

NETA PowerPoint Slides
to accompany

Williams/Champion/Hall

MGMT

Fourth Canadian Edition



CHAPTER 6

Innovation and Change

LECTURE FIVE

9 OCT 25

Dr IKE

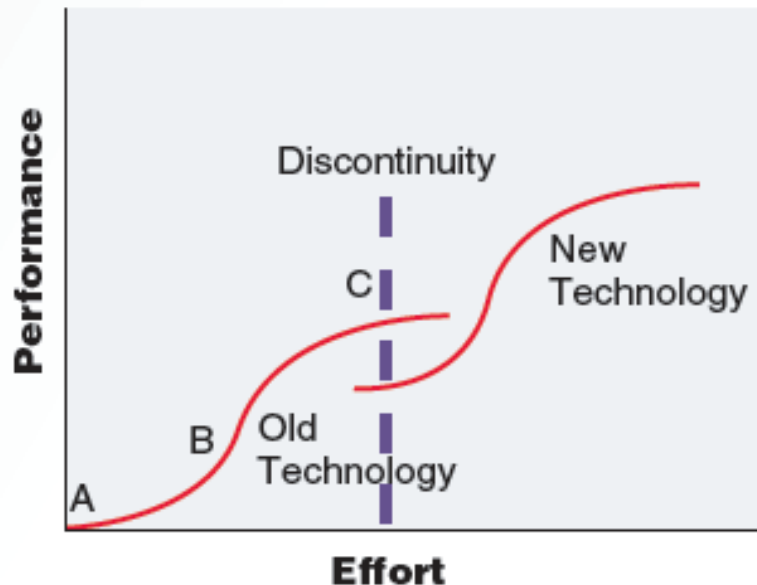
Technological Innovation and S-Curves

Technology cycle: a cycle that begins with the “birth” of a new technology and ends when that technology reaches its limits and is replaced by a newer, better technology.

Technological Innovation and S-Curves

Exhibit 6.1

S-Curves and Technological Innovation



Source: R. N. Foster, *Innovation: The Attacker's Advantage* (New York: Summitt, 1986).

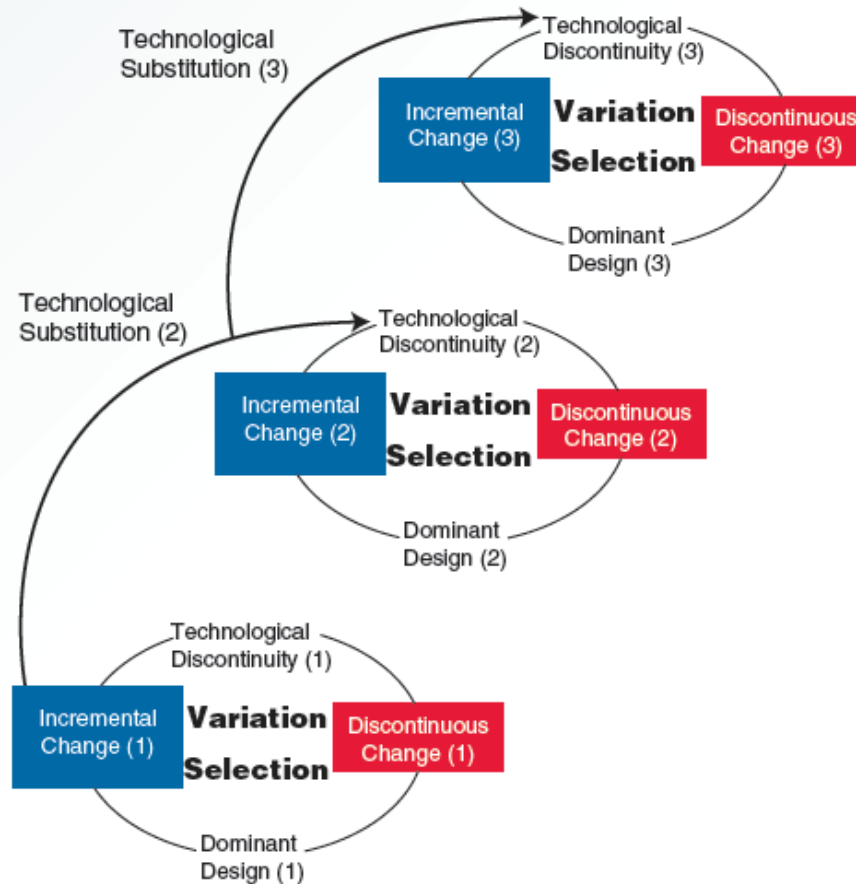
Innovation Streams

Innovation streams:
patterns of innovation
over time that can
create sustainable
competitive advantage.



