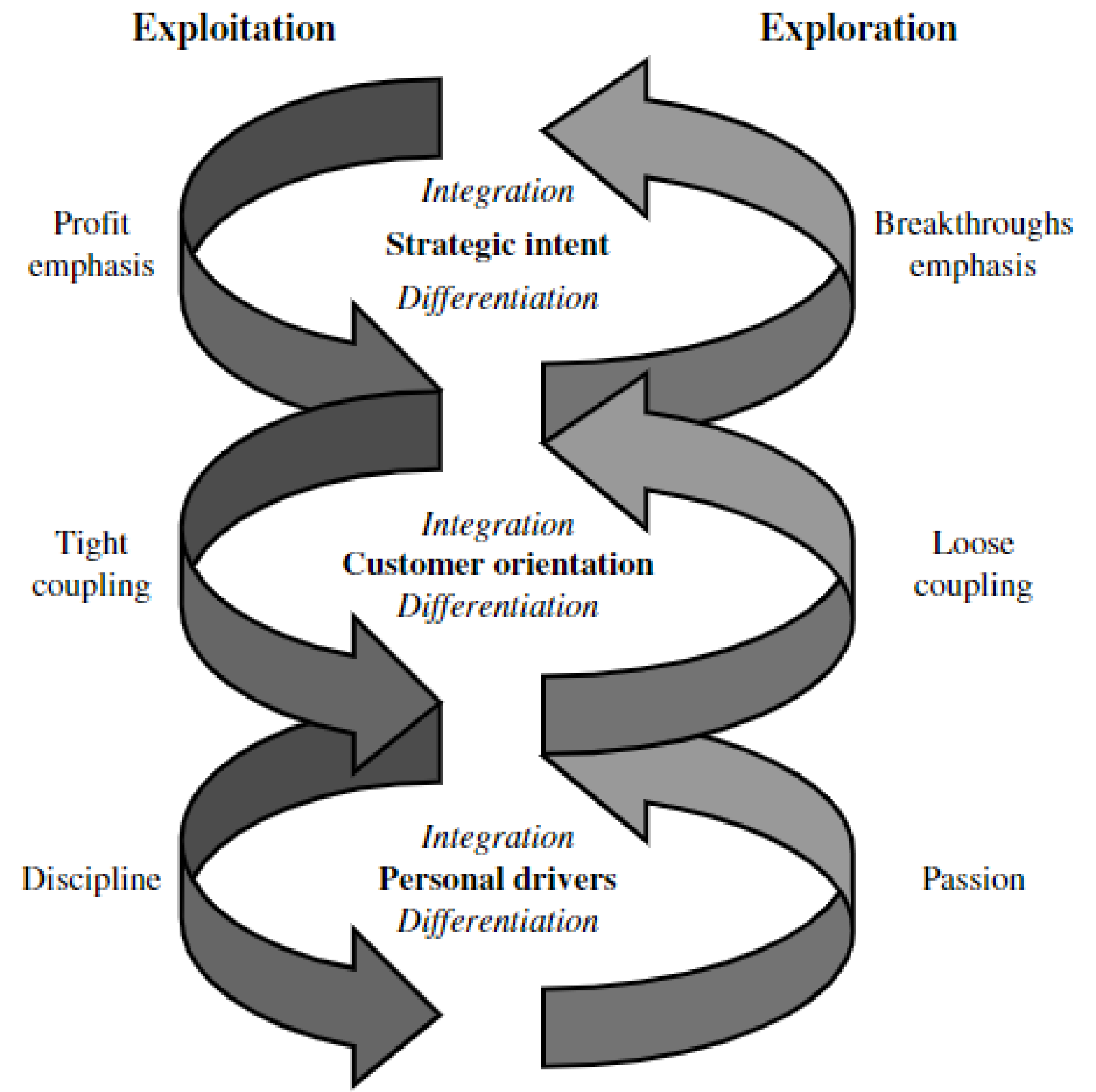
Leading innovation = Managing a “web of tensions”

