International Journal of Research in IT and Management (IJRIM)
Available online at: http://euroasiapub.org
Vol. 7, Issue 5, May - 2017, pp.56~70
ISSN(o): 2231-4334 | ISSN(p): 2349-6517 | Impact Factor: 6.505 | Thomson Reuters Researcher ID: L-5236-2015

Managing Innovation at Work

Crafting Business Imperatives by harnessing Leadership for Innovation

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Abstract: Creativity is imagination, crafting original ideas to create something; inventiveness. Innovation is the action/ process of innovating. Both are crucial to success of organization. Innovation is associated with change, alteration – new measures, processes, methods, breaking tradition. Colloquially, creativity and innovation are so freely mixed up and have become an inevitable necessity in present day business competitiveness. In a VUCA world the only certainty is that simply sitting still is a high risk. Barriers and challenges to innovation make leadership vulnerable to sustain and drive success. Innovation matters and brings change; structured innovation management helps get the most innovative potential out of people. What then are the options for organizations; develop and strengthen people and processes - change the internal and external business climate. Organizations need innovation to survive and move ahead, therefore, they need leaders who excel at driving innovation. Because many leaders fall short when it comes to fostering ideas and things that can be done to support as people create conditions that nurture innovation, this paper attempts to identify leadership imperatives to sustain innovation amidst challenges. Commonality across sectors and industries suggests, these factors need to be re-modelled to bring out best practices for greater sustainability.

Key Words: Leadership, Creativity, Innovation, Barriers, Managing Innovation at work.

Introduction

1. Innovation has been defined as the application of new ideas to products, practices and processes as also other aspects of the activities of a firm that lead to bringing increased value. Two important perspectives emerge; product innovation - introduction of a new product or a significant qualitative change in an existing product and process innovation - introduction of a new process for making or delivering goods and services (Tidd, 2001). Businesses are however, re-evaluating products, services and operations in an attempt to advance a culture of innovation - a buzzword perceived fundamental to accomplishing success in 21st century business landscape; both, large and small. Innovation is the in fact the best insurance for an organization that can come from longevity in an environment of fast-moving markets. It is also the best underwriter, despite uncertainty due absence of long term guaranteed sustenance in present day knowledge-driven economy (Antonio

Hidalgo, 2010). Amidst business complexity and challenges, today, is there a need to re-examine organizational purpose because of the increased recognition for developing a culture of innovation within the organization?

2. Innovation has been established being the primary drivers for growth and profitability in present day business; it is at the top of the agenda. Organizations have learnt that efficiency and operational performance alone are not enough to create sustained competitive differentiation and advantage in today's challenging, global markets. Instead, customers and businesses reward innovation alike have started playing a significant role. To this end, innovation is highly dependent on culture and how it reaches the people therein. Therefore, innovation is also a process that can be managed and improved. Leading companies recognize that structured innovation management approaches help get the most out of the innovative potential of customers, partners and people. Bringing an improvement starts with having an innovation strategy. Innovation strategy needs to address three principle elements; culture, processes and technology in an all-inclusive manner. Case in point, Microsoft's innovation management framework is designed to support an innovation management strategy by enabling companies develop a comprehensive and integrated approach. Any good and effective framework includes best practices, processes and solutions driving on a strategic roadmap; establishing techniques through experience to improve innovation and performance along with technology enabling innovation; creating an innovation hub (Floyd, 2013).

Objective and Methodology

3. Objectives of this paper are: -

(a) To explore innovation - comprehensive review and its business relevance.

(b) To identify perspectives on innovation management translating in critical factors to make innovation sustainable.

4. This paper is an outcome of exploratory research with secondary data collected from case examples, articles, research papers and reports to understand innovation, perspectives, barriers and challenges to list imperatives for organizations to deal with challenges in making innovation sustainable for success – key focus areas for businesses in present day context.

Rationale

5. Innovation has emerged as the buzzword for success. In doing innovation, variables impacting are more than expected – internal and external. While some organizations have got it right, some struggle/ are struggling to manage and sustain innovation. Can best practices be duplicated in all organizations? If yes, what are the best practices? In the light of case examples on failure and success, what emerges in understanding innovation and making it sustainable is of relevance and significance to all organizations to continuously learn and evolve. Organizations need innovation to survive and thrive, therefore, they need leaders who excel at driving innovation. This paper attempts to identify critical innovation management factors for greater sustainability amidst challenges. Commonality across sectors and industries suggests, factors need to be re-modelled to bring out best practices. Organizations can measure the impact of leadership on innovation making it sustainable and driving organizations to success.

