

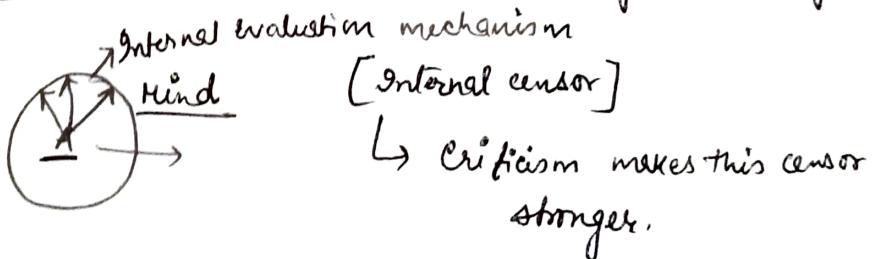
Q How to increase innovation in a group??

(1)

→ In order to increase innovation in a group, we should create a positive environment conducive to innovation. In such environment, innovation naturally occurs. This climate of innovation must be free from the following innovation-killers.

1. Criticism :- Innovative ideas are weak by nature. They are readily killed if criticised too soon and severely. Thus in many organisation it is one of the method of brain storming i.e., formal method of generating new ideas, that whenever new idea comes, then first few reaction to it must be positive reaction, the negative and criticism to the idea must come later.

[The whole basic idea is Quantity → Quality]



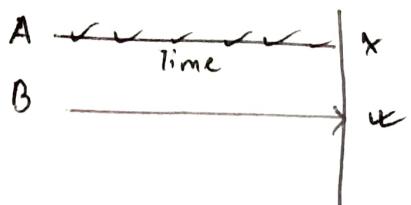
2. Indifference :- Very often we have the tendency to ignore ideas coming from outside and become indifferent towards them, this also kills innovation.

Ex:- NIH [NonInvented Here], Many university students have this tendency not to accept ideas from outside.

- Be-Indian, By Indian is an example of this
- Gandhi said, "We should keep our windows open"

3. Constant surveillance and hovering scrutiny :-

New Ideas are unruly by nature. They require freedom and space to flourish. Constant surveillance reduces the freedom and kills innovation.

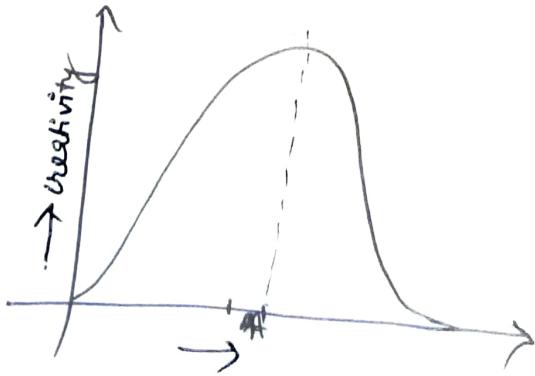


4. Over control or micromanagement :-

If the person is required to follow every steps, substeps, or procedure while doing the job, then this reduces the freedom of thinking and kills the innovation.

5. Strict and relentless deadlines :-

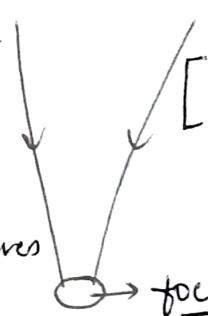
If the deadlines are very strict, then they create strong fear in the minds of people which kills innovation. Deadlines are imp, but need to be flexible. A moderate fear generated by deadline, leads to a creativity.



Motivation :- The emotional state under which our performance is best and most efficient is called flow.

In flow, our emotions are contained, channeled, energized, & aligned, and positive in balance. Our attention is so focused that, we are aware only of a limited range of perception related to the task. We become so absorbed in the task, that we even ~~lose~~ the track of space and time.

We exhibit masterly control over the work we are doing and thus, we work at the peak of efficiency.



working in flow gives us a sense of spontaneous joy. The sheer pleasure of the work itself is what motivates us. Thus, working in flow is ~~not~~ intrinsically motivated.

2 types of motivation

(Intrinsic)

→ Internal factors
control the motivation.

(Extrinsic)

→ money
→ External factors control the motivation

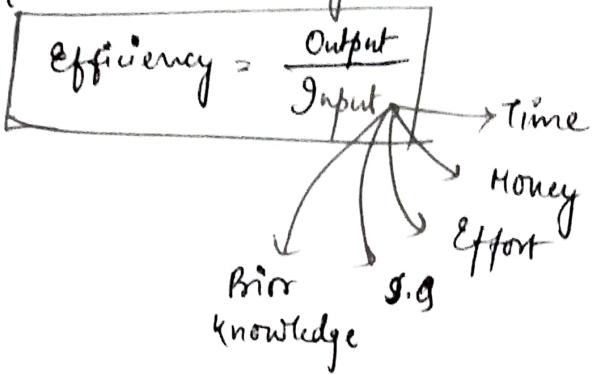
Advantages of working in flow :-

→ People working in flow have the following advantages than those working less in flow :-

A = 40% of study in flow (Topper)

B = 15% of " " " (Bottom)

1. Efficiency :- They often work at the highest level of their efficiency.



2. They enjoy their work.

3. They are good in their academic and professional decision making.

How to enter in flow?

