

# *“A Coaching Organization: A Strategy for Innovation Leadership”*

Tiffany Yates, Ph.D.

Dawn Newman, Ph.D. candidate

# Abstract:

ASQ contends that innovation is both a change process and a social process. Quality professionals of the future blend process improvement, data analysis, and global teaming skills to bring people together and serve as innovation leaders. By its very nature innovation requires thinking differently; innovation can only exist when leadership promotes it. This workshop outlines techniques to increase engagement, new thinking, risk taking, and collaboration. The facilitators will introduce participants to models of leadership that guide a culture of innovation.

# Workshop Flow

- What is innovation?
- Why is innovation important?
- Models and frameworks
- Creating a Coaching Climate for Innovation
- Desired competencies
- Future role of quality professionals

# Definitions: Innovation

- Innovation strategies encompass attempts to produce profitable applications that involve commercializing goods or services, fulfilling customer expectations, or solving problems (Mehra, 2001; Zairi, 1994)

# Definitions: Innovation

- Knowledge creation is unlike innovation in that innovation involves finding a profitable application for the knowledge or idea.
- Creation is simply seeking uniqueness in conceptually ideas.

(Hill, & Rothaermel, 2003)

# Definitions: Innovation

- Despite the publication of more than 2,400 studies on the topic of innovation, findings frequently have been either inconclusive or contradictory.

Abbey, 1983 & Goktan, 2005

- ...disciplines, including management science, economics, geography, sociology and psychology
- very different methods, definitions and samples

Tidd, 2001, p.173

- Innovation is change that creates a new dimension in performance

Drucker, 2002

- Knowledge creation is unlike innovation in that innovation involves finding a profitable application for the knowledge or idea that has been created

Hill & Rothaermel, 2003



# ASQ Perspective

- Innovation means instituting significant change that adds value to the organization by developing new ideas that lead to new profit streams, while simultaneously increasing the efficiency of how work gets done, increasing the effectiveness of how work gets done, and reducing the costs of doing business  
(ASQ Fresh Thinking on Innovation and Quality, 200x)

# Why Is Innovation Important?

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- Opportunity for Global Economic Flow
- Strategic Corporate Development
  - PROFITS, People & Planet
- Organically grown within the culture
- Complexity dependant on environment



# Literature Review: Innovation

- Types of innovation:
  1. Those consider a *process*
  2. Those that simply refer to innovation as an *invention*
  3. Those that conceptualize innovation as a *product*.

Zaltman, Duncan and Holbeck 1973

- Innovation a change process & a social process

ASQ publication citations



# What is Culture?

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## Definitions:

- It conveys a sense of identity to employees, provides unwritten and, often, unspoken guidelines for how to get along in the organization, and enhances the stability of the social system that they experience.

Morgan, 1986; Pettigrew, 1979; Schein, 1990; Smircich, 1981

- A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems.

