

The balancing act of **innovation**: what leaders should know

Prof. dr. Koen Dewettinck
Prof. dr. Walter Van Dyck

Overview

- Food for thought:
 - “Human factor” perspective
 - “Strategic innovation” perspective
- The balancing act ...



HR perspective

Four recent studies for



- Mapping the innovation process
- HR-challenges in growing organisations
- HR tools to boost creativity
- From creativity to successful innovations

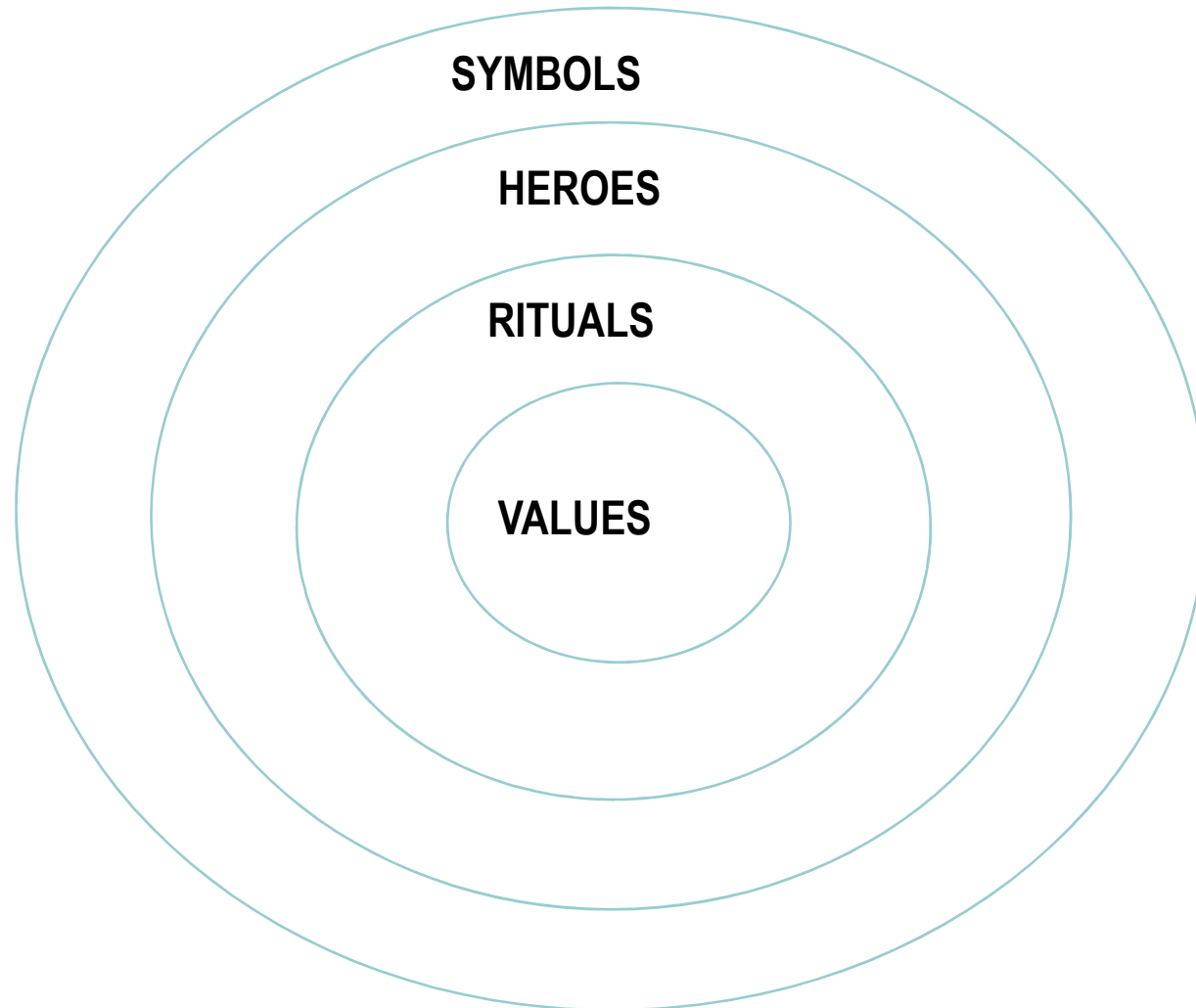
Innovation as process



- About matching personality:
 - Idea generation: learning orientation, open to feedback and adaptability
 - Idea promotion: persistence
 - Idea realisation: performance orientation