Creativity

6. Creativity is learning, it can be established and reinforced in every person and in guiding the organization. In other words, creative process can be systematically taught and organizations can use this to solve problems (Chesbrough, 2003). Creativity is strength, an idea – re-arrangement and/ or new and fresh. Creativity is emergence of a new thought and a thought and a thought and a thought in reaching the end state while making practical innovations. For the creation of new ideas, forces driving to cope with the situation are such that the forces drive and lead to newer ways. Organizations need this amazing phenomenon for survival and continuity of survival – sustainability by thriving on the creativity of people.

Innovation

7. Innovation essentially means to exploit new creative ideas. In respect of an organization, innovation is crafting a new way of doing things, creating a new product and/ or new service. First and seminal definition of innovation was proposed by Schumpeter; economic development and denned as a new combination of productive resources-introduction of new ways of shaping business, production methods, products, dominant sources of supply and exploration of new markets (Schumpeter, 1934). Conception of innovation has since evolved significantly over the past decades. From being a discrete development, innovation is no longer conceived as an explicit result of individual actions, but more as process - problem-solving process (Dosi, 1982); an interactive process generating innovative system/ innovation cluster (Edquist, 1997), interactive process involving relationships between businesses and internal/ external stakeholders (Kline, 1986). This makes innovation a diversified learning process; learning-by-sharing, internal or external sources of knowledge, learning-by-using and/ or learning-by-doing (Cohen, 1990) and a process involving exchange of codified and tacit knowledge (Patel and Pavitt, 1994). To survive, all organizations need new thoughts and ideas can always be innovative and fresh (Rogers, 1983). Adair cites innovative organisations need to have a bucketful of ideas. According to Košturiak & Chaľ (2008), Skarzynski & Gibson (2008), Tidd, Bessant & Pavitt (2007) an innovative process has two essential fragments; inventive – associated with the generation of original idea, thought or concept and innovative - by which invention is implemented and marketed. Pitra (2006) states innovation is the result of employees' creativity and must be always targeted at customers to bring added value. It is therefore necessary to realise that the inventive part is based on people's knowledge, skills and experience (Molina-Morales, Garcia-Villaverde & Parra-Requena, 2011); however, the indispensable element in the process of innovation is always the human factor (Hana, 2013).

Sustainability

8. Innovation is seen as a critical drive of economic performance. Sustainability is the ability to be maintained at a certain rate or level - sustainability of economic growth, avoidance of depletion of resources in order to maintain balance. Perhaps there is no stronger pressing managerial concern/ challenge as that of sustaining innovation through people, culture and/ or processes. In today's highly competitive environment, the goal of every organisation drives to overcome opposition and win new customers. For this, knowledge holders are a tool for generation of innovation. Personal creativity, knowledge, skills and abilities make it possible to generate new innovative ideas that help organisations to achieve a competitive advantage. Knowledge consequently has always been an important element in the process of innovation. In a study carried out by Hana, organisations have a compelling need to innovate and support an innovative culture. In this, knowledge is critically significant as it represents not only an important input, but also output of the process of transformation (Hana, 2013).

9. Organisations gain competitive advantage by managing the present, planning for future and crafting a road map to reach the future end point. Creating innovation for tomorrow is only the means to an end and not the end by itself. Tushman and Nadler (1986) call for a new leadership panache; people, values and structure that are considered important factors that will always impact driving and sustaining innovation whether an organisation realizes benefits from innovation or not (Tushman, 1986). Empirical study suggests; education is a key aspect for economic organizational success (Romero, 2012), knowledge is a fundamental factor in innovation and assimilation of new technologies (Hoffman, 1998) and individual training is important for learning and generation of new ideas (Galende, 2003); value chains stimulate the processes of innovative projects bringing competitive advantage.

10. Studies suggests; creating a culture irrespective of sector and size of company is significant, successful innovations are never a one-off event, but a result of a long-term process in which the human factor plays and important role, knowledge is important for innovations and contributes to success, focus on innovations also supports knowledge and experience sharing by employees – supporting intelligent growth strategy for uninterrupted and continuous process of learning. Therefore, knowledge is the very important element in the process of innovations and represents not only valuable input, but also output from the transformation process. Study results for perspectives on innovation are shown in figure 1.