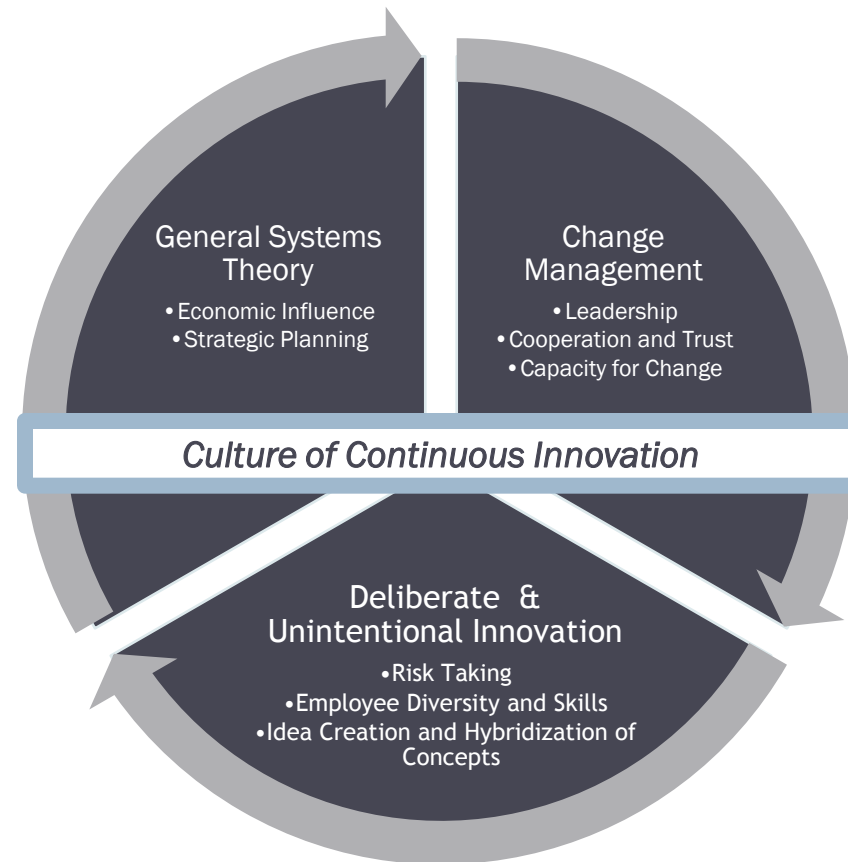
Schein, 1999



# Organization Climate?

- What is climate?
- How does it differ from culture?
- How do we create it?
- What types of climates support innovation?
- How does this impact ASQ professionals?

# Dimensions Present in a Culture for Continuous Innovation



# Dimensions of Continuous Innovation

## Deliberate & Unintentional Innovation

**Risk Taking:**  
Ability to act differently without fear of exposure.

**Idea Creation and Hybridization of Concepts:**  
The process of designing and developing the inventive inspiration.

**Employees Skills and Diversity:**  
The application of employee ability, proficiency and varying expertise involved in the innovation process.

## Change Management

**Leadership:**  
Influential in fostering an environment where people want to excel, encouraging people to build upon each other's ideas.

**Capacity for Change:**  
The ability to asses, process and analysis organizational transformation.

**Cooperation and Trust:**  
Teamwork, inclusion and belief in others that creates unremittd change

## General Systems Theory

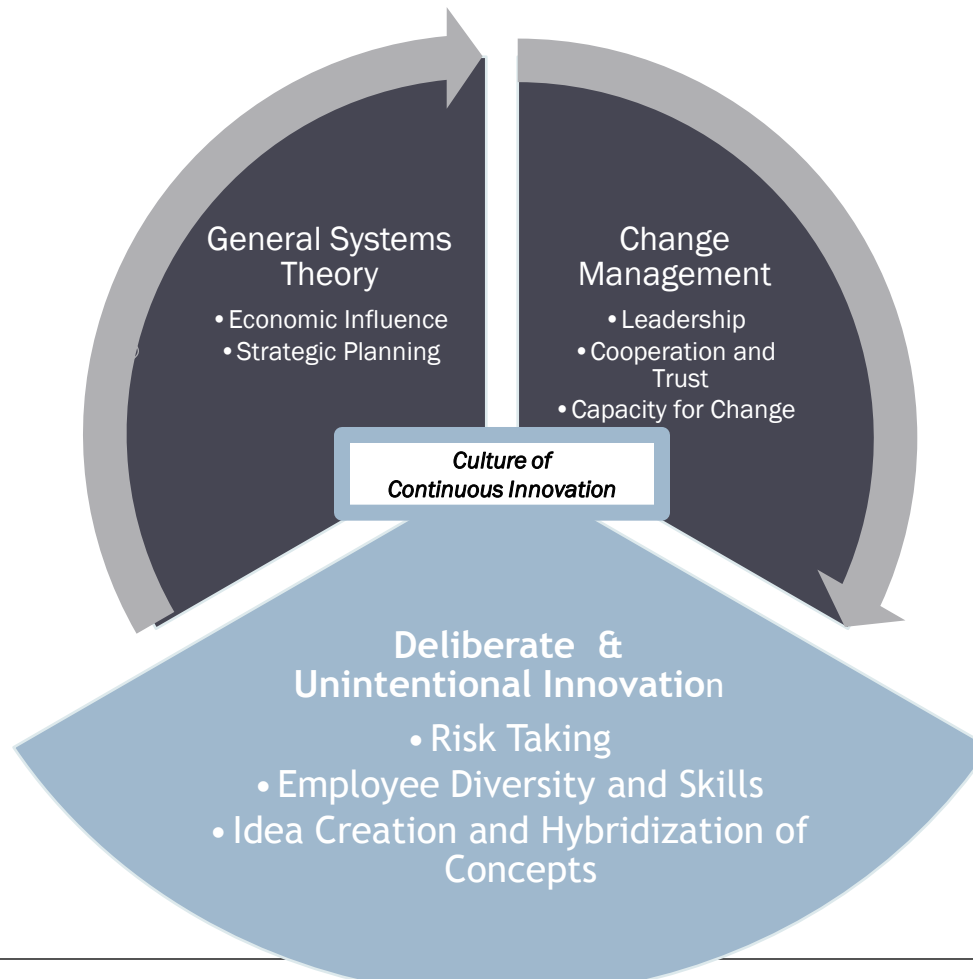
**Economic Influence:**  
The relationship, resources or financial motivation directly effecting the innovation processes and culture.