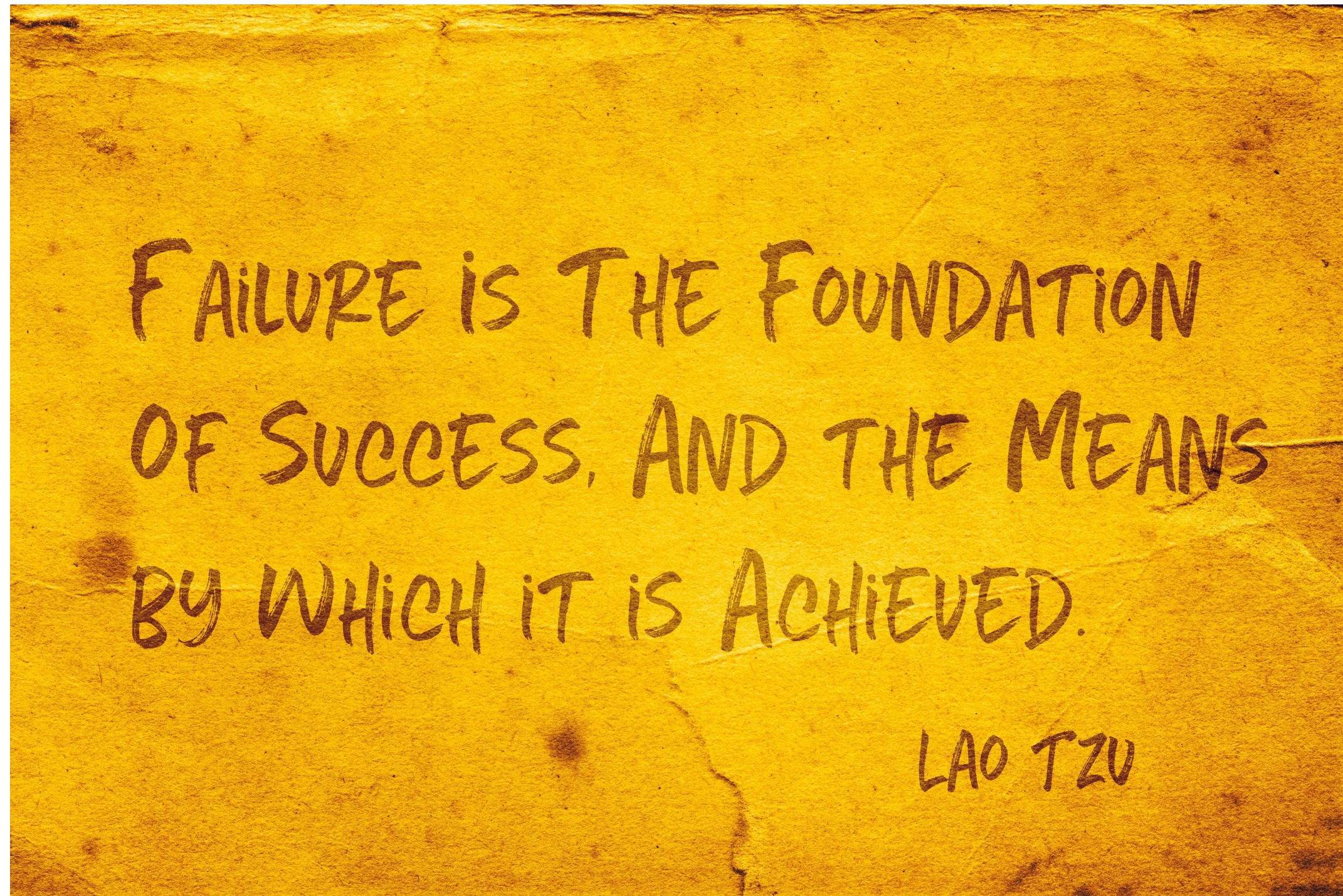


See Buijs 2007, Hohn 2000

Virtues cycles of ambidexterity

stem from embracing tensions, valuing their synergies, and their distinctions





Exploitative efforts help transform knowledge into commercial ends, but without exploration a firm's stock of knowledge will wane.

