

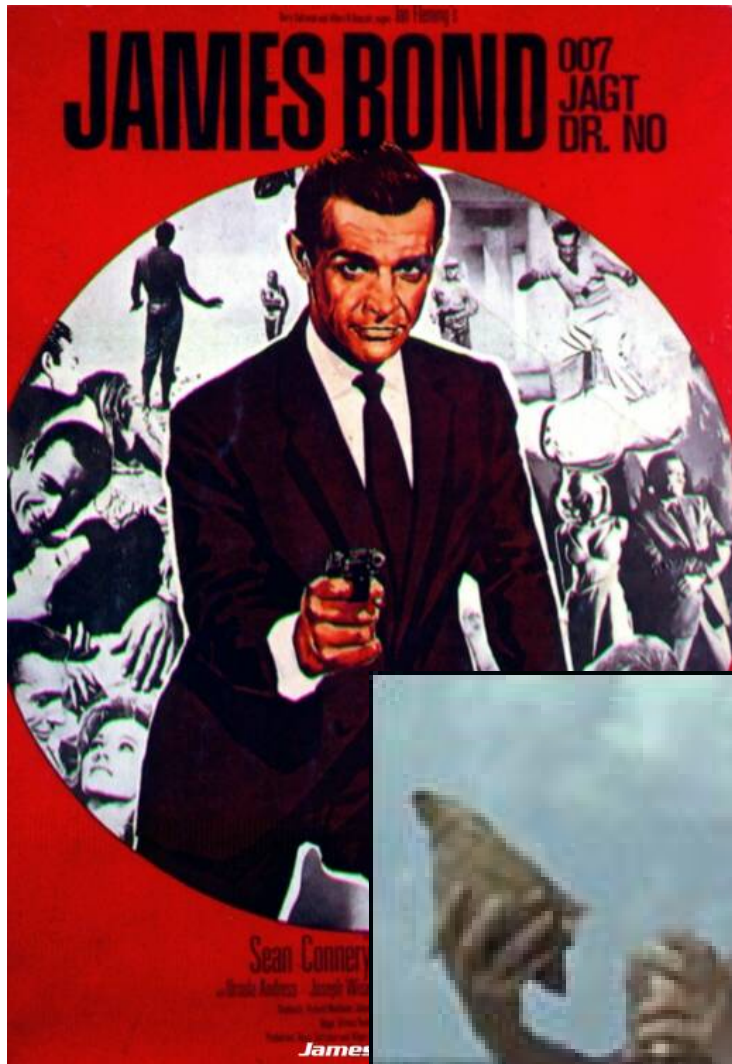
Innovation management and organization research

Stadia, Master's of Industrial Management program

Innovativeness - magic?