**Strategic Planning:**  
Recognized as a cause for innovation, whereas innovation is defined as adoption of an internally generated or purchased device, system, policy, program, process, product or service that is new to the adopting organization.

# ASQ Literature

- Fundamental 21<sup>st</sup> Century Quality Competencies
  - Creating marketplace innovations
  - Stimulating new ideas
  - Managing “fast” change
  - Creating value for ever-more sophisticated customers
  - Leaders who value organization cultures that learn
- CQE Body of Knowledge
- Example of Quality as innovation
- New dimensions for Quality (cite Futures Study)

# Dimensions Present in a Culture for Continuous Innovation



# Risk Taking

## *Findings:*

- Safe places to think differently
- Experiment to possibilities
- Difficult in tightly controlled environments
- Limited fear
- Encouragement to be different

## *Link to Literature:*

Organizations must find ways to balance the paradoxical nature of innovation, risk, and governance by promoting a culture of intelligent risk taking (Farson and Keyes, 2002).

"Fear of failure is a very common feeling among people in a work environment since it can leave a person feeling very discouraged. There is also the possibility that it can sometimes ultimately lead to dismissal of an employee" (Appelbaum, Bregman, & Moroz, 1998, p. 120).



# Idea Creation

## *Findings:*

- Development of unique and applicable ideas
- Beginning steps in the process of innovation
- Brainstorming
- Ideation component of innovation

## *Link to the Literature:*

West and Farr (1990), they distinguish innovation from creativity by referring to creativity as the "ideation component of innovation" and to innovation "as encompassing both the proposal and application of the new ideas" (p. 10).

Rosenfeld and Servo (1990) convey creativity as "the starting point for any innovation" and innovation as "the hard work that follows idea conceptions and usually involves the labor of many people with varied, yet complementary, skills" (p. 252).



# Hybridization of Concepts

## *Findings:*

- Pairing existing products to find new hybrids
- Innovations can be composed pairing new products, processes, or efficiency together to form a hybridization.

## *Link to Literature:*

An idea is perceived as new to the people involved, it is an “innovation,” even though it may appear to others to be an “imitation’ of something that exists elsewhere (Van de Ven & Angle, 1986).

The perceived originality of the idea for the individual determines his or her response to it. If the idea seems new to the individual, it is an innovation (Rogers, 1985).