Exploratory efforts help continuously renew and expand a firm's knowledge base, but without exploitation that knowledge may not be utilized fully.

In essence, the two modes of innovation are mutually reinforcing. **Innovation is a dynamic capability, demanding attention to both existing knowledge and knowledge creation.**

Andriopoulos, C., & Lewis, M. W. (2009). Exploitation-exploration tensions and organizational ambidexterity: Managing paradoxes of innovation. *Organization science*, 20(4), 696-717.

Innovation leaders should be controlled schizophrenics?



Buijs, J. (2007). Innovation leaders should be controlled schizophrenics. *Creativity and innovation management*, 16(2), 203-210.

How to?

1. Both/and: Embracing tensions and paradoxes through a strategy of “working through trade-offs”



2. Autonomy AND Engagement in collaborative practices



Driving innovation by embracing tensions



Individual	↔	Collective
Autonomy	↔	Control
Risk	↔	Safety
Chance	↔	Intention
Cooperation	↔	Competition
Creating	↔	Marketing

Embracing tensions

How to?

...via strategy of “working through trade-offs”

1. **One requirement (e.g. autonomy) is pursued**, the other is abandoned
2. **Unilateral levelling of requirements** (e.g. the control requirement is reduced and there is a medium level of control)
3. **Leveling of requirements on both sides** (e.g. both the claim to autonomy and to control is reduced, the trade-off is reduced to both sides)
4. **Intensification** (the invested time units for autonomy/creative work or control/integration are used more intensively to compensate for the less in each area, e.g. Innovation Marathon, Creative Summer School)