Tuula Antola - InnoSpa Consulting
Guide, Journey of Innovativeness





60's & 70's

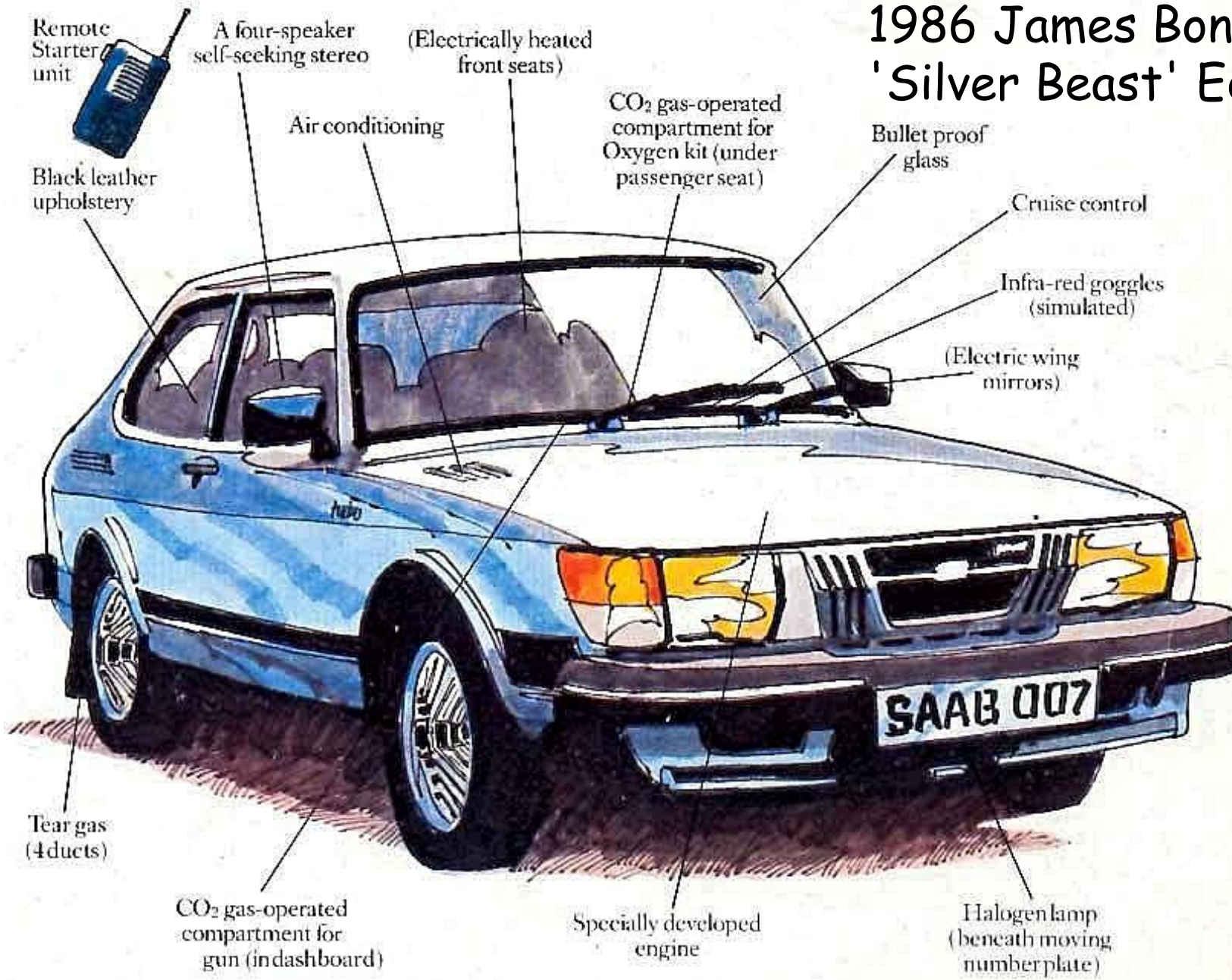


Ursula Andress



InnoSpa

1986 James Bond 'Silver Beast' Edition



http://www.pjgh.pwp.blueyonder.co.uk/saab/specials/pages/1986_jb.html

2006



What about
in 2010'
?????

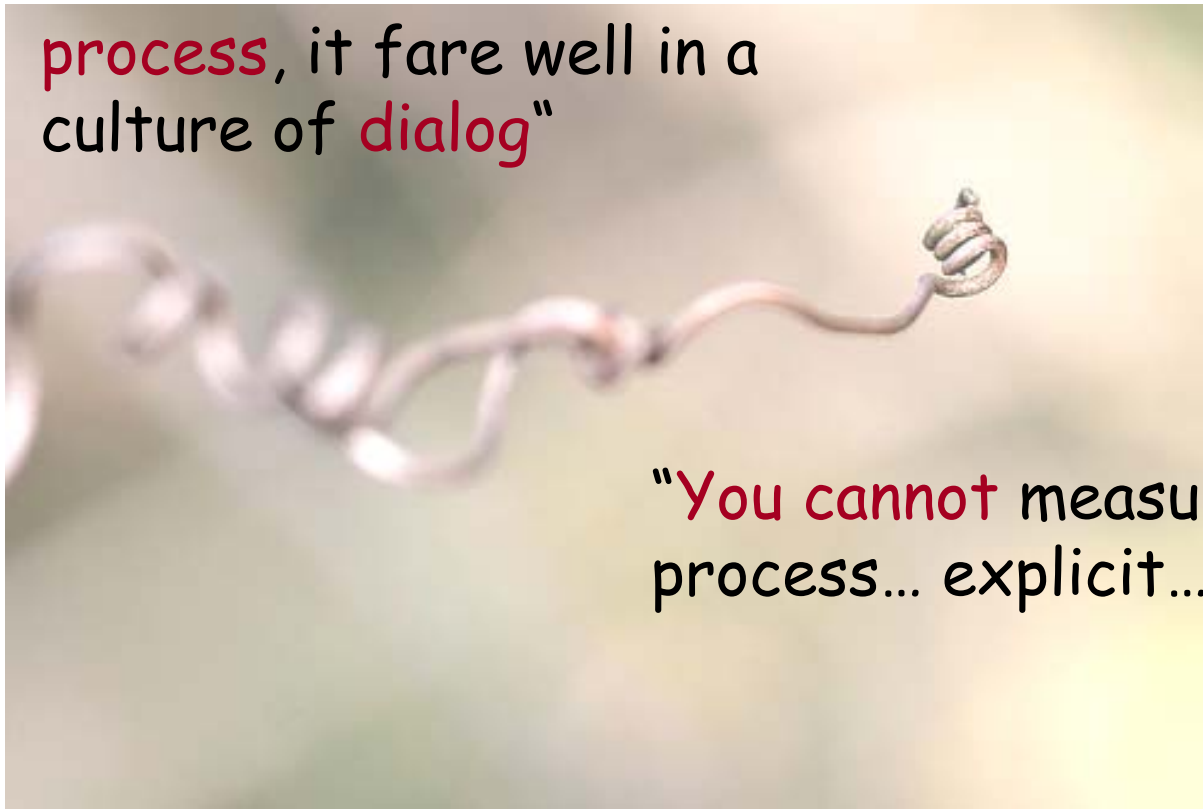
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Contents