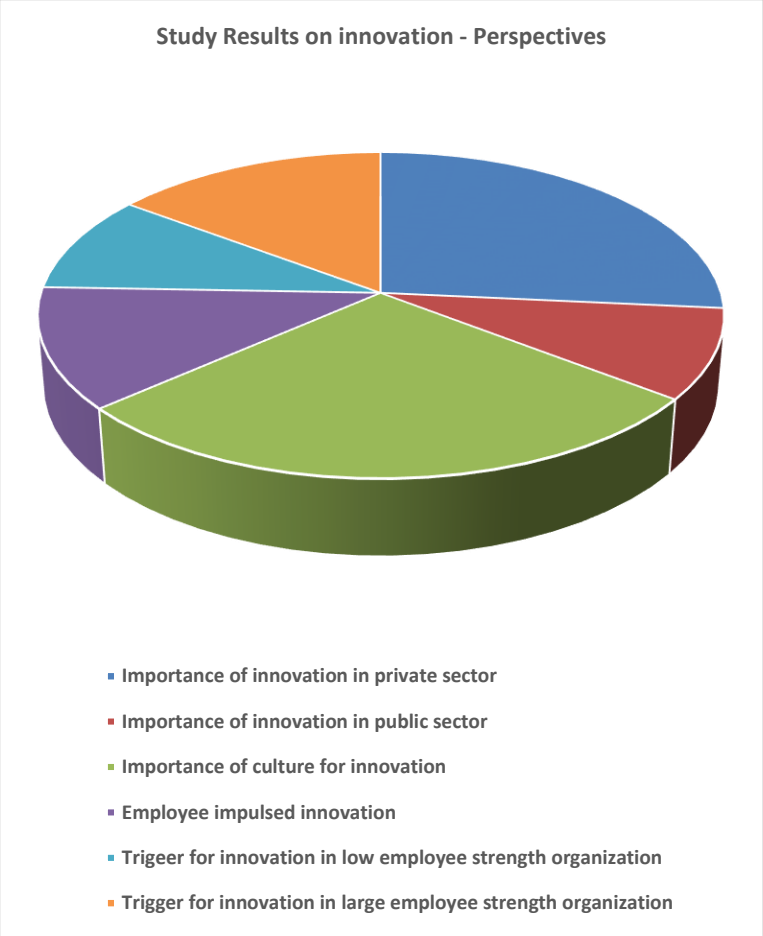

Figure 1 – Perspectives on Innovation

Change – What, Why and How!

11. Innovation matters and brings change. In a VUCA world the only certainty is that simply sitting still is a high risk. Innovation is not a luxury from a strategic framework but a survival imperative. Unless organizations are prepared to change, what they offer and how they create and deliver may simply not be around in the long term (Braun & Macdonald, 1980; de Geus, 1996; Tushman & Anderson, 1987). Agile firms go for innovation; constantly re-invent by learning and unlearning and a strategic direction to keep focus on processes (Tidd, Bessant et al., 2001). In this, simply accumulating knowledge base is not likely to be sufficient because firms demonstrating

sustained competitive advantage exhibit timely responsiveness and rapid product innovation, coupled with leadership capability to co-ordinate and redeploy internal and external competencies (Teece & Pisano, 1994). Key challenges in sustaining innovation have been identified as; What to Change? Even if firms recognize and accept the need for continuous innovation they may find it difficult to frame an appropriate innovation agenda. With limited resources, they are likely to risk putting limited eggs into too few or the wrong baskets (Francis, 2001). Challenge is to become aware of the expansive space within which innovation possibilities exist and develop a strategic portfolio which covers the spectre effectively, balancing risks and resources. Understanding Innovation - part of the problem in managing innovation is the way people think about it. Although the term is used commonly and frequently and the meaning people attach to it and hence the way they behave has been found to vary (Dodgson & Bessant, 1996; Tidd, Bessant et al., 2001). This strongly impacts the why, how and what in building an innovation culture more often than not disrupting the model of continuous learning, High involvement innovation and dealing with discontinuity are issues associated with change because change happens as incremental development of what is already there - doing what we do better. Theory of innovation dynamics suggests when a new product concept emerges there is an initial period of uncertainty during which there is considerable experiment around different configurations (Laurila, 1998; Tushman & Anderson, 1987; Utterback, 1994). But then a dominant design or technological trajectory becomes established and emphasis shifts to incremental improvements and variations on basic theme. Process of innovation in similar fashion radically introduces a new process followed by long period of refinement and improvement, stretching and developing the performance of that process, driving out waste, eliminating bugs; punctuated equilibrium (Bessant, 2015).

Understanding and Managing Innovation

12. Snowballing importance of knowledge as economic driver is having leading implications in innovation management; key element of competitiveness in a knowledge-driven global economy (Maskell, 1999). Systemic approach to innovation brings out that knowledge and innovation grouping takes place as a result of a variability of activities, many of them outside the formal research process (Liyanage, 2002). Knowledge is generated in a wide variety of domains; learning-by-using and/ or learning-by-doing. The most valuable asset of 21st century business outcome is through knowledge workers implying need to manage innovation processes more than before to increase knowledge productivity (Drucker, 1997). Analysis by Popadiuk and Choo on knowledge generation and innovation from a specific systemic approach suggests management challenges (Popadiuk, 2006) - impact of knowledge on innovation management implying exploring human capabilities in a strategic manner (James, 2002), networking with stakeholders, both; internal and external (Ahuja, 2000), creating collaborating and adaptive organizational structures - flexible and adaptable (Schlegelmilch, 2003) and balancing chaos and order i.e. destructive innovation converging in process efficiency (Martensen, 1999). Challenges due the impact of knowledge on innovation have been classified as; newer characteristics of the market, types of innovation (Bullinger, 2004), needs of stakeholders, approaches to innovation management (Liyanage. S, 2002), technology innovation assessment skills (Ram, 1996) and need for new innovation management tools.