# Employee Skill Set & Diversity

## *Findings:*

- Proper employee skills
- Diversity for necessary for originality
- Openness to flow outside barriers
- Open participations
- Functional hierarchy into cross functional teams

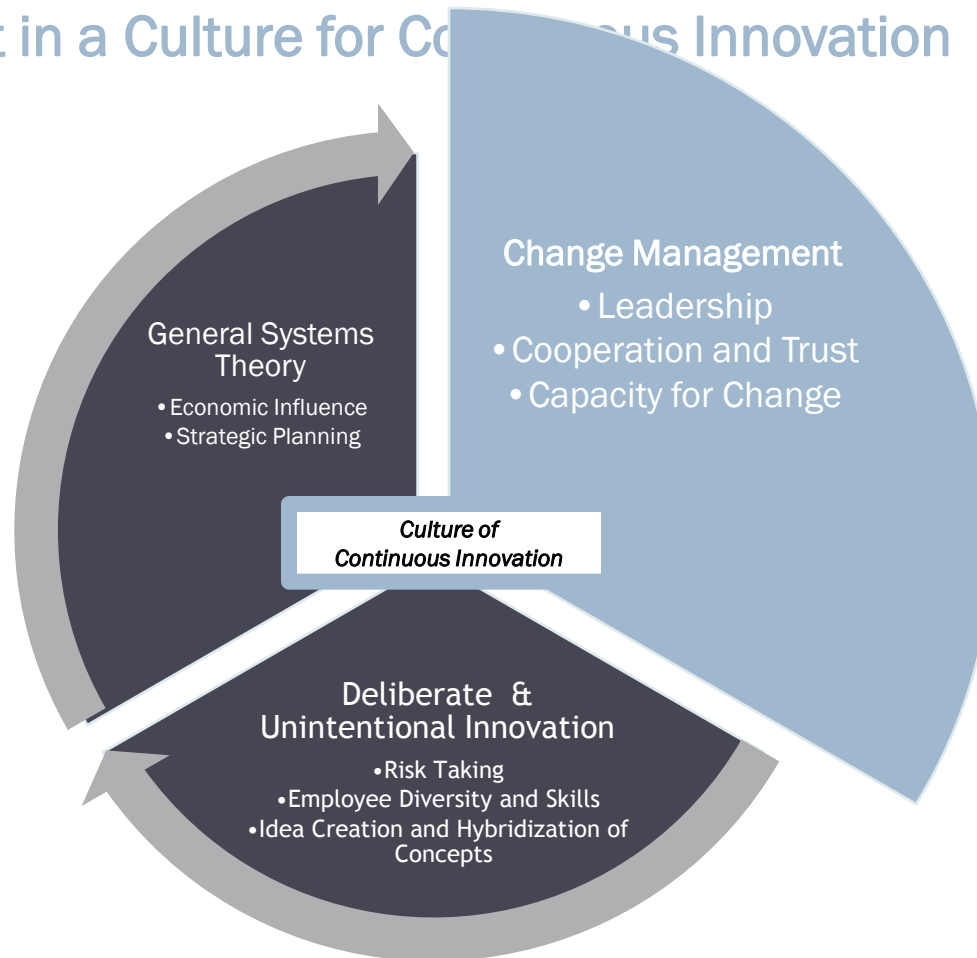
## *Link to Literature:*

Idea generation need for innovation might be idiosyncratic, randomly distributed, shared, or disputed by dissonant groups that claim to know different things (Caulkins, 2004).



# Findings:

## Dimensions Present in a Culture for Continuous Innovation



# Capacity for Change

## *Findings:*

- Acceptations of the disruptions the organization's habitual routine
- Driven transform by the dynamics throughout the organizations system
- Increases capacity for action, transformation and change
- Persistent innovation are drives to transform

## *Links to Literature:*

Weick asserts there is a progression from one change process to the next and the processes potentially meld together (1979). More than one progression is active at any given time, and the speed with which the organizing processes adapt to environmental conditions varies (Weick, 1979, p.145). Cultures of



## Capacity for Change Quotes

- *“Our company values change, innovation is the norm here. It is just the way things happen and who we are. I am not sure how I would manage a team that was not innovative. Change here is constant. Influential system change is the opportunity to unleash possibility.”*
- *“It feels like they are never satisfied around here. Why? What? Let’s try this! I told them to pick a plan, stay with the plan and move forward with whatever outcome comes our way.”*

# Discussion:

## Change Management

3 Major / 8 Minor Dimensions Found To Stimulate the Culture of Continuous Innovation

### Cooperation & Trust

#### *Findings:*

- Interpersonal support and cooperation
- Collaboration testimonies center on the conditions which increase or decrease the likelihood that a new idea, product, or practice will be adopted by members of a given culture

#### *Links to the Literature:*

Innovation occurs because of the dynamics of interpersonal relationships are added to the dynamics of organizational culture (Schein, 2000).

