

Creativity, Innovation and Intellectual Property (LCMB7007)

Week – 4 (Part 2) **Creating Innovative Organisation**

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introduction

"People are the greatest asset in the knowledge economy"

Components of the Innovative Organisation

- Shared Vision
- Appropriate Structure
- Key Individuals with Roles to play
- Effective Team Working
- High Involvement Innovation
- Climate of Creativity
- External Focus

Shared Vision

- Shedding rigidities and prejudices
- Getting used to the unusual and radical
- Leadership important – transformational rather than transactional
- Commitment to project thinking
- Active leader-member exchange
- Lessons from Schumacher and others

Appropriate Structure

- Not necessarily a Lockheed “skunk works” but need the right amount/style of structure
- Imperatives especially time to market are important
- Organic vs Mechanistic style is the dominant stress, but other Mintzberg types offer something – professional, ad-hocracy, divisional, political.
- Strategy vs structure?

Key Individuals

- Visionaries and champions are both needed for innovation
- Organisational sponsorship and patronage sustain the projects, confront “gatekeepers” and technological obstructionists
- Symbolic influences

Effective Team Working

- Tuckman cycle stresses norms, Belbin and others stress roles played.
- Effective Teamwork is encouraged by:
 - clear, common, *elevating* goals
 - results driven structure
 - competent team members
 - unified commitment
 - collaborative climate
 - standards of excellence
 - external support
 - principled leadership
 - appropriate use of the team
 - participation in decision making
 - team spirit
 - embrace change

Creating a High Performance Team

- Clearly Defined tasks
- Effective team leadership
- Effective conflict resolution procedures
- Impact on external organisations

Establishing High Involvement Innovation

- Outcomes often involve ordinary employees in improvements e.g. Kaizen
- 5 stages:
 1. Unconscious to HII
 2. Formal Attempt to build structure
 3. Strategic Focus on HII - goal orientation
 4. Empowerment
 5. End point?

Building the Creative Climate

- Climate Factors:
trust and openness
challenge and involvement
support and space for ideas
conflict and debate
risk taking
freedom

Creation of the Creative Climate

- Schein – Deep culture: norms and values; processes and symbols
- Culture change
- Needs
 - Right Structure
 - Right Communications
 - Rewards
 - Training Standards
- Restrictions
 - vertical relationships
 - limitations on change
 - limited goals and resources
 - poor lateral communications
 - culture of conformity
 - unfocused innovative activities
 - unsupportive accounting practices