13. General Electric, DuPont, Procter & Gamble, Visa, Linux; what makes them stand out - great products, great people and great leaders! Essential tenets for their success are; bringing management discipline into chaotic processes, development of capital-budgeting techniques, approach to brand management, organizational innovation and open source development respectively. Such case examples suggest management breakthrough can deliver a potent advantage to innovating company and produce a seismic shift in industry leadership. Management innovation creates long-lasting

advantage; challenges orthodoxy, is systemic and is part of an ongoing program of invention (Hamel, 2016).

Creative Thinking Strategies

14. Core creative thinking strategies identified in various studies are; knowledge management, team work, flexibility, efficiency, e-learning, exploring e-commerce, relationship management, risk management, increasing productivity and reducing time to market, lean management, enabling online gathering of marketing information, integrating differing sources of customer information, implementing IT-based solutions, reducing bureaucratic tasks (those that do not add value), increasing market range of goods and services (Antonio Hidalgo, 2010).

Proposition 1 – Creativity and innovation while critical and essential for forward looking business also bring about disruption and change; both positive and negative. Structured and strategic innovation management system with clarity of focus and talent management is therefore imperative to sustain innovation.

Barriers and Challenges to Innovation

15. Lack of motivation, trust, acceptance and tolerance w.r.t criticism in conflict, conservatism and authoritarian management have been identified as critical barriers to innovation (Shahdadnejad, 2011).

16. Accenture study suggests, organizations that indicate a higher importance of innovation to their success are more likely to designate a single executive-level point of accountability for innovation. Organizations with a single point of accountability for innovation reported higher innovation performance and capabilities as compared with their peers at a ratio of 2:1 (Bessant, 2015). Robert Tanner identified key organizational barriers limiting innovation as; highly specialized jobs, centralized decision making, top down communication, rigid hierarchical relationships, extensive written communication, limited verbal communication, highly formalized processes, limited employee involvement in decision making, extensive use of policies, procedures, rules and manuals, limited information sharing and fixed job duties that rarely change over time[1].

17. Innovations also have high failure rates; unprofitability during initial stages. Therefore, the key managerial challenge in an innovation-generating organization is matching organization's technological capabilities with existing and new market opportunities (Damanpour, 2006). Organizations differ in their abilities to manage innovation challenges. Networking in cognitive, institutional, organizational and spatial proximity enhances capacity for innovation through access to extended knowledge base, complementary resources and financing while reducing uncertainties through risk and cost sharing (Freel, 2003) are also some of the challenges identified. Interactive learning through knowledge generation, knowledge transfer and absorption and collective entrepreneurship are critical factors for successful innovations of small organizations (Lundvall, 1992).

[1] https://managementisajourney.com/ten-organizational-practices-that-limit-innovation/

18. Simply having a vision for innovation is not enough. Organizations need to address the long-term problem of a quick fix approach and diffused thinking. While innovation is top on priority, survey results by Accenture bring out significant organizational barriers that exist/ arise in implementing the innovation schema. Frequency, pace and speed of innovation were common areas of weakness, changing organizational culture and reducing time to market represented significant challenges for organizations in realizing their innovation objectives and overall satisfaction with the ability to reach consistent, repeatable and high-impact innovation performance was also low (Accenture, 2008). The difference in approach and intention towards innovation by companies is as shown in figure 2. Challenges being faced by organization when it comes to innovation are as shown in figure 3.