- Innovation management vs. Leadership for innovativeness
- Key findings of a book "Leadership for Innovativeness"
- Measuring innovativeness, InnoSpa -project

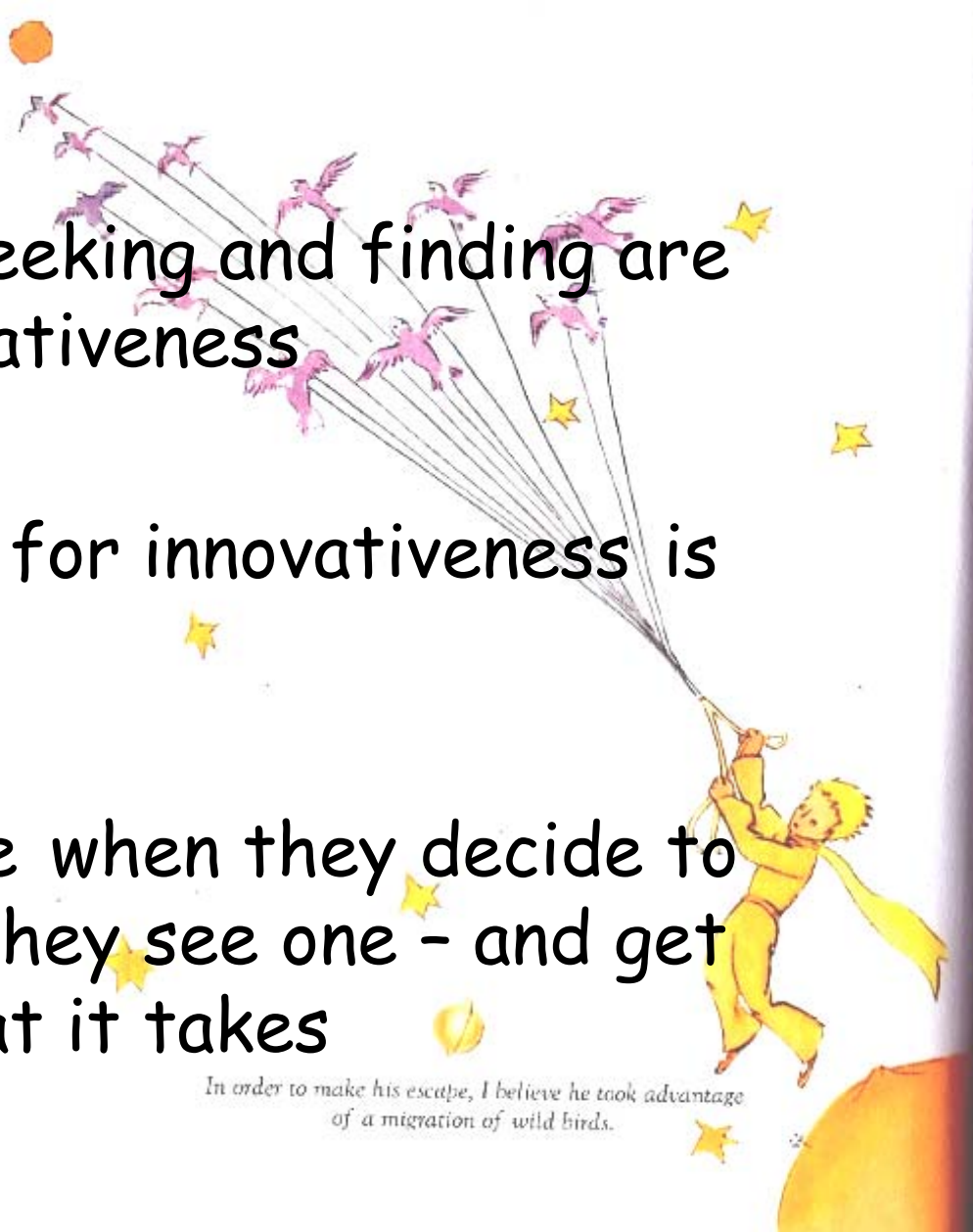
"Innovation contains always
lots of happenstances,
you can never model everything"