A person is more likely to experience flow when the following conditions are met :-

1. Expertise :- We are more likely to experience flow, when we work in our area of expertise

2. Challenge :- The difficulty level of the work should be challenging for the person, puts some pressure on his/her ability and finally enhances their personal skill.

3. ⁱⁿ Initial self discipline required to initiate the flow but once the flow begins then it becomes self sustaining. No discipline is required after that.

On the

(3)

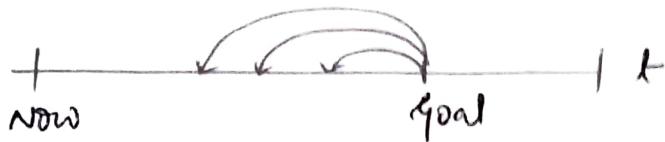
On the basis of motivation following competencies have been identified :-

I Achievement drive :- It is our ability to keep on striving to improve our performance and meet standard of excellence.

D. MacKland, conducted a research in India and found that, there are 2 type of people

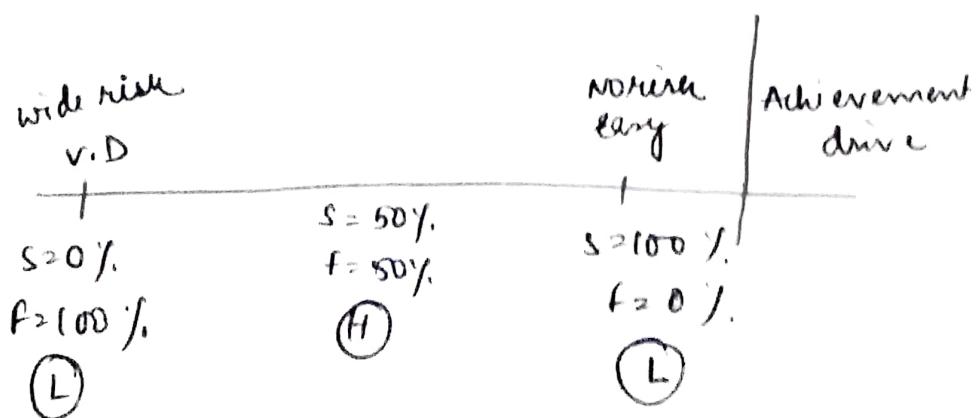
A	X	X	→ Bureaucracy.
B	V	✓	→ Entrepreneurship.

People high in this competence, they are result oriented with a high drive to achieve the goal.



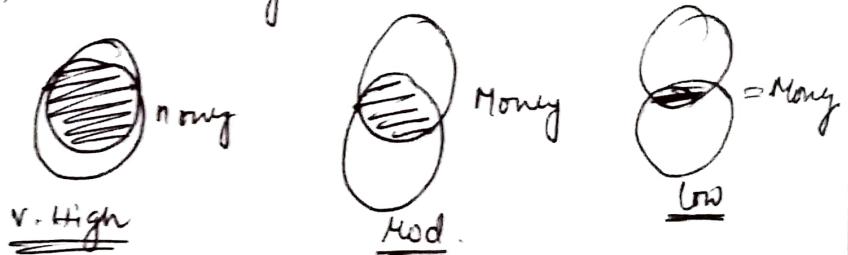
2. They set a measurable and quantifiable goal for themselves.

3. They set a challenging goal for themselves and take a calculated risk in that.

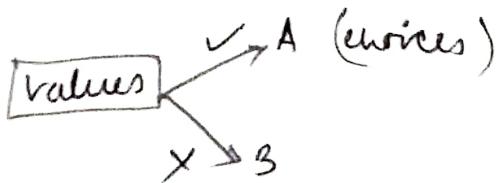


- 4 They are driven by a hope of success rather than fear of failure.
- 5 They look for various information about their job and seek feedback about their performance.

III Commitment :- It is our ability to align our personal goals and values with those of group and organisation, that we belong.



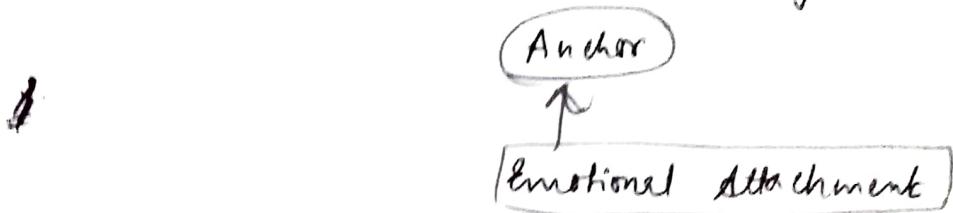
1. People high in competence, readily make sacrifices for larger goals of organisation.
2. They found sense of meaning & purpose in larger goal of organisation.
3. They use the values of their organisation in order to clarify their choices and make imp decision of their lives, sometimes their personal decision.



- 4. They actively seek out for the opportunity to fulfill the larger mission of the organisation.

* How to increase commitment in an organisation? (4)

1. The organisation must get its goals and values vision and mission written down in the form of vision statement and it should be properly articulated.



But this vision statement should not be a political statement or ploy, it should actually reflect true values of the organisation.

2. The organisation must fulfill sufficient material needs of their employee.
3. The organisation must provide enough growth opportunities for their employees.
4. The organisation should have proper system of mechanism of grievance redressal.
5. Distribution of resources should be just and
6. People affected by decision should be made part of decision making process as it increases their commitment.