Exhibit 6.2

Innovation Streams: Technology Cycles Over Time



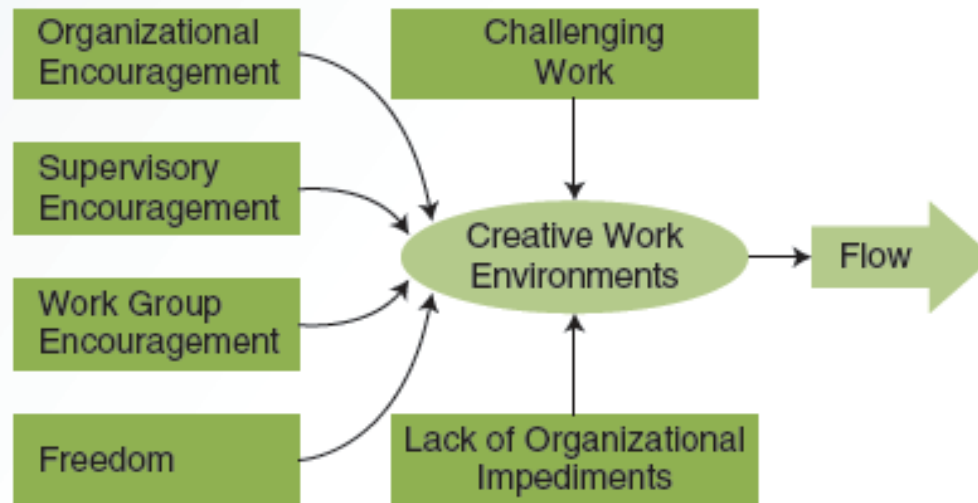
Source: *MANAGING STRATEGIC INNOVATION* by Tushman, Anderson, O'Reilly (1997) Fig. 1-1 - Originally from *Evolutionary Dynamics of Organisation* by Rosenkopf and Tushman (1994) published by Oxford University Press © 1997 by Oxford University Press, Inc. By permission of Oxford University Press, USA.

Managing Sources of Innovation

Components of Creative Work Environments

Exhibit 6.3

Components of Creative Work Environments

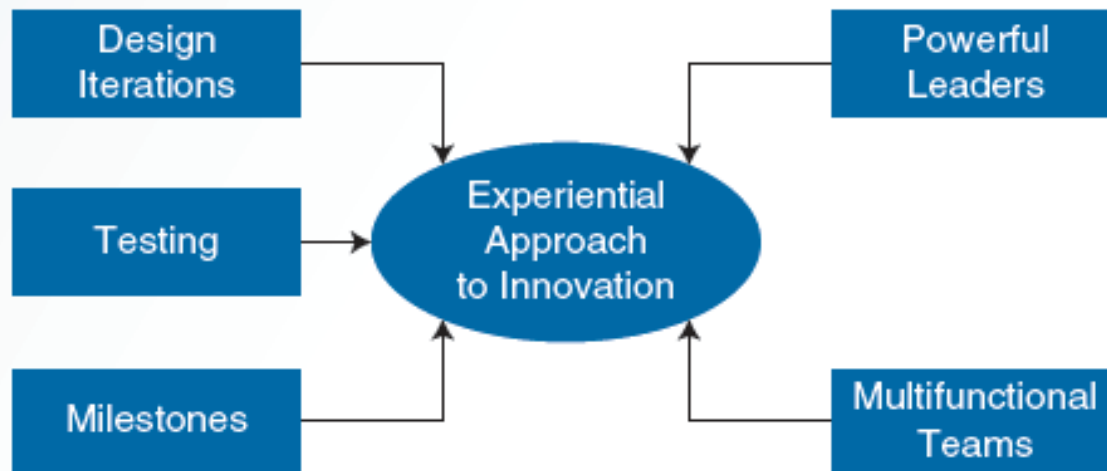


Source: Adapted from T. M. Amabile, R. Conti, H. Coon, J. Lanzetta, and M. Herron, "Accessing the Work Environment for Creativity," *Academy of Management Journal* 39 (1996): 1154–1184; A. Serban and A. Roberts, (2016). "Exploring Antecedents and Outcomes of Shared Leadership in a Creative Context: A Mixed-Methods Approach," *The Leadership Quarterly*.