"Innovation is an iterative
process, it fare well in a
culture of dialog"



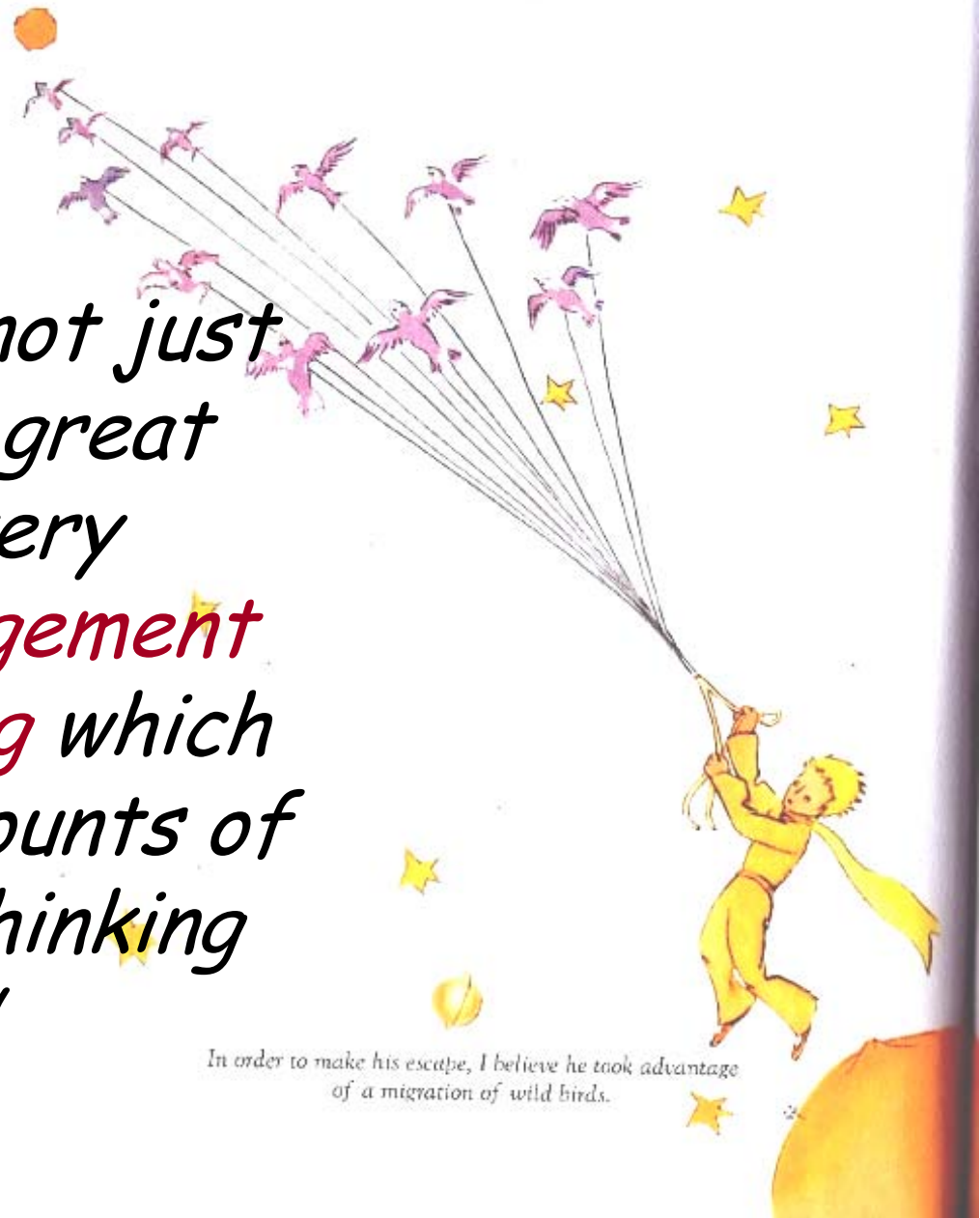
"You cannot measure the innovation
process... explicit... implicit..."