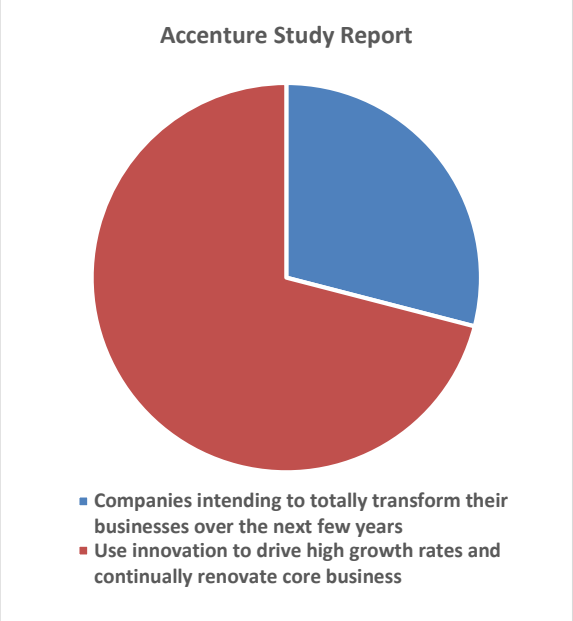

Figure 2 – Accenture study report results

Figure 3 – Top innovation challenges being faced by organizations

Some of the barriers against pursuing disruptive innovations are; existence of dominant concept and tendency to sustain a successful business model together with a highly inward focus (Paap, 2004), excessive bureaucracy and tendency to preserve routines and the status quo resulting in risk averseness and inability to unlearn (Quinn, 1985) along with lack of capabilities in fore sighting, innovating and managing under conditions of high risks and uncertainty (Murat Akpinar, 2014).

19. In the Strategos survey of innovation practices of more than 550 large companies, an overwhelming majority of respondents in every industry rated innovation as critical and said that

the importance of innovation will only grow in future. However, most respondents were critical of their companies' innovation effectiveness; only 19% said their companies walked the talk on innovation and a majority rated their company's innovation effectiveness below average. The top six obstacles to innovation identified by respondents were consistent across industries; short-term focus, lack of time, resources or staff, leadership expects payoff sooner than is realistic, management incentives are not structured to reward innovation, lack of a systematic innovation process and belief that innovation is inherently risky (Dominiquini, 2006).

Proposition 2 – While innovation translates in organizational success, it also introduces barriers and challenges. A new leadership practice to think and do differently is required to manage innovations and bring sustainability in present day business competitiveness.

Leadership Imperatives

20. Innovative companies have innovative cultures. Google, GE and reinvention of GE as digital industrial company may sound mysterious, however, creating a culture of innovation isn't rocket science. The dynamics are simple; employees have experiences that come from leaders' conscious and unconscious decisions and behaviours. The experiences shape assumptions about what behaviour is desirable or undesirable. For this there is a need to - use symbolic experiences, create customer sightlines, provide insignificant rewards and develop talent every day to develop culture (Kaplan, 2017). Organizations need innovation to survive and thrive, therefore, they need leaders who excel at driving innovation. While many leaders fall short when it comes to fostering ideas, there are things that can be done to support people as they create conditions that nurture innovation (Evan F. Sinar, 2015). In a study of 1027 employees from diverse sector, Evan studied the role of leadership that emerged as the linchpin.

21. It is natural for organizations to vary broadly in their approach to innovation but the common thread too exists. The ability to consistently conceive, create and bring new innovations to market is highly dependent on the quality of talent and the environment in which they work. In turn, responsibility for quality of talent and culture highly conducive to innovation primarily falls on leaders at all levels. In fact, research on behaviour of leaders spotlights them as one of the most, if not the most important drivers of innovation. In a 2015 study by IBM, 60 percent of a sample of 1,500 CEOs cited creativity as the most important leadership quality over the next five years. According to the research, creative leaders are comfortable with ambiguity and experimentation. To connect with and inspire a new generation, they lead and interact in entirely new ways. In DDI's Global Leadership Forecast 2011, fostering creativity and innovation was rated as third most critical skill for the future by over 12,500 leaders from around the world and showed the biggest surge between its criticality in the past three years and for the next three years. Gary Hamel emphasizes the need to innovate the role of management. With nearly 1 in 3 employees who participated in the forecast opined their own creative ideas are squashed by organizational bureaucracy strongly advocates need for change. Some of the gaps identified were; leaders think they exhibit behaviours associated with driving innovation far more frequently than employees think leaders do and leader actions to foster employee innovation are likely to fail without an organization-wide commitment to innovation (Evan F. Sinar, 2015). Thus, there is a need to close the employee/ leadership gap, build a top-down and bottom-up culture of innovation, examine innovation by level, ignite innovation action and in this, communication will always remain key (Zakaria, 2011).

Sustainable Innovation

22. To gain the right innovativeness, preconditions to be full filled are; developing innovative culture and supporting continuous innovation, strengthening innovative potential by linking existing

fragments of knowledge resources in creating new markets, effectively managing talent by practical realization of their ideas, stimulating individual ideas and motivating people to trust leaders to come up with new ideas (Hana, 2013).