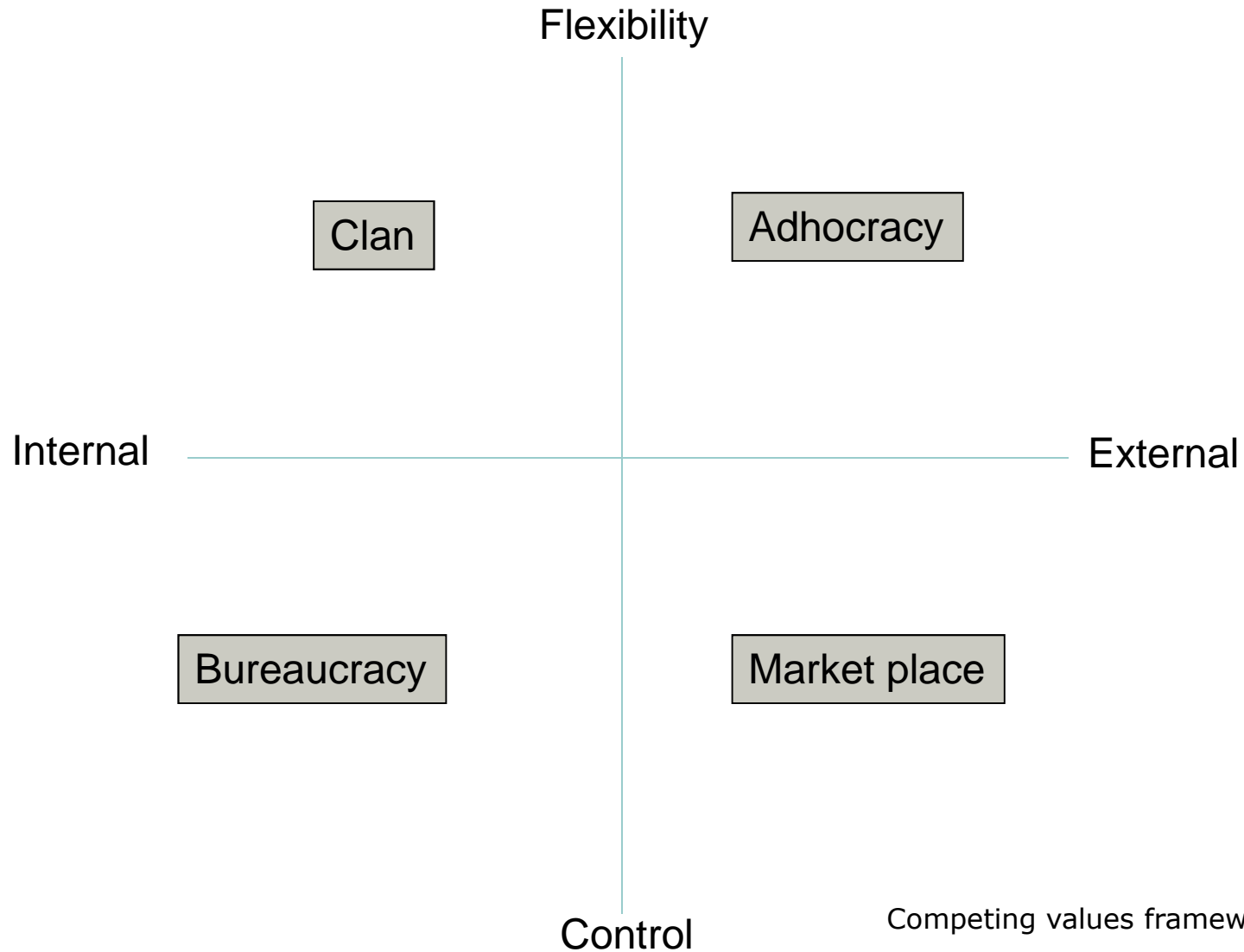
- About team diversity and complementarity:
 - Idea generation: knowledge and expertise
 - Idea promotion: networks
 - Idea realisation: team roles

Innovative culture ?





Innovative culture ?





