LEADERSHIP IN MANAGING AND ORGANIZING INNOVATION POPULAR TECHNIQUES TO SUPPORT THESE PROCESSES

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Abstract-
Purpose –In the economy, where the business environment is characterized by turbulence and complexity, knowledge is the main source of creating both innovation and sustainable competitive advantage. This paper describes a conceptual model and an associated set of managerial and organizing implications for the innovation company. The question we are trying to answer is: which leadership and organizing characteristics are necessary to manage innovation in the economy?
Design/methodology – successful leaders and effective corporate leadership need both ideas and people While considerable attention is given to the product development side of innovation, it is a matter of debate whether the same degree of attention is always given to the people side, and the identification and development of people with leadership potential.
This paper describes a procedure which leader explicates the innovation culture construct, and In my paper, methodology of qualitative case study research is used as research methodology. We use of answers that some researchers have provided.
Findings – The purpose of this paper is to explain innovation and new technique in a leadership environment. Findings suggest that an innovation culture scale may best be represented through a structure that consists of factors identified as innovation propensity, organizational constituency, organizational learning, creativity and empowerment, market orientation, value orientation, and implementation context.

Keywords - leadership, innovation, long-lasting advantages, meta-analysis, brainstorming, TRIZ

I. INTRODUCTION

This paper expands recent research on innovation theory [John L. Thompson 2004 Innovation through people; Henk A. Becker & Karin Sanders 2006 Innovations in meta-analysis and social impact analysis relevant for tech mining; C. Brooke Dobni 2008 Measuring innovation culture in organizations.] and new technique [Lucio Fuentelsaz, Jaime Gomez & Yolanda Polo 2003 Intrafirm diffusion of new technologies.; Gjalt de Jong& Rosalinde J.A. Klein Woolthuis 2008 Contract research and high-tech alliances: Vistas for future studies. Rajagopalan Srinivasan & Andrzej Kraslawski 2006; Application of the TRIZ creativity enhancement approach to design of inherently safer processes; Angappa Gunasekaran & Eric W.T. Ngai 2009 Modeling and analysis of build-to-order supply chains.; John Darling, Mika Gabrielsson & Hannu Seristo 2007 Enhancing contemporary entrepreneurship.] into a leadership environment.

This paper focuses on clearly defining innovation and new technique in leadership environment. Hamel (2006) described innovation more broadly as: a marked departure from traditional management principles, processes and practices or a departure from customary organizational forms that significantly alters the way the work of management is performed.
This paper will discuss the implications of the review for both the practitioner and to the academicians. Future researchers as mentioned above can then continue to extend these finding in Iran or other countries.

II. STATEMENT OF THE PROBLEM

Creativity underpins innovation; innovation underpins enterprise. In the business world it is enterprises, not ideas or products on their own, that make money. Much attention is given to new product development and to processes of innovation. Indeed, there are increasingly popular techniques to support these processes. However, successful leaders and effective corporate leadership need both ideas and people While considerable attention is given to the product development side of innovation, it is a matter of debate whether the same degree of attention is always given to the people side, and the identification and development of people with leadership potential.

III. LITERATURE REVIEW

Leader need to search innovation in new technique that we show that in some concepts. In the social sciences, non-utilization of knowledge is a major problem. Many publications stored in libraries or available on the Internet should be used more than they are now. Conventional approaches like providing abstracts and lists of keywords have proven to be insufficient. For more than thirty years already, meta-analysis is available for the accumulation and dissemination of scientific knowledge. In the social sciences, meta-analysis has been used on a limited scale only, mainly because there still remains a gap between the knowledge available and its application in policymaking. Recently, value transfer has been introduced as an additional method to bridge the gap between available knowledge and the demands for knowledge in new problem areas. Henk A. Becker &

Karin Sanders 2006 “Innovations in meta-analysis and social impact analysis relevant for tech mining”.
the role of innovation is becoming increasingly more important in organizations today. Management is beginning to realize that innovation creates long-lasting advantages and produces dramatic shifts in competitive positioning. If successfully implemented, an innovation culture will provide a competitive advantage, and may eventually result in industry leading performance. C. Brooke Dobni 2008 “Measuring innovation culture in organizations”.
Research on creativity usually concentrates on five main aspects:
1. The essence of the notion: How is it defined and to what are the different types?
2. Its assessment: How to measure creativity?
3. The process: How to get a creative idea?
4. The person: What are the features of creative people? and
5. The product: What are the attributes of a creative product)? From Rajagopalan Srinivasan & Andrzej Kraslawski 2006; “Application of the TRIZ creativity enhancement approach to design of inherently safer processes

Although we investigate the new technique in leadership environment that connect to innovation , like TRIZ creativity, Intrafirm diffusion of new technologies and Enhancing contemporary leadership because we use of these objects to expand and show ways of innovation .
Business relationships in high-tech industries may offer substantial future benefits. Turnover and net profits can grow for many years in succession if companies join forces and manage to introduce new products in global consumer markets. However, many of these high-tech alliances fail, because of, among other things, ambiguity on agreements. from Gjalt de Jong& Rosalinde J.A. Klein Woolthuis 2008 “Contract research and high-tech alliances”