> America's automobile manufacturers have taken a long time to narrow the efficiency gap with Toyota? It took Detroit more than 20 years to ferret out radical management principle at the heart of Toyota's capacity for relentless improvement. Toyota has long believed first-line employees can be more than cogs in an inexpressive manufacturing machine; employees are trained to be problem solvers, innovators, and change agents. While American companies relied on staff experts to come up with process improvements, Toyota gave every employee skills, tools and permission to solve problems as they encountered and to become pro-active to new problems before they occurred. Year after year, Toyota has been able to get more out of its people than its competitors. Such is the power of management orthodoxy that it was only after American carmakers had exhausted every other explanation for Toyota's success - an undervalued yen, a passive workforce, Japanese culture, superior automation. The world was finally able to admit that Toyota's real advantage was its ability to harness the intellect of ordinary employees - management orthodoxies are often so deeply ingrained in executive thinking that they are nearly invisible and are so devoutly held that they are practically unassailable. The more unconventional the principle underlying a management innovation, the longer it will take competitors to respond.

Strategic Imperatives

23. Strategic imperatives identified in driving sustainability through innovation are; re-engineering of organizational culture, employee behaviour, creative education and cultural cooperation, collective creative thinking, appreciation of the creative people, rewards and incentives - transition from status quo << traditional management structure >> ideal situation (like structure, change and innovation) (Shahdadnejad, 2011). Accenture survey highlighted two strategic imperatives that must be addressed for companies to shift from a vision of innovation to a high performance innovation organization implying that it is not sufficient for organizations only to create a vision for an innovation culture but bring in ownership and accountability for execution and in order to deliver results companies must treat innovation as any other business discipline by aligning resources, tools and processes with a clear set of performance goals and metrics. Additional imperatives curving in for sustainable innovation are; role of CEO with respect to innovation needs to evolve from vision setting to enabling and driving innovation execution, organizations to appoint a c-level executive to take on that role and drive change while addressing organizational and execution challenge. For innovation to become part of organizational fabric, it has to be managed as every other business discipline, such as marketing, finance, operations and/ or human resource. Organizations need to focus on finding ways to accelerate innovation frequency and speed. This is seen to be a major weakness. Companies can benefit by being open to lessons drawn from experiences of companies in other continents putting into practice in other parts of the organization.

Business Imperatives

24. Microsoft defines innovation as the conversion of knowledge and ideas into new or improved products, processes or services to gain a competitive advantage. This definition applies to different forms of innovation including business model innovation, process innovation, service innovation and product innovation. In fact, innovation is often applied to cost reduction and operational improvement in addition to targeting top-line growth. Innovation is one of the few ways for people to come out of using the same best practices for operational excellence. The way people innovate and build culture are the ways people can differentiate. Rapidity at which products are commoditized is

a real challenge for companies today because advantage innovation just doesn't last as long as it used to. Most companies today realize they can't simply cost-cut their way to growth anymore. Now they are turning to innovation because they have exhausted the value they can achieve through operational efficiency. On the other hand, innovation promises top line growth, higher margins, increased market share and greater market relevance. Microsoft models suggests; E5 – envision, engage, evolve, evaluate and execute.

25. There is evidence that companies that focus on innovation enjoy better business performance. Companies reporting high innovation effectiveness had a 76% product success ratio versus 54% for companies with medium or low effectiveness ratings.

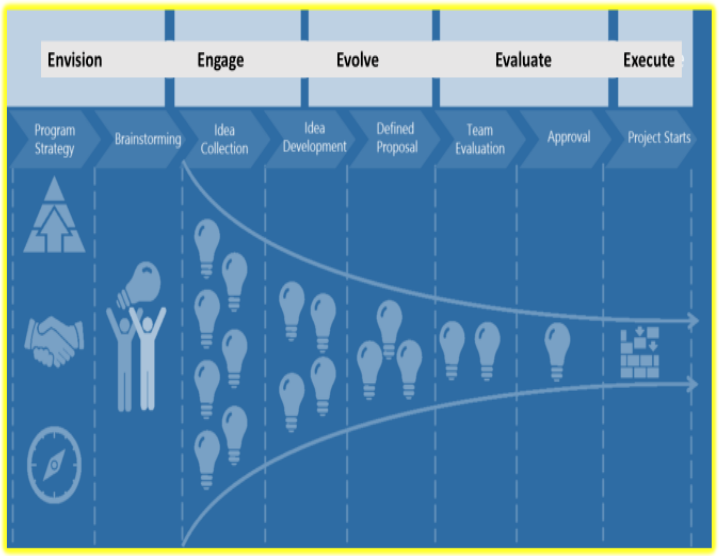

Figure 4 – Microsoft Model for Innovation

26. Highly innovative companies enjoy better sales and profits from new products when compared to their less innovative counterparts (48% vs. 21% and 49% vs. 21% respectively). 2010 Boston Consulting Group study demonstrated that innovative companies enjoyed 12.4%-point advantage in their three-year total shareholder returns compared to their peers (Evan F. Sinar, 2015).

