

Managing the Innovation Process

Individual Contributions

Overview

- Take-Away
- Required Readings
- Supplemental Readings
- Caveats

Take-Away

- Innovation is best motivated from the inside out
- Innovation is guided by roles in the organization
- Innovation is a product of work strategies
- Innovation is facilitated by dissent

(Amabile, 1988)

- *“A model of creativity and innovation in organizations”*
- Individual creativity is key to the innovation process
(production of novel and useful ideas)
- Intrinsic vs Extrinsic Motivation
(internal vs external factors that motivate creativity)
- Creativity Intersection
(resources, techniques, and motivation)

(Roberts & Fusfeld, 1981)

- *“Staffing the innovative technology-based organization”*
- Innovation Process
(1. preproject, 2. possibilities, 3. initiation, 4. execution, 5. outcome evaluation, 6. transfer)
- Critical Functions
(1. idea generating, 2. entrepreneuring/championing, 3. project leading, 4. gatekeeping, 5. sponsoring/coaching)
- Multiple Roles and Career-Spanning Role Changes
(more than one critical function at different stages in career)

(Kelley & Caplan, 1993)

- *“How Bell Labs creates star performers”*
- Expert Work Strategies
(taking initiative, networking, self-management, teamwork effectiveness, leadership, followership, perspective, show-and-tell, organizational savvy)
- Training Knowledge Professionals
(implement productivity enhancement groups)
- Differential Returns
(woman and minorities benefited even more)

(Nemeth, 1997)

- *“Managing innovation: When less is more”*
- Social Control vs Innovation
(execution vs going out on a limb)
- Majority vs Minority Status
(conformity vs dissent toward norms)
- Integrating Healthy Disagreement
(open doors for innovation opportunities)

(Shapero, 1985)

- *“Managing creative professionals”*
- Environment for Creativity
(tolerating deviance from the norm)
- Process of Creating
(preparation, incubation, illumination, verification)
- Creative Problem Solving
(1. soak self in problem, 2. play with problem, 3. suspend judgment, 4. come up with two solutions, 5. when stuck...)

Caveats

- Is there hope for the non-intrinsically motivated?
- Are the five critical functions necessary for all firms?
- When does training inhibit creative production?
- Should dissenting majority opinion become a norm?