That is, disappointing high-tech alliance performance is often not only due to the lack of crystal clear agreements on e.g. goals, investments and communication, but also because these agreements are not specified in a formal contract. Gjalt de Jong& Rosalinde J.A. Klein Woolthuis 2008 “Contract research and high-tech alliances”
Then leaders should obey formal contract in high tech alliance. Leaders for solving innovation problems need this steps with TRIZ an innovation problem solving.
The main findings of TRIZ are:
- there exist the trends in the evolution of technologies;
- all innovations start with application of a small number of inventive principles;
- the innovative solution of the problem removes the conflicts existing in the system.
From Rajagopalan Srinivasan & Andrzej Kraslawski 2006; “Application of the TRIZ creativity enhancement approach to design of inherently safer processes”

There are three steps for solving an inventive problem that contains a technical contradiction:
Step1. Analyze the technical system; determine the system characteristic that needs to be improved.
Step2. State the technical contradiction; identify the characteristic that deteriorates as the other improves.
Step3. Resolve the technical contradiction.

Innovation is a major source of competitiveness for firms and nations around the world. The challenge is not just to be innovative, but to lead innovation. To develop strategic advantage from innovation, firms need to be ahead of the game when it comes to developing new products and services, using new organizational arrangements and incentives, and building new business relationships.

IV. CREATIVITY AND INNOVATION MANAGEMENT: THOUGHT LEADERSHIP

Leadership is only sustainable when leaders consistently come up with good ideas – when they are dependable thought leaders. It follows then that leaders would be more effective if they knew how to manage creativity and innovation.
Some of the tools for effective creativity management include:

a) Develop the brief. Formulating a brief helps i) induce the problem solving state of mind, ii) creates structures with boundaries and limitations within which experimentation can take place and iii) enhances motivation.
b) One tacit knowledge elicitation and lateral thinking technique is to use the five senses. This helps define problems and generate ideas along five different pathways, instantly increasing the quantity of ideas and further increasing the probability that quality ideas will be generated.
c) Setting a clear goal. Goals and incremental targets produce more output than simply “do your best.” Prolific screenwriters that stick to goals produce more output and move along the learning curve much faster than those who simply wait for inspiration. Look at the untold number of people with unfinished manuscripts under their beds.
d) Separate idea generation from idea valuation. Creative and critical thinking are two separate and distinct activities.
e) Persistence pays off. Persistence slowly but surely helps develop the competencies required for quality output. Failure is a learning activity.

V. CREATING AN ENVIRONMENT FOR INNOVATION

Once your company has made a conscious decision to encourage innovation, where and how should you start? How do you encourage people in every part of the company to innovate? In this article,
Innovation needs a good atmosphere in which to develop. It is definitely a cultural characteristic and must be encouraged and nurtured inside a company. It does not come by simply flipping a switch. One must set an environment that encourages people to think in unusual and creative ways. This is not easy to accomplish when much of business is, by definition, so structured and orderly in its processes. Business, whether products- or services-oriented, needs to have somewhat standardized routines for much of what it needs to accomplish. Innovation, on the other hand, requires thinking out of the ordinary. These two are so different that in order to have effective innovation, care must be taken to encourage and allow unconventional thinking.

Who is responsible for setting the atmosphere for effective innovation? The leader and top management team must create the environment. They are responsible for establishing a vision (strategy) which embraces innovation. For too many companies, vision or strategy is underrated. Without a vision of where the company is going, often there can be limited success in innovation. Management must create the challenge, the inspiration to push people to stretch, to make it. The leader must see his/her job as creating employee excitement, not just as measuring employee satisfaction or financial performance. If one defines the company as more of the same, that's all one gets.

COMMUNICATION: One key component of this process is knowledge within the company. The better everyone in the company understands the goals and objectives of the company, the better this process of innovation should be. Internal communication, based on openness and with trust developed over years, is a key to setting this atmosphere. This may well not be a strength in many companies. Some leaders would not share their personal knowledge about their job for two reasons. First, they was afraid that management would use the knowledge to redesign their job and force them to work flat-out all day. Second, they was afraid that management would take the knowledge and outsource the work, putting them out of a job. Stepping back to look at this situation, one might well suspect that there is little or no trust of management by the workforce. Can you imagine trying to develop an atmosphere in which innovation and creativity are encouraged without succeeding at changing this low level of trust into something much more positive? A change like this will take many years and much hard work on the part of the entire company, not just management, in order to get to the level of trust required to get people to open up and really participate effectively.

SOURCES OF IDEAS: In order to develop more innovative products, process and services, organizations must encourage their employees to think more creatively. One method of achieving this is to encourage teams to utilize creative problem-solving (CPS) techniques. There are a variety of different CPS techniques. Perhaps the most common technique utilized is that of brainstorming. This, however, does not necessarily produce novel and innovative solutions.