Siemens PLM Software is a leading global provider of Product Lifecycle Management (PLM) Software. Since 1994, its alliance with Microsoft has provided PLM solutions that enable organizations to make smarter decisions, leading to better products. Companies acquire a PLM application combined with an interoperable and scalable IT foundation to help achieve goals quickly and cost effectively. Companies using Siemens PLM Software's NX or Solid Edge to develop 3D computer aided design (CAD) models can easily embed and share CAD-neutral JT versions via Microsoft Office applications, which can simplify PLM processes; lower training costs, and improves productivity. Both Team centre and Solid Edge SP interoperate with Microsoft SharePoint and SQL Server ensuring a single source of the truth throughout a product's lifecycle. It eliminates information silos and both internal and external teams have single, current version of the product and process knowledge. Extending Team centre through Microsoft SharePoint connects people, processes and information around the clock from any location. SQL Server provides a streamlined and secure platform for Team centre deployments, which enables companies to manage global resources, meet challenges, and align products to customer needs. Interoperability between Windows Server, SQL Server and Team centre allows for quick deployments, saving time and resources. It only requires

investment in best-in-breed products, leveraging existing investments and giving agility to easily integrate new capabilities as IT needs evolve. ©2013 Microsoft Corporation. All rights reserved. Microsoft's Innovation Management Framework (Floyd, 2013).

Proposition 3 - Strategy by itself in incomplete. Challenges to sustain the process of innovation demand focus on business imperatives dovetailed with technology to craft best practices, both; for long term and short term.

Discussions and Implications – The Next Step

27. Innovation comes from the Latin word innovare meaning to make something new, but also of its development. A useful definition offered by Freeman states; technical, design, manufacturing, management and commercial activities involved in marketing of a new (or improved) product or first commercial use of a new (or improved) process or equipment (Freeman, 1982). Rothwell proposes innovation is not always about radical change; innovation does not necessarily imply commercialization, it includes utilization of small-scale changes in all domains and functions (Rothwell, 1992). Perhaps the most succinct definition is offered by the Innovation Unit of U.K. Department of Trade and Industry; successful exploitation of new ideas. Innovation represents the core renewal process in any organization. Unless a business is prepared to work continuously at renewing what it offers and how it creates and delivers that offering, there is a good chance that it won't survive in today's tempestuous environment. Managing and sustaining innovation therefore becomes key strategic task for organizations of all shapes, sizes and sectors.

28. The parameters defining the difference in the innovative performance of companies despite everything being available to all alike such as resources, people, technology and so on actually translate in success through innovation. This difference stems from moving outward and/ or inward as shown in figure. Why Apple despite being a computer company like many others is defined as being more innovative and is therefore more successful. Because they have a purpose and move from inside to outside. The purpose gives why they do, how they do and finally what they. Companies from outside to inside are unable to embark on the edge of innovation and this brings the difference. Leadership needs to move from inside outside.

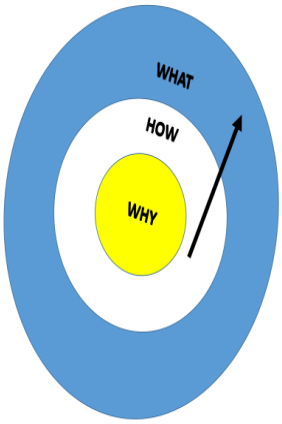

Figure 5: Process of Innovation

29. Innovators/ organizations thriving to do innovation face obstacles; inadequate funding, risk avoidance, siloing, time commitments and incorrect measures (Andrews, 2006). The ability to gain and sustain competitive advantage is greatly affected by the variance in innovations that stem from independent innovation, social-based imitation and skill-based imitation. Organizations wishing to achieve parity versus those wishing to achieve uniqueness will find different degrees of success. Managers of organizations that are considering entering a specific industry need to examine the assumptions to make sure they are consistent with the situation in order to obtain best results (Bloodgood, 2013) – different perspectives on Innovation.

30. Innovation is the way to drive organizational growth. Innovation management, or, commonly known as innovate on purpose is a structured business process enabling people to innovate. Merely

being creative is not enough. Innovative people and organizations need to move ideas from concept stage to evaluation stage, through a new developmental process prior to launching new product (s) or service (s). Innovation therefore can be believed to be a business process which can be managed akin to quality management. In this, innovation is one process that organizations can use to grow because other processes are more often geared toward wringing efficiency out of current business - cutting costs. The key here is people. (Dean Hering, 2005). While innovation is often viewed as a soft science, it is hard to measure and hard to define. Business functions such as purchasing, finance and manufacturing are easier to define and seem much more established and concrete. Purchasing, finance and manufacturing are accepted business functions with hierarchies and responsibilities. However, w.r.t innovation, measurements, metrics and operations become much less concrete. There is need for metrics around innovation or systems and processes to support innovation and that is why people are important in an innovation initiative. Much of the work of innovation is at the fuzzy front end where there may not be as many clear-cut milestones or metrics and traditional transactional systems will not be able to value. Therefore, people, process and culture must fill all the voids – need to assign roles and responsibilities.