- **Delight** and joy of seeking and finding are always part of innovativeness
- The greatest driver for innovativeness is **curiosity**
- People are innovative when they decide to **reach a star** when they see one - and get there no matter what it takes



In order to make his escape, I believe he took advantage of a migration of wild birds.

"Innovativeness is not just getting ideas, a great part of it is very systematic management and target setting which requires large amounts of down-to-earth thinking and work."



In order to make his escape, I believe he took advantage of a migration of wild birds.

Gimme more



"There should be time and place for not-so-structured interaction with colleagues"

"If you can manage time you can"

We've got enough

"If people would have enough time, they would do their work better"

Time

$$I = T^3$$

You are not in a hurry, are you not important?

Time

There is plenty of time, but still no time for anything"

A common goal, inspiring enough to target for

- *First, I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing **a man on the Moon** and returning him safely to the Earth" (J.F.K, 1961).*



- *"This is a small step for a man but a giant leap for mankind." (Neil Armstrong, 1969).*



Innovation relay

- Innovation from the idea to market is like a *relay race*
- The starter of the relay is rarely the one who finishes it
- Management should sort out the expertise of people and their part in the innovation relay - and pull the trigger



Resistance

- Innovation always changes something - also **power structures** of the organization
- Innovations face always resistance for different reasons
- How could management decrease the resistance?

Which way to go?

Alice: Would you tell me, please, which way I ought to go from here?

The Cat: That depends a good deal on where you want to get to...

Alice: I don't much care where.

The Cat: Then it doesn't much matter which way you go.

Alice: ...so long as I get somewhere.

The Cat: Oh, you're sure to do that, if only you walk long enough.



Alice in Wonderland, Lewis Carroll

Milestones

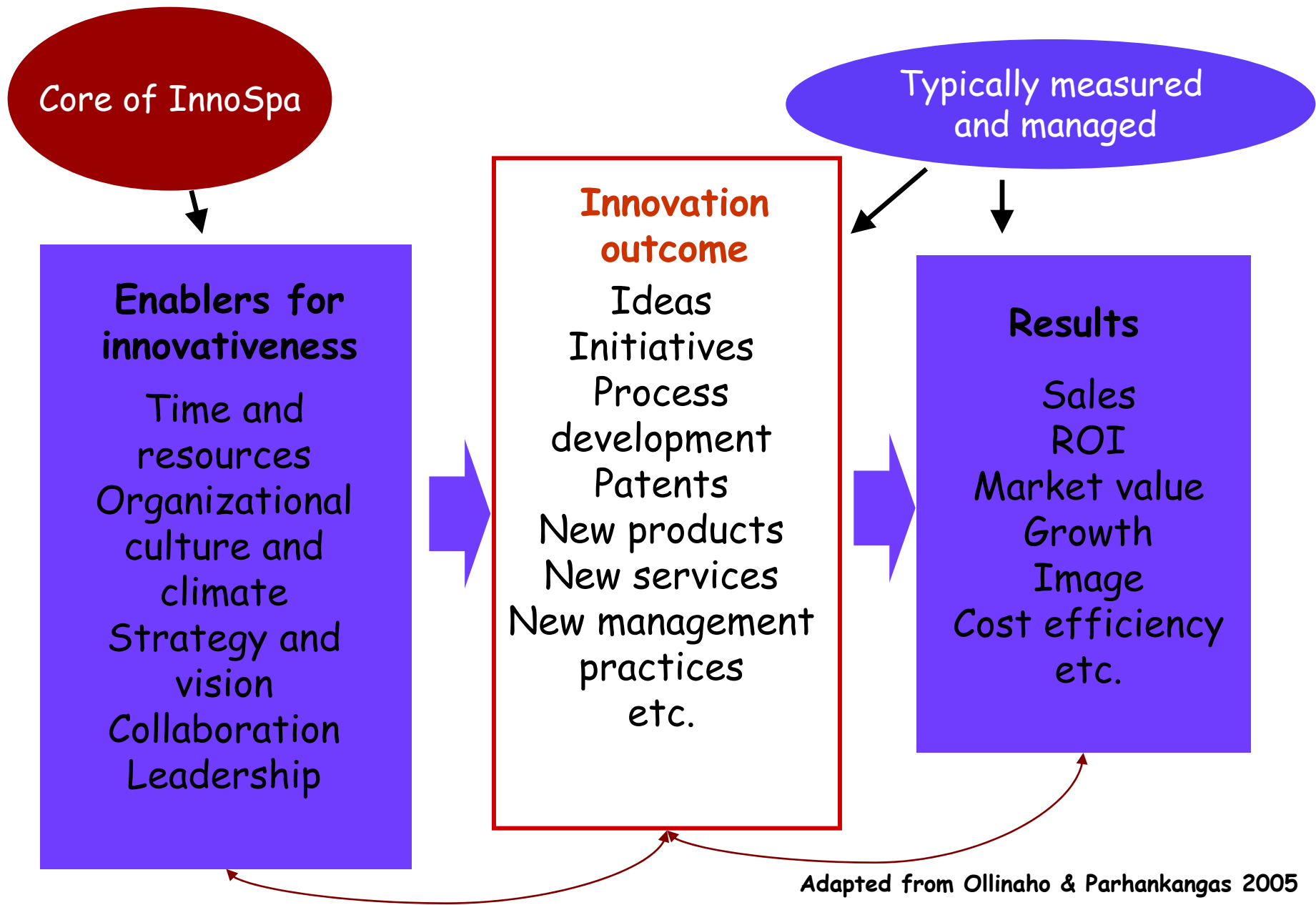
"Innovativeness - **can be**
and should be measured!"