Five Aspects of Experiential Approach to Innovation

Exhibit 6.4

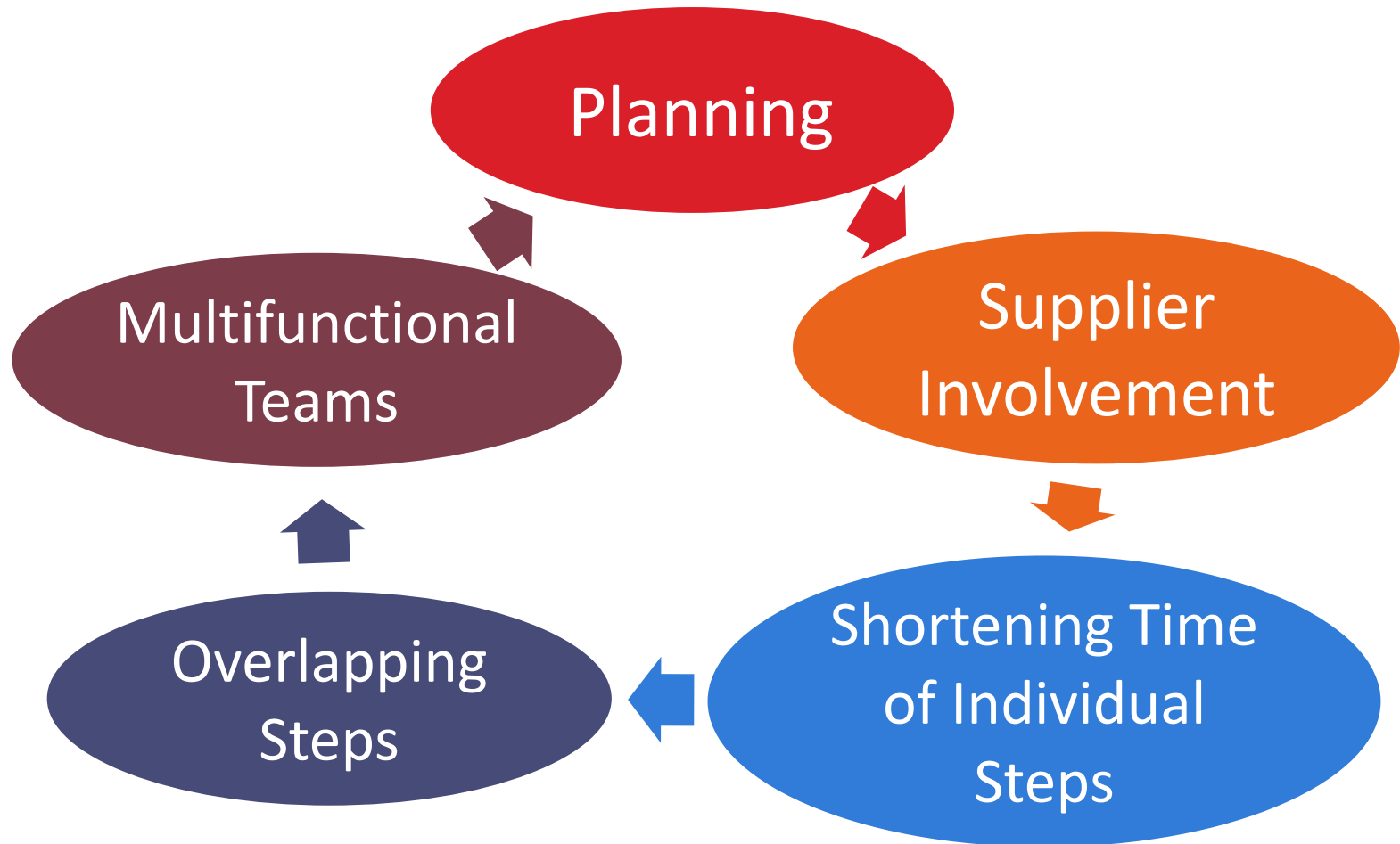
Experiential Approach to Innovation



Source: Adapted by Ike Hall from K.M. Eisenhardt, "Accelerating Adaptive Processes: Product Innovation in the Global Computer Industry," *Administrative Science Quarterly* 40 (1995): 84–110. Professor Kathleen Eisenhardt is the Stanford W. Ascherman M.D. Professor and Co-Director of the Stanford Technology Ventures Program.

Managing Innovation During Incremental Change

Compression Approach to Innovation



Managing Innovation

Experiential Approach

used to manage innovation in highly *uncertain* environments during periods of *discontinuous* change

Goals:

significant improvements in performance and the establishment of a *new* dominant design

Strategies:

to build something new, different, and substantially better

Compression Approach

used to manage innovation in more *certain* environments during periods of *incremental* change

Goals:

lower costs and incremental improvements in the performance and function of the *existing* dominant design

Strategies:

compress the time and steps needed to bring about small, consistent improvements in performance and functionality