31. Leadership needs to fill innovation roles by engaging peoples' heads, hearts, and hands. Actions by people to enable organization innovate should make sense intellectually for them (head), it should be something they are passionate about (heart) and they should be able to execute in their role (hands). The greater the commitment of head, heart, and hands, the higher are the chances of success. Since innovation is the way to drive growth in organization, leaders should focus more on people part (Dean Hering, 2005). Good innovation processes; allow divergence and exploration at the front end, synthesize individual ideas into bigger platforms before selecting individual ideas to develop further and adjust evaluation criteria throughout the process to reflect the stage of development of the innovation (Dominiquini, 2006) – bringing ideas together and combining head, heart and hands - 3 Hs for innovation. Three key pieces of advice for companies that aspire to be successful serial innovators Don't just treat the symptoms, don't only act on one root cause of innovation dysfunctionality and don't blindly copy best practices - deconstruct orthodoxies.

32. In a study by CCL on innovation, its relevance and impact comprising 500 people outcomes suggest; 94% organizations agree innovation is important, however, only 14% agree their organization is effective at innovation. Leaders who seek innovation but are unsure how to make it happen can easily undermine innovation goals. Leadership behaviour contributes from 20% to 67% of the climate for creativity in organizations, according to research on creativity Leadership is the most important factor needed to foster creativity and fuel innovation at the individual, team, and organizational levels. Leaders must act in ways that promote and support innovation in their culture. (Vehar, 2015) - advantage innovation. Desirable actions by leaders are; navigating the inherent tensions between managing day-to-day business and leading innovation. Organizations must balance managing current business with the countless ways, they could create new opportunities. Often, promising new ideas are ignored or postponed due to the pace of daily operations and the pressure to hit short-term targets. But, innovation and operations can—and must—coexist - embracing the constancy of change and remaining agile. The context for innovation is difficult—organizations and everyone working in them are experiencing change upon change upon change. Leaders must be agile about innovation, too. Trying to maintain the status quo is not a sustainable option. There is no recipe for successful innovation. Innovation practices cannot become routine -taking an enterprise-wide perspective.

33. It may be hard to let go of the image of innovation coming from a single creative person having a flash of insight or relying on one department to make it happen. However, leadership through

enduring efforts towards innovation come from people with diverse perspectives who network, collaborate, and build on each other's ideas.

Today's organizational challenges are so complex and ambiguous that no one person can solve them alone – need to learn how roles and capabilities for innovation vary by level, focus on innovation process, identify and leverage contributions to innovation, work across boundaries and embracing polarities. Organizations can design a creative workspace and tout the importance of innovation. Team members can be taught idea-generation techniques as shown in figure 6

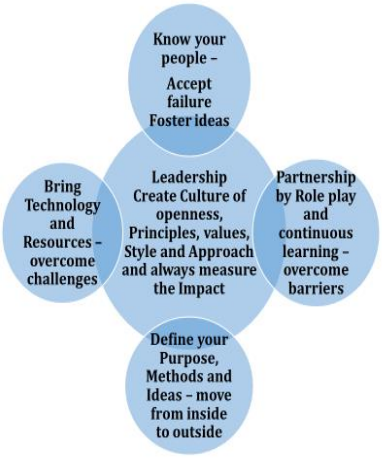

Figure 6 – Drivers for innovation in creating best practices

Employees can have good ideas and develop novel solutions. Organizations need to support leaders at all levels, providing the knowledge and experiences to help people develop the mindset, skillsets, and toolsets to spur a leadership culture that sustains innovation (Vehar, 2015).

34. What really is at the heart of all this!!! People are the competitive edge for growing organizations. Key issues that emerge are; how leaders build commitment for success, is there a backup plan – will and relentless ambition, dream big, realistic growth plans with actions to achieve growth, cracking the code of capability building and hiring, build leadership pipeline – rhythm of culture, communication and alignment; turn complex intangibles into tangibles, leverage technology and analytics – craft best practices.

Conclusion

35. Sustaining innovation in present day and future business landscape demands managing people and the knowledge they bring, harnessing talent, building a culture of trust and creativity, role play by people to appreciate innovation and challenges attached thereof, making innovation a regular habit, continued education for every level in the organization, leveraging technology and a continuous search for new leadership principles for practice – moving from uncertainty to assured success; punctuated equilibrium.

Limitations and Scope for Future Study

36. Innovation and creativity for sustainability in present day business challenges have a wider extant and generalization of key factors identified can be strengthened by further study with respect to leadership focus. Further research could bring in more stronger generalization to qualify findings and create newer best practices in dealing with challenges to sustain consistent business innovation.

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