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?