The InnoSpa -project

- The objective of the project (10/2004-02/2006) was to develop a measurement portfolio to help companies to better understand the level, system and mechanics of innovativeness in their organization.
- Project partners: Corporate Image, TEKES, HUT, LUT/TBRC, Nokia, UPM, TeliaSonera





InnoSpa® -survey

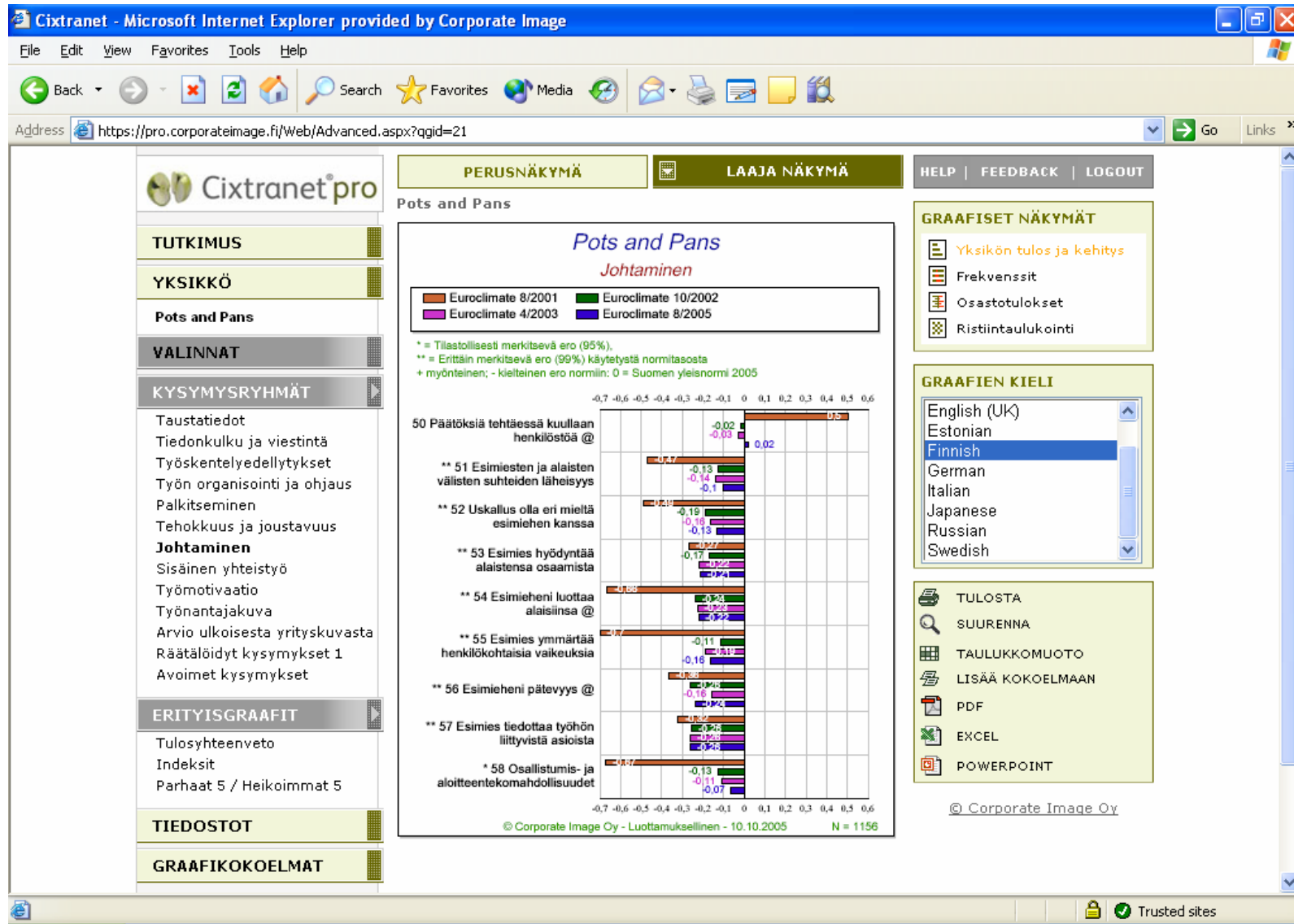
Discovers the perceptions and experiences of the personnel:

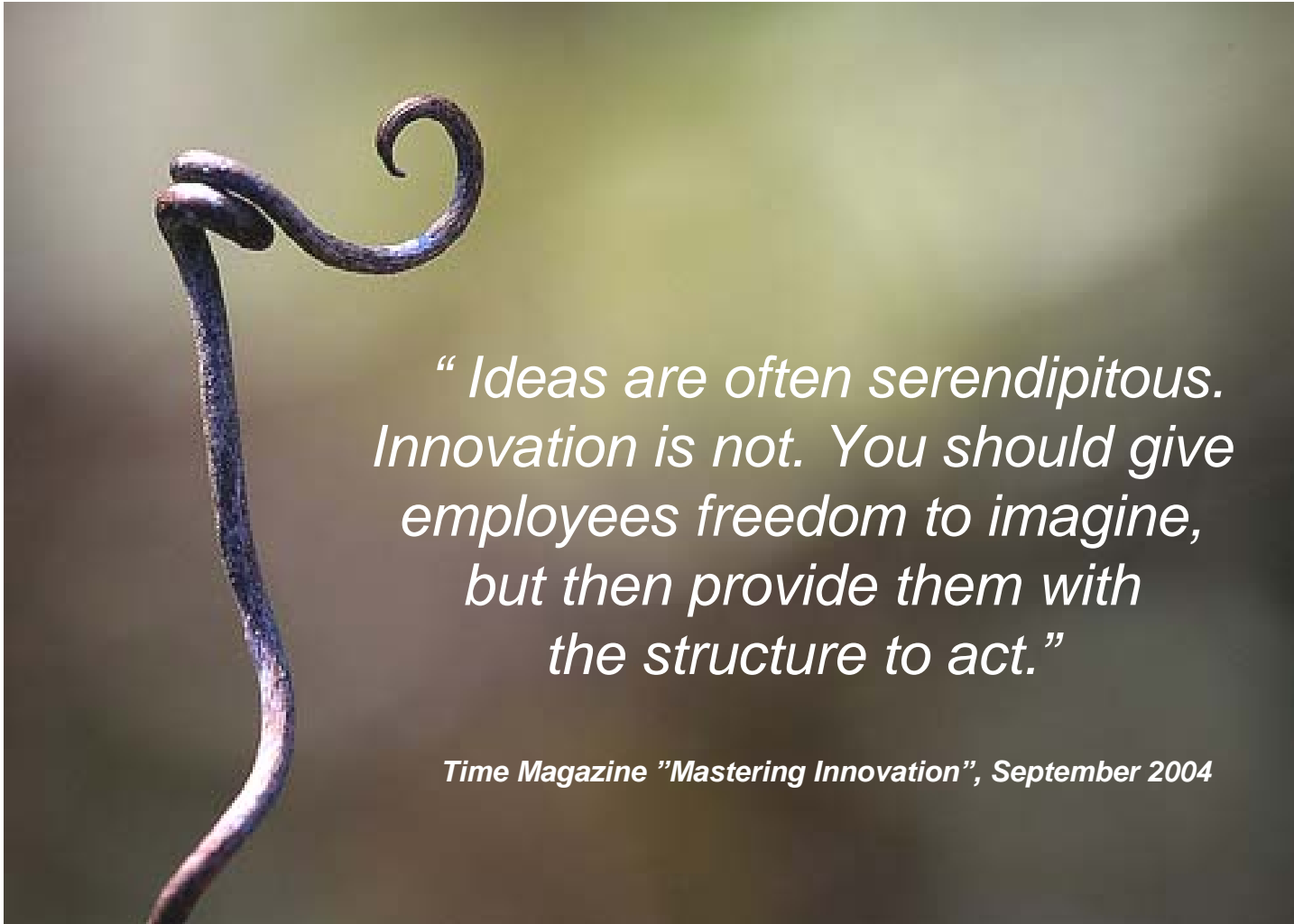
- It pinpoints the main obstacles inside the company and its environment that hamper the company to release the innovation potential of its organization
- It assesses how well the organization can utilize its potential for renewal and innovation