Overview

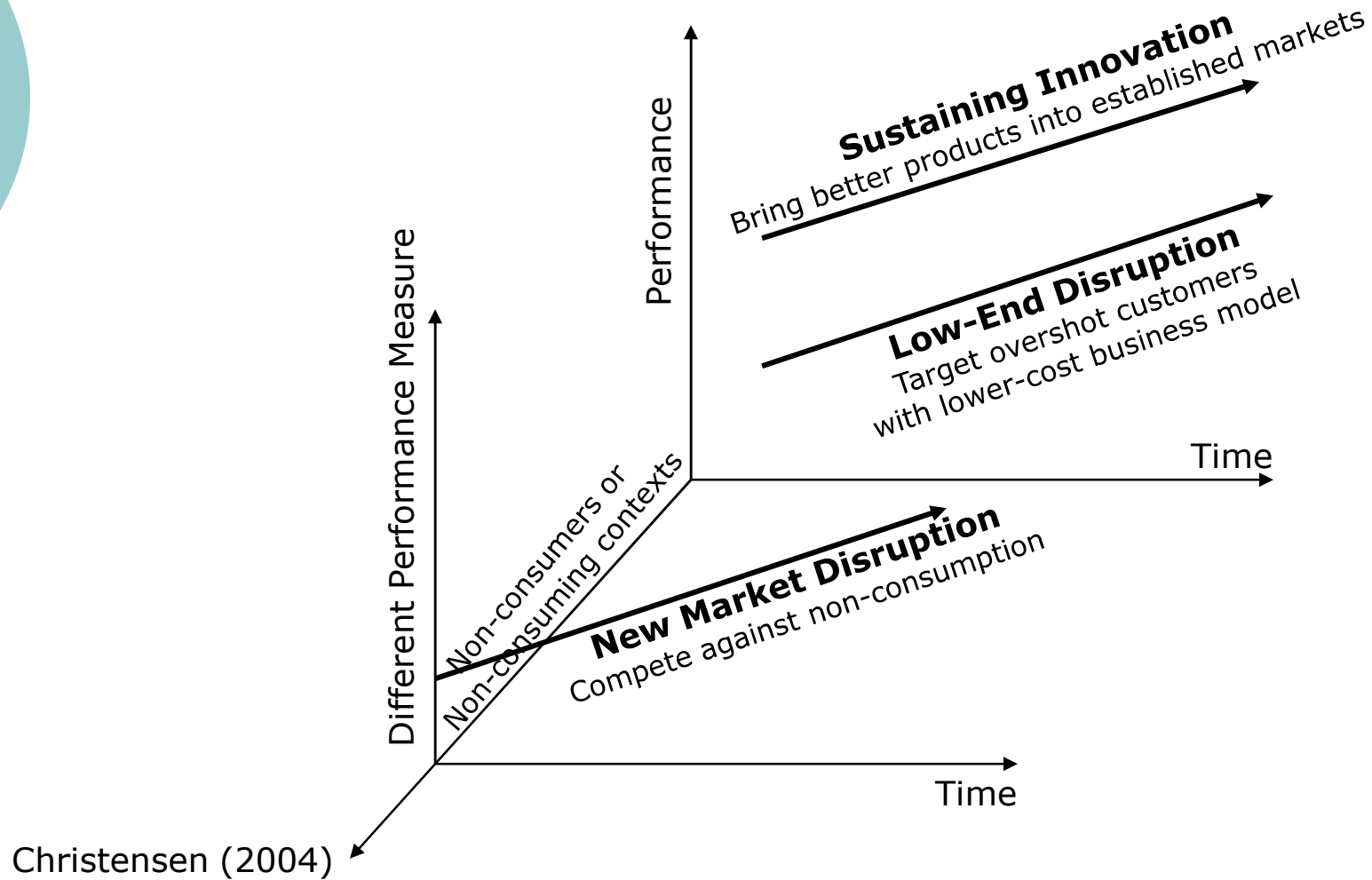
- Food for thought:
 - “Human factor” perspective
 - “Strategic innovation” perspective
- The balancing act ...

12 ways to ...



(MIT Sloan Management Review, 2006)

Sustained or disruptive innovation?