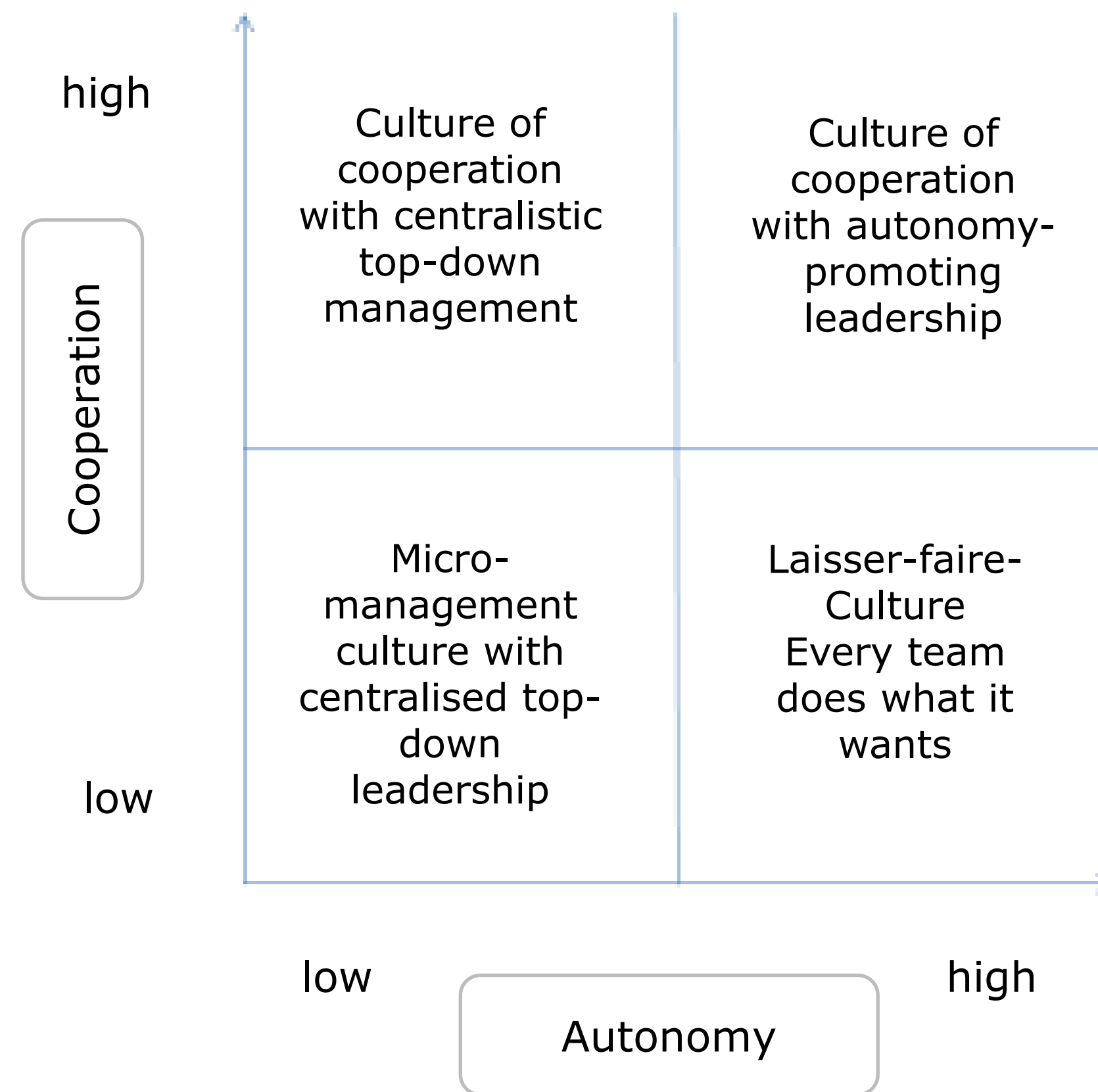


Both/And-Innovation Leadership

1. Tolerance for Failure but No Tolerance for Incompetence
2. Willingness to Experiment but Highly Disciplined
3. Psychologically Safe but Brutally Candid
4. Collaboration but with Individual Accountability
5. Flat but Integrative Leadership

Source: Pisano, G. P. (2019). The hard truth about innovative. *Harvard Business Review*, 97(1), 62-71.

Leading innovation between Autonomy and Cooperation



What helps to identify contradictions? What facilitates the exchange about contradictions?