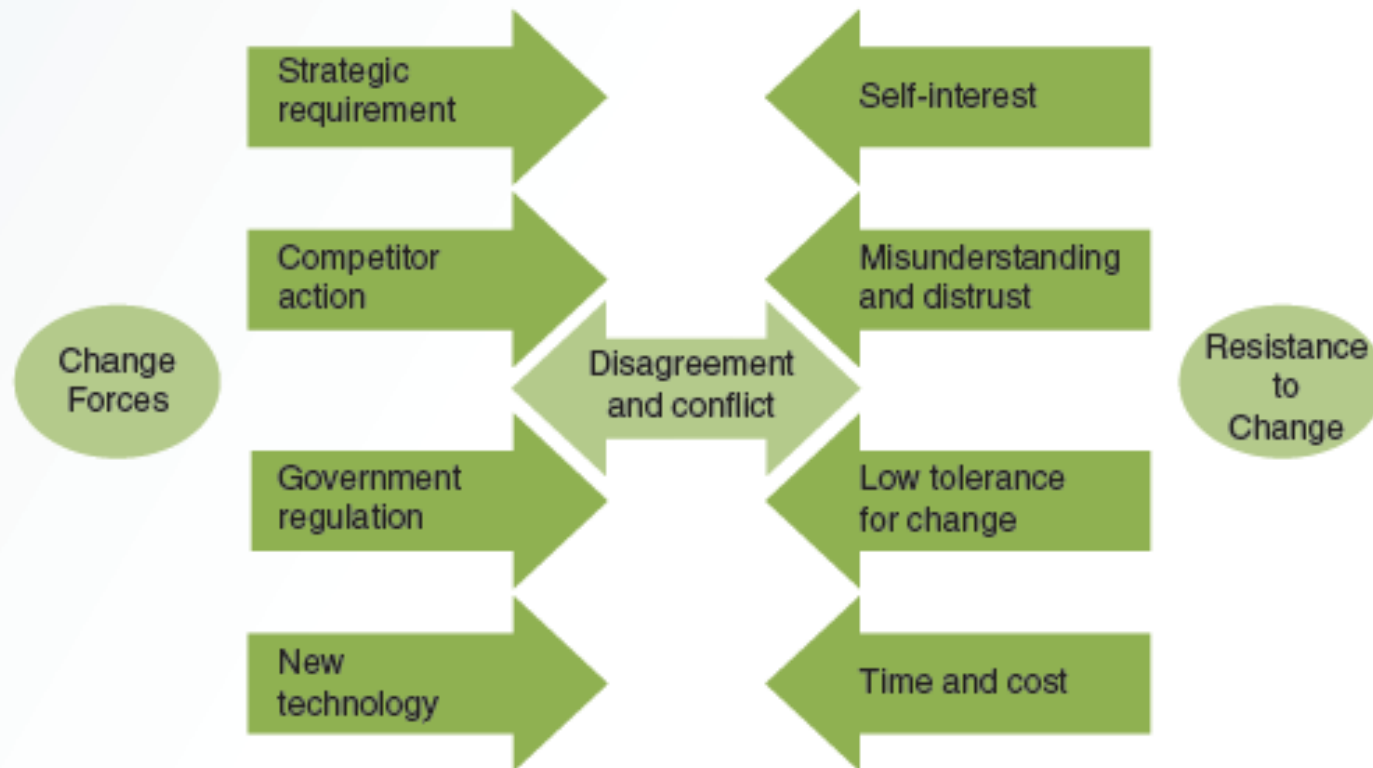
Exhibit 6.5

Five Stages of Organizational Decline



Exhibit 6.6