Innovative organizational cultures have complex relationships with the environments in which they operate and from which they recruit members (Hatch, 2006).



# Leadership

## *Findings:*

- Managers of innovation are leaders of people, process and progress.
- Foster an environment where people want to excel.
- Encouraging people to build upon each other's ideas.
- Communication process that gives voice to the organization's mission and vision.
- Provide challenging opportunities to practice and encourage valuable contributions with eulogize and recognition.
- Encourages everyone to “standout.”

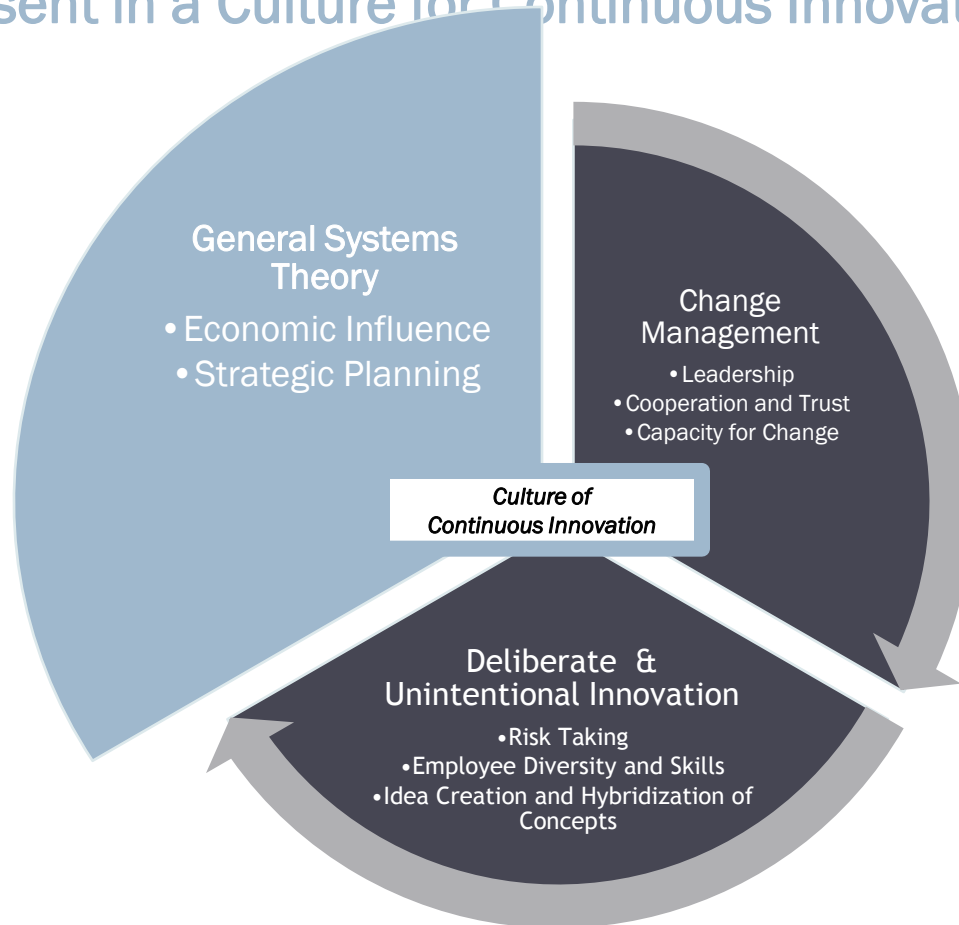
## *Links to Literature:*

“Innovative people are no more ‘born’ than Olympic gold medalists or virtuoso musicians. Yes, some of us are gifted with more initial aptitude, but as music and sports show, the ‘natural’ or the ‘child prodigy’ frequently does not graduate to the top level. The question is, where to focus?” (Buxton, 2005 p.121)



# Findings:

## Dimensions Present in a Culture for Continuous Innovation



# Economic Influence

## *Findings:*

- Ideation to commercialization is
- Innovation occurs
- Capital is securely allocated yearly for innovation
- Innovation is influenced by consumer demand
- “Right” numbers to get the “right” results.