Measuring at five levels, examples

- **Individual level**
 - My work gives me opportunities for personal development
- **Team level**
 - We have a good combination of skills in our team that enhance our innovativeness
- **Unit level**
 - In our unit reasonable risk-taking is encouraged and minor misjudgments are not punished
- **Company level**
 - Our company has reward practices that recognize renewal and innovations
- **Network level**
 - Our collaboration networks help us to innovate and renew our operations

Example view of the survey reporting system InnSpa





“ Ideas are often serendipitous. Innovation is not. You should give employees freedom to imagine, but then provide them with the structure to act.”

Time Magazine "Mastering Innovation", September 2004

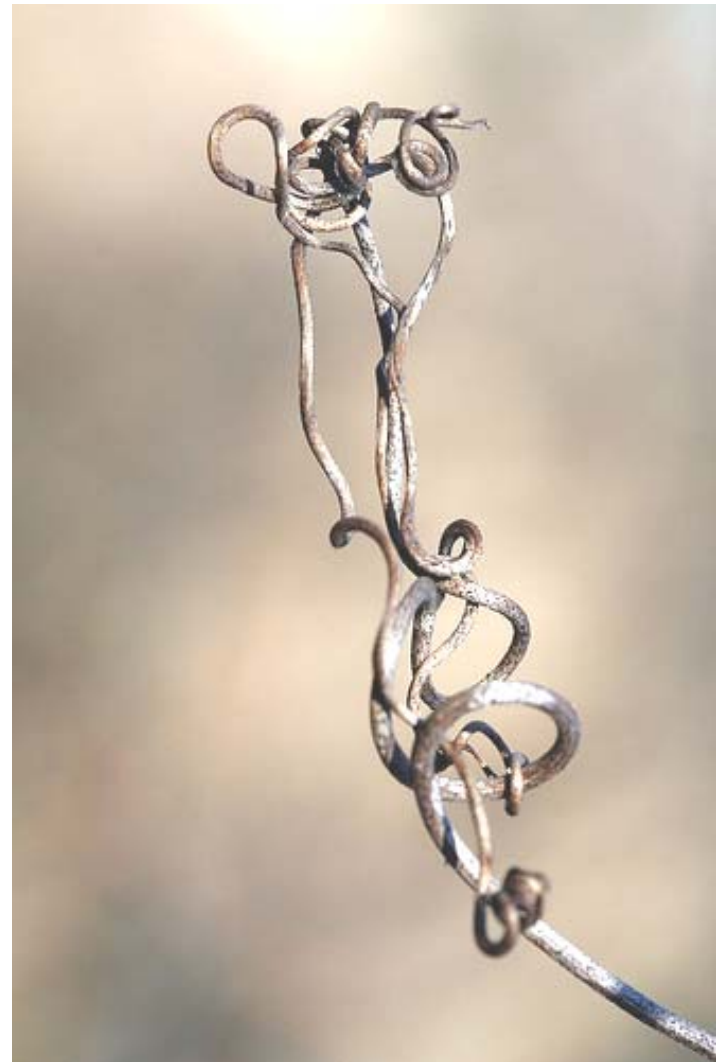
Thank you!

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