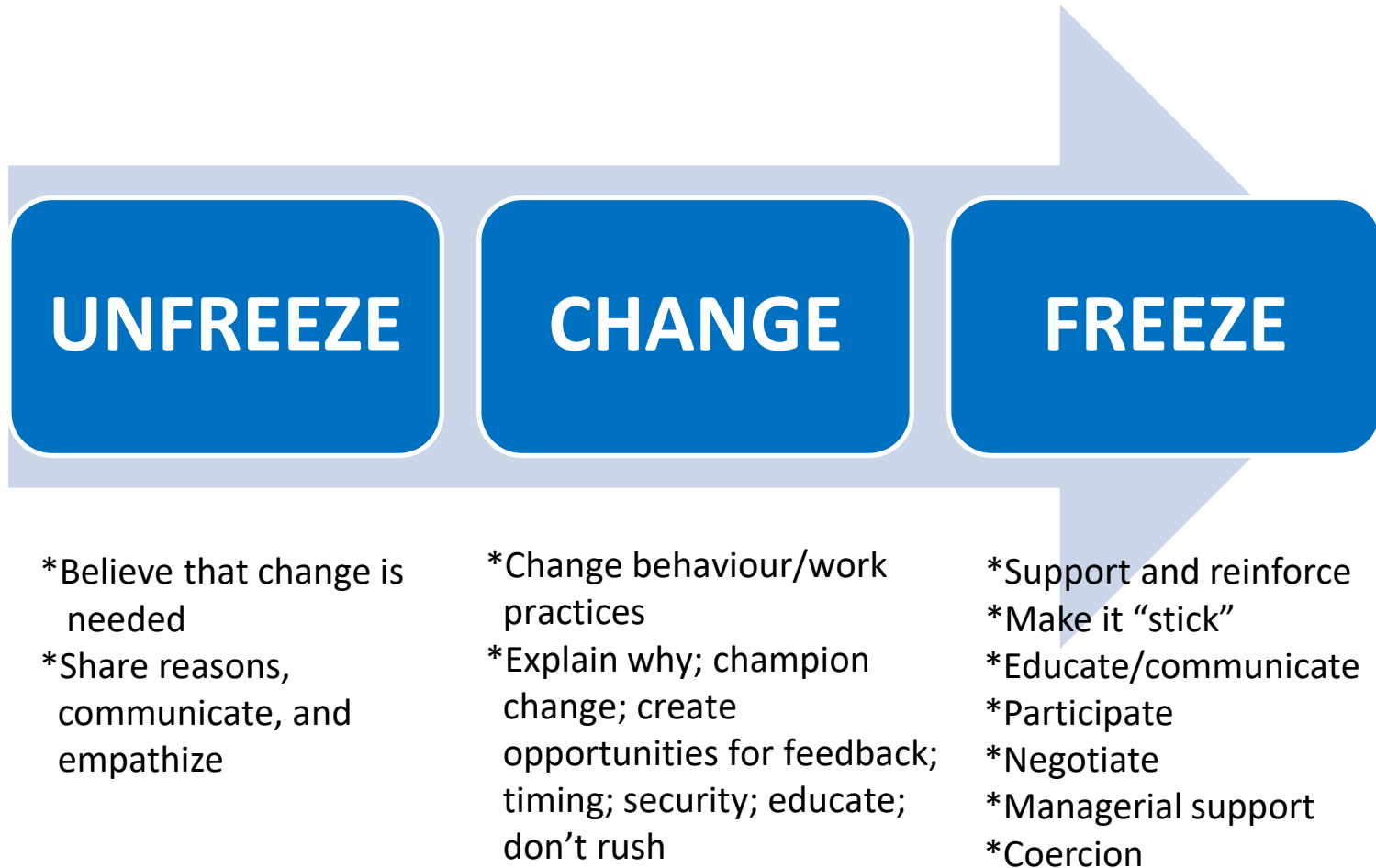
Example of Lewin's Force Field Analysis



Source: Adapted from Lewin by Ike Hall.