## *Links to Literature:*

- Innovation involves finding a profitable application for the knowledge or idea that has been created. Business strategy often influences: what the innovations consists of, where they are launched in the marketplace, defining success of the innovation, and when that particular invention needs to be abandoned (Hill, & Rothaermel, 2003).
- With the constant social, economic, and political changes occurring, there is a significant need for organizations to innovate in order to survive and sustain a competitive advantage (Byrd & Brown, 2003; Pfeffer, 2002; Wheatley, 2002).
- Organizational innovations produce profitable application that may involve commercializing a product or service, satisfying customer expectations or finding solutions to problems (Mehra, 2001; Zairi, 1994).



# Strategic Planning

## *Findings:*

- Culture change was the widest described strategy for improve organizational system performance.
- Innovations are embedded within strategic planning
- Strategy and innovation are directly related

## *Links to Literature:*

Strategic planning processes can differ based on the mission and vision of the organization, yet both the internal and external environment scans can be accomplished by performing a culture assessment (Anderson, 2009).



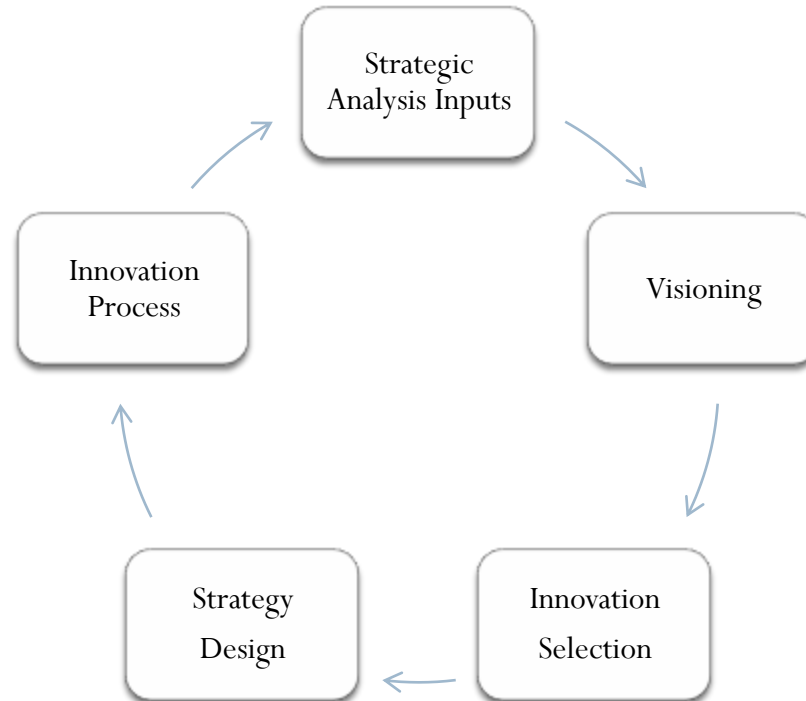
# Leadership Vision

- Visionary thinking often creates a clear focus of the future through its acknowledgment of the present. A strategic vision, known as the commitment stage, is also important to innovation.

(Worley, Hitchin, & Ross, 1996)

- If not present, the vision provides no basis for hope or commitment to innovation. A strategic vision addresses all the components of business, such as marketplace, working relationships with customers, vendors, and employees.

# Strategic Planning: Vision for Innovation



# Closing Questions

- What surprised you about the research findings?
- What does the ASQ community do well, that supports innovation?
- What are our top opportunities to develop?  
In 2011? By 2021? By 2061?
- Envision the best possible role for quality professionals in the future. What does that look like?
- How will we make that future happen?
- How will we know when we get there?

Thank you!