(Ambiguity) Tolerance

Generosity

Empathy

Humor

Trust



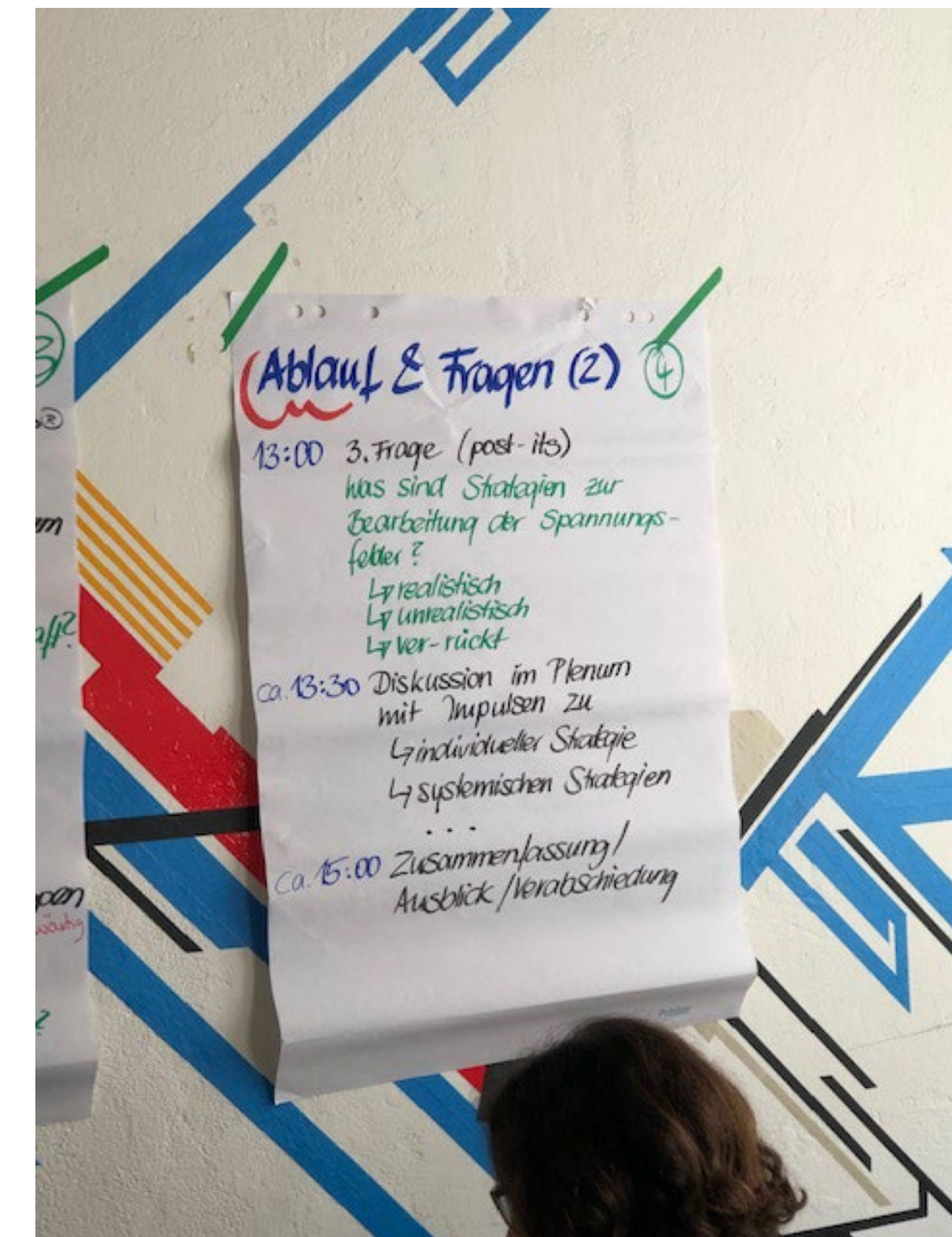
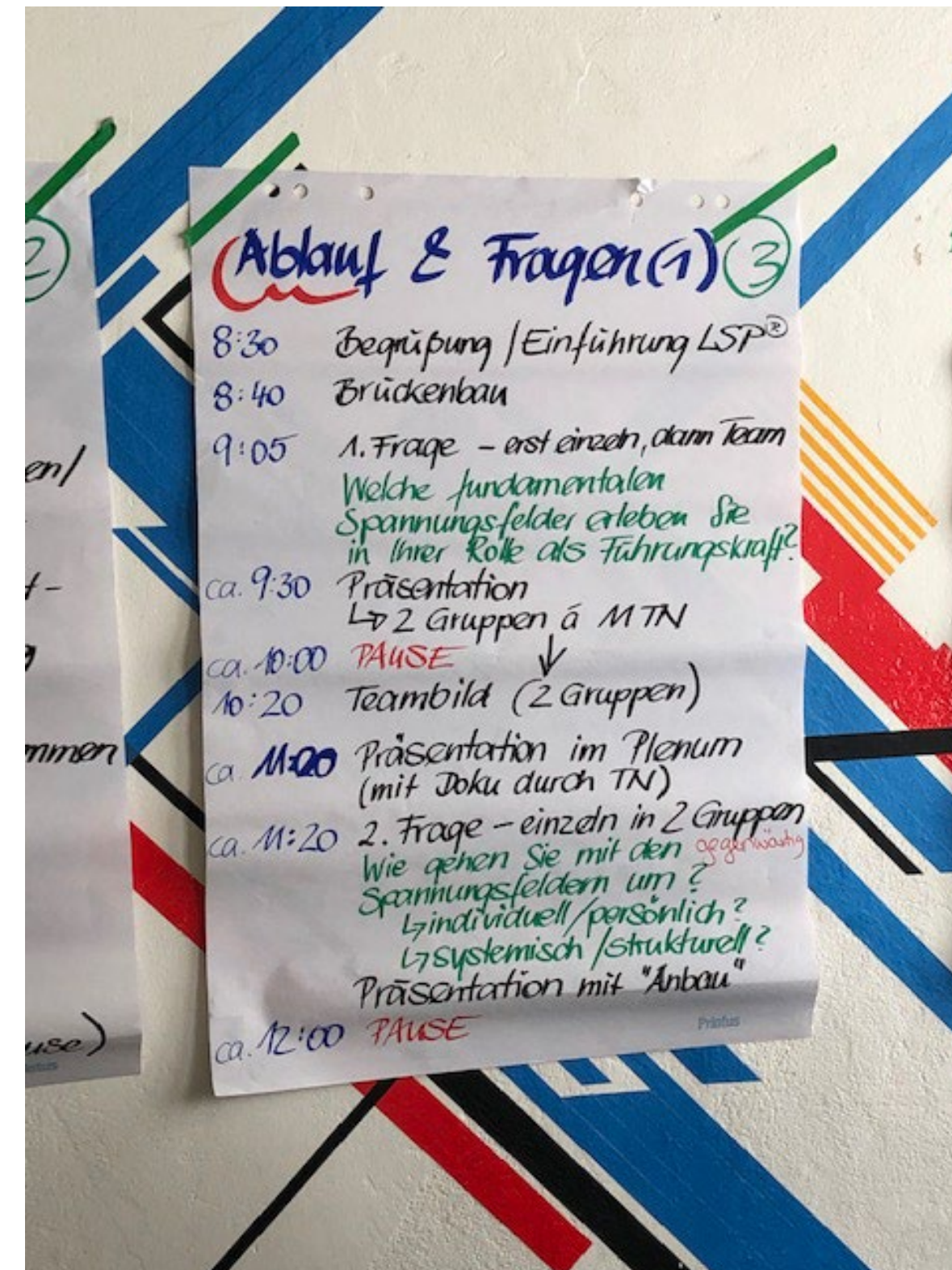
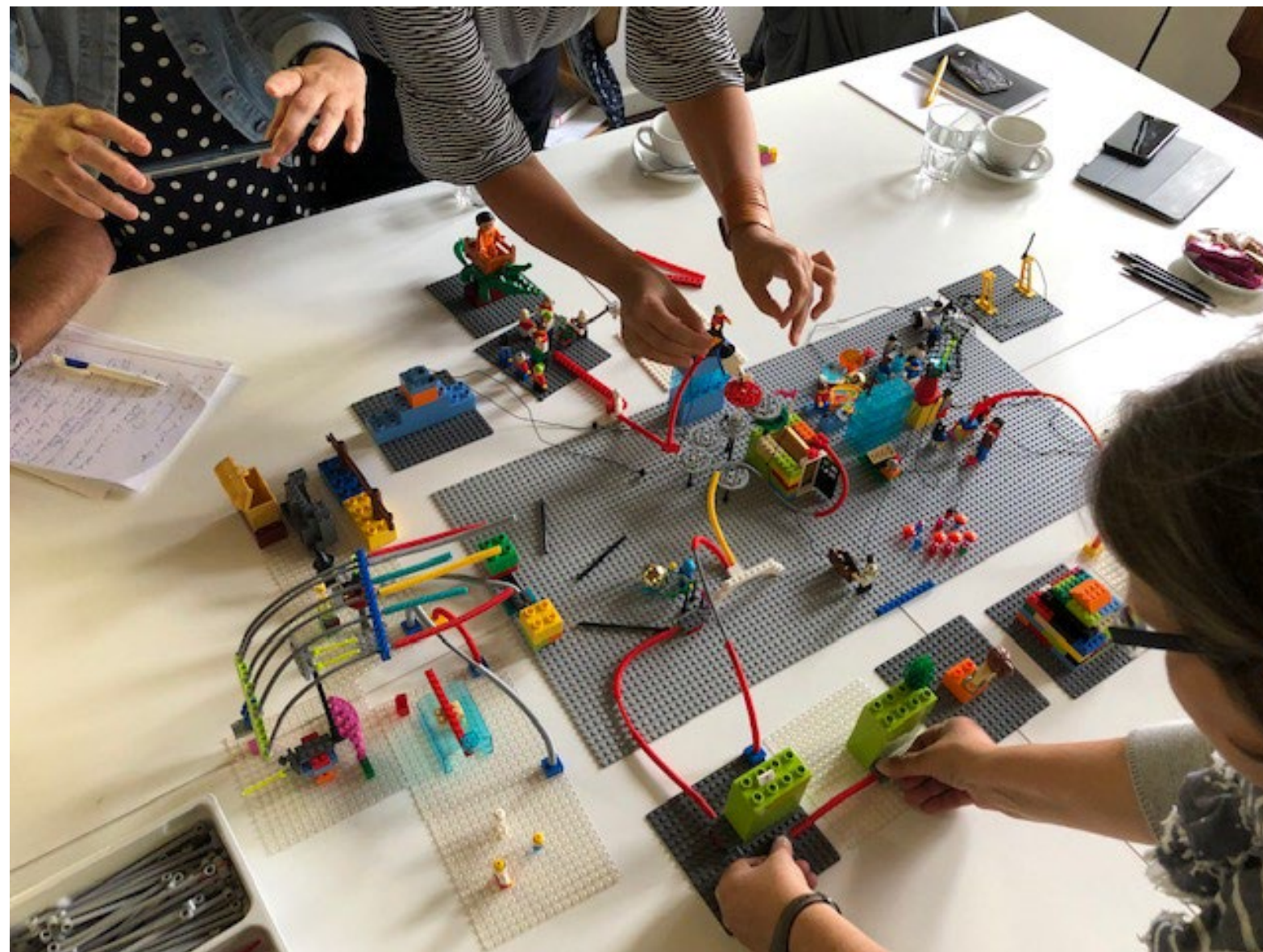
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How can we support innovation leaders/innovation agents to embrace paradoxes and tensions in the context of organizing creative freedom in highly efficiency- *AND* innovation-driven firms?