Managing Resistance to Change

Kurt Lewin's Managing Change Model



Errors Managers Make When Leading Change

Unfreezing

1. Not establishing a great enough sense of urgency
2. Not creating a powerful enough guiding coalition
3. Change
4. Lacking a vision
5. Undercommunicating the vision by a factor of ten
6. Not removing obstacles to the new vision
7. Not systematically planning for and creating short-term wins

Refreezing

8. Declaring victory too soon
9. Not anchoring changes in the corporation's culture

How to Create a Results-Driven Change Program

1. Set measurable, short-term goals to improve performance.
2. Make sure your action steps are likely to improve measured performance.
3. Stress the importance of immediate improvements.
4. Solicit help from consultants and staffers to achieve quick improvements in performance.
5. Test action steps to see if they actually yield improvements. If they don't, discard them and establish new ones.
6. Use resources that you have or can easily acquire. It doesn't take much.

Sources: H. Robinson, "An Overview of Change Management: The Identification of the Critical Success Factors That Will Ensure the Survival and Progression of an Organization," (2012). University of Johannesburg, <https://ujdigispace.uj.ac.za/handle/10210/7283>.
Reprinted by permission of *Harvard Business Review* (exhibit) from "Successful Change Programs Begin With Results," by R. H. Schaffer & H. A. Thomson, J.D., *Harvard Business Review on Change* (Boston: Harvard Business School Press, 1998), 189–213. Copyright 1998 by the Harvard Business School Publishing Corporation; all rights reserved.

General Steps for Organizational Development Interventions

Exhibit 6.8

General Steps for Organizational Development Interventions

1. Entry	A problem is discovered and the need for change becomes apparent. A search begins for someone to deal with the problem and facilitate change.
2. Startup	A change agent enters the picture and works to clarify the problem and gain commitment to a change effort.
3. Assessment and feedback	The change agent gathers information about the problem and provides feedback about it to decision makers and those affected by it.
4. Action planning	The change agent works with decision makers to develop an action plan.
5. Intervention	The action plan, or organizational development intervention, is carried out.
6. Evaluation	The change agent helps decision makers assess the effectiveness of the intervention.
7. Adoption	Organizational members accept ownership and responsibility for the change, which is then carried out through the entire organization.
8. Separation	The change agent leaves the organization after first ensuring that the change intervention will continue to work.

Sources: A. H. Church, C. T. Rotolo, A. Margulies, et al. "The Role of Personality in Organization Development: A Multi-Level Framework for Applying Personality to Individual, Team, and Organizational Change," *Research in Organizational Change and Development*, Volume 23, 2015; W. J. Rothwell, R. Sullivan, and G. M. McLean, *Practicing Organizational Development: A Guide for Consultants* (San Diego: Pfeiffer & Co., 1995).

Different Kinds of Organizational Development Interventions

Exhibit 6.9

Different Kinds of Organizational Development Interventions

LARGE SYSTEM INTERVENTIONS	
Sociotechnical systems	An intervention designed to improve how well employees use and adjust to the work technology used in an organization.
Survey feedback	An intervention that uses surveys to collect information from the members, reports the results of that survey to the members, and then uses those results to develop action plans for improvement.
SMALL GROUP INTERVENTIONS	
Team building	An intervention designed to increase the cohesion and cooperation of work group members.
Unit goal setting	An intervention designed to help a work group establish short- and long-term goals.
PERSON-FOCUSED INTERVENTIONS	
Counselling/coaching	An intervention designed so that a formal helper or coach listens to managers or employees and advises them on how to deal with work or interpersonal problems.
Training	An intervention designed to provide individuals with the knowledge, skills, or attitudes they need to become more effective at their jobs.

Source: W.J. Rothwell, R. Sullivan, and G. M. McLean, *Practicing Organizational Development: A Guide for Consultants* (San Diego: Pfeiffer & Co., 1995).