Brainstorming is as a source for the ideas for the innovation process. But where do the ideas that are brought out in the brainstorming session come from? One area is inside the company. Your fellow employees are most often a good resource for ideas for improvements in internal processes, product improvements, service improvements and customer contact improvements. They are often the ones in the trenches who see the possible problems in the products, processes or services. Internal communications are critical to the effectiveness of this process.

Another idea source is the customer. Knowledge of customers preferences is absolutely critical. Very few companies can innovate effectively without comprehensive knowledge of their customers needs and preferences. By some estimates, roughly 50% of all innovations come from customers. What are you doing to get close enough to your customers that you can tap them for ideas? This effort needs to be an on-going, real effort, not a quickie, one time shotgun blast to see what can be dragged in. You need to be cultivating enough of a relationship with your customers that you have two-way communication flowing on a regular basis. You need to have programs in place that will allow and encourage your customers to communicate with you, not just when they have a problem, but when they have a success as well. You should encourage your customers to use you as a resource, even when you do not have the product or service they need. When you get to the point where they call you and ask for guidance on something they know you don't offer, you have earned their respect and you have established reliable and effective communications. Take advantage of this relationship to help you both. Ask for feedback and constructive criticism. Ask for their ideas about what they and others will need in the future. Put these ideas through the same filters you put your own ideas through. Many will not be earthshaking in their potential, but one or two might be the catalyst for the true winner down the road. Effective listening can make a tremendous difference, so you need to train

your customer interface people to hear what your customers are saying, not just the words.

PROCESSES: Creating A Brainstorming Environment The idea is to create an atmosphere that encourages people to think fast and to contribute ideas. So you want to make sure that the environment creates a disruption in the normal way that discussions and sessions are held among your team. Here are some ways to do this:

- Have only enough chairs for the number of people present. A full table diminishes the gaps in the group caused by empty chairs. Consider not having tables at all--a new position or orientation can cause a shift in thinking (try it in your next conference call—stand up instead of sitting, and note the changes in your outlook).
- If you do use chairs, make sure they are stacking chairs, and place them outside the room before the Brainstorming Experience begins. As your team members arrive, ask them to and ask the participants to carry in their own chairs. This allows the group to determine the design space of the meeting.
- Create a relaxed, welcoming, comfortable atmosphere that will allow informal exchange to occur between members. Truly create an experience by providing music and food.
- Establish a time frame for the experience, and commit to it. Start and end on time. Then, insist on eliminating all interruptions. No laptops, no cell phones. Make sure the team knows that you will not go over the allotted time frame (unless they agree to extend it) and in return demand from them their total, undivided attention. Once people become preoccupied with time, they may lose interest in generating ideas, lose focus, and allow ideas to fizzle out.

(http://www.thunderboltthinking.com/brainstorming.htm)

In addition to an encouraging atmosphere, there must be some procedures established to channel the innovation process. This sounds like a contradiction in definitions, but unstructured thoughts, while necessary for brainstorming, can lead to missed opportunities and wasted resources in much of the innovative process. In general, the creative process is reasonably well structured. It starts with setting the environment to encourage idea generation. Also we investigate innovation culture for leadership environment suggest that an innovation culture scale may best be represented through a structure that consists of seven factors identified as innovation propensity, organizational constituency, organizational learning, creativity and empowerment, market orientation, value orientation, and implementation context .from C. Brooke Dobni 2008 “Measuring innovation culture in organizations”.

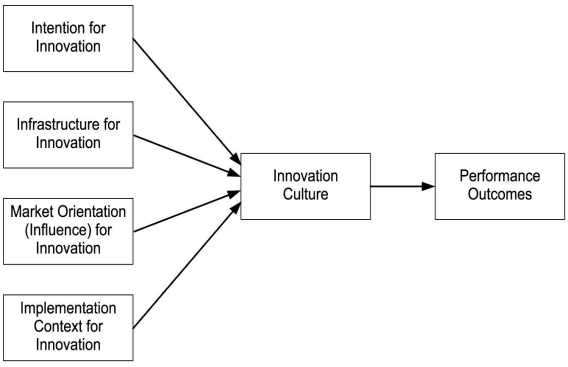


Figure 1. Model of innovation

from C. Brooke Dobni 2008 “Measuring innovation culture in organizations”.

Setting an atmosphere in which innovation is encouraged is often highly correlated with the long term success of a company. Each of the elements explained above is critical to the effective innovation process.

CONCLUSION

Innovation is best understood as a process, bringing new combinations to market. Innovation is the only net creator of new wealth in the long run arises in the first instance from the prepared mind. But typically requires a lengthy, non-linear process to market structuring innovative brainstorming process in leadership environment can reduce risk and increase value output. Then we answer to these questions1-What is the major innovation and new technique in leadership environment?2-In which ways can we have innovation?3-what does do innovation in new technologies?

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