New market disruption



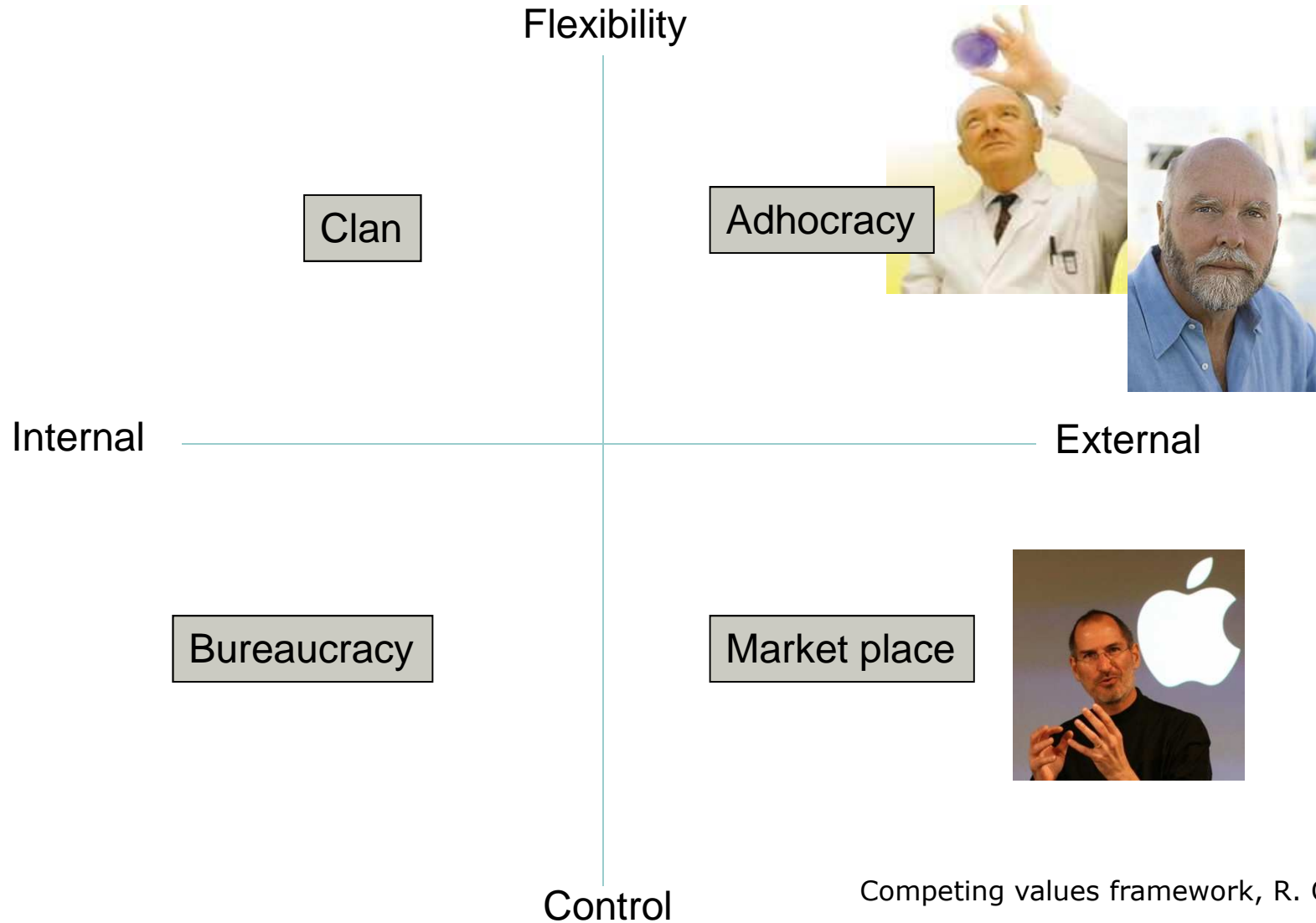
Which game do you play?

	Disrupting the Game	Playing the Game	Catching up with the Game
Emphasis on Disruptive Innovation	Time to Breakthrough on the Market	Creating Options and Picking the Winners	
Emphasis on Sustained Innovation		Delivering a Stream of Immediate Winners	Delivering on Catch up Commitments

(Van Dyck, 2010)



Innovative culture ?



Overview

- Food for thought:
 - “Human factor” perspective
 - “Strategic innovation” perspective
- The balancing act ...

Most opportunities for sparkling
innovation:

individual or process?

Biggest inhibitor of innovation:

time or mentality?

Steering on creative output:

Mission impossible or not ?

Having the opportunity to be
creative is a strong incentive on
itself...