Reflecting Tensions / Lego Serious Play



Improvisational theatre

1. Take up "'Yes-and...' offers".

Keep engaging with new and unknown things to find out what "works".

2. Have ideas and let go of ideas.

Not every idea can be realised, be open to what is yet to come.

3. Fail successfully.

Learning is only possible through "mistakes".



Mediate on artwork

Coaching of innovation leaders in front of art



Collaborative Innovation Leadership

Strength-based development of innovation teams

Interplay of (opposing) strengths



Interplay of (opposing) strengths



Jörg Reckhenrich

Introductory Profile · Friday, 18 June 2021



Your top realised strength NARRATOR	Your top unrealised strength SPOTLIGHT
Your top learned behaviour ADVENTURE	Your top weakness ADHERENCE

Marlen Nebelung

Introductory Profile · Wednesday, 16 June 2021



Your top realised strength PERSONAL RESPONSIBILITY	Your top unrealised strength INNOVATION
Your top learned behaviour ADHERENCE	Your top weakness NARRATOR



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Innovation
Leadership

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- 2. Join ISPIM Innovation Leadership SIG LinkedIn group <https://www.linkedin.com/groups/8942160/>**
- 3. Join the ILG Call on the first Thursday of every month @ 15 h CEST**

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- Share new ideas, research, and practices**
- Co-create and collaborate on projects and events**
- Participate in ISPIM events and activities**

Thank you!

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