

# Leading innovation and change



The concept of lifting where employees stand is introduced. An analysis and evaluation Of the challenges that may arise when leading and managing innovative changes are also discussed. Some principles and practices to implement in leading innovation and change are perceiving organizations as learning institutions, recognizing each employee as a productive member of society, and caring more for employees than leaders own prestige.

Some new approaches to leading innovation and change in an organization are Refined and Scrutinized approach.

Keywords: Challenges; Changes; Ethics; Employees; Innovation; Idea; Innovative Project; Leadership Team; Lifting Where Employees Stand; Refine; Scrutinize. Introduction Every business approaches an innovative idea differently. Some businesses approach innovative ideas based upon how they believe the public will respond to the change. What will determine if an organization will be successful in carrying out its innovative plan will depend on how the organization approaches the novel idea. Leading an innovation is not the same as teaching a college course or supervising a few people.

The purpose of this research is to investigate the ethical issues relating to innovations and owe employees may be supported through an innovation process. The problems this paper will highlight are that organizations leadership teams do not always encourage its employees to put in their best in an innovative project. It is important to put into consideration how an organization is doing overall. But, for Journal of Business Studies Quarterly 201 1, Volvo. 2, No.

2, up. 80-97 81 the organization to qualify as best, the leaders and managers need to care about the employees who work in the organizations as well.

Leaders must be considerate of those they lead and help their followers “ lift where [they] tank” (Coauthor, 2008, p. 53).

The research question this paper investigates is how organization leadership team can encourage its employees to lift where its employees stand. In relating a Story that explains this concept of lifting where people stand, Coauthor narrated that a group of people worked together in accomplishing a goal in an organization in Dramatic, Germany. These groups of people were asked to lift a grand piano into a cultural hall. Because of the size of the piano, no one could move it.

When the movers attempted to spread themselves around the piano to move it, they still were unsuccessful. After many attempts, one gentleman told the movers to stand close together and lift where each stood.

“ It seemed too simple. Nevertheless, each lifted where he stood, and the piano rose from the ground and moved to the cultural hall as if on its own power ( p. 53). Likewise, leaders of organizations must assist their employees and followers in lifting where employees stand because, if the employees are encouraged to lift where they stand, the employees are more likely to perform well in an innovative project.

Leaders may assist employees in lifting where employees stand by first mistreating ethical behavior. To become effective leaders, leaders of

innovations will need to act ethically and must consider the ethical issues associated with the innovation they are leading.

Becoming an effective leader is not something one realizes or forms overnight. Leaders must constantly observe their actions and the way they respond to others to ensure that they are treating other people in a manner that is moral and ethical. This behavior will prepare leaders to become leaders who are always learning new skills.

Callahan (2009) declared that “ leaders should be students of leadership” (p. 32).

By becoming students of leadership, people will be prepared to lead their society or community. To become a student of leadership will require leaders to be open to new ideas from their subordinates. All ideas are important, and no ideas are asinine or irrelevant. Everyone has a voice in an organization and everyone voice should be heard. Because of the fear associated with criticism, some ideas do not go past the idea generator’s desk (Howell, 2005).

This fear has caused employees in organizations to hold back their opinions even though the opinions may amount to something that may be beneficial to the organizations.

Supers and Staffer (2008) noted that the human body undergoes different experiences that may be external or internal. The acquired experiences will determine how leaders exercise their good judgment on issues that will affect the welfare of their organizations and the organizations’ employees.

Leaders who exercise good judgment on innovative projects may contribute to the success of their employees.

Innovators who started out as mere “brain stemmers” have succeeded in their innovation. Such individuals were not born geniuses, but fine-tuned the skills they have acquired over the years.

Howell (2005) asserted that people who are determined in innovating a good idea “promote the idea with conviction, persistence, and energy and willingly to risk their position and reputation to ensure the innovation’s success” (p. 108). This conviction motivates future leaders and innovators to put in their best into an innovative project.

This paper is mainly intended for leaders of organizations.

It suggests some ways leaders may assist their employees in performing well in an innovative project. The researchers are interested in this topic because they have learned from their professional experiences that some leaders do not encourage their employees to do well. Instead of providing ways employees can make use of their different talents, some leaders focus more on enhancing their own skills and talents. For this reason, many employees find themselves performing poorly. Thus, affecting the organization as a whole.

This problem is very common in organizations that are heavily riskier. Rough & Victor Williams (82) involved in innovation.

Instead of showing equal concerns for employees and the organizations, the leadership team finds itself caring more for the organizations. Furthermore, <https://assignbuster.com/leading-innovation-and-change/>

leaders sometimes fail to recognize that the employees are the backbone of organizations. This paper may contribute to other research by adding to our understanding of how employees may be motivated to put in their best in an innovative project. Slowing and Gall (2010) suggested some innovation practices management of organizations should have in mind.

These practices are mentioned in the Want, Get, Find, and Manage model (Slowing & Gall). Another researcher, Hugging (2011) discussed the importance of having an open innovation. Hugging noted some advantages in having an open innovation. Derivations (2010) addressed the quality, the quantity, and the speed of introducing innovations. Barbarians, Hammed, and Mol (2008) discussed four perspectives in innovation. These perspectives are perspectives that focus on issues relating to socioeconomic circumstances, a fashion perspective, a cultural perspective, and a rational perspective.

Frederica, Uniform, Vessel, Feeler, and Banks, (2010) suggested some ways leaders can influence innovations in an individual level, group and organizational level. Quartz, Agrifls, and Heroes- Oliver, (2010) discussed the surrounding problems confronting general managers, particularly managers Of small and medium-size organizations. Ground, Sofidin, and Freshman, (2010) mentioned some approaches to product development. These authors recommended the open innovation and the stage-gate model for innovation.

In spite of all the research that has touched on important issues regarding innovation, none have fully discussed how employees may be encouraged to learn or implement new changes put in place by an organization.

Because innovation is significant for an organization's growth (Fusing, 2000), all parties involved in the innovation must be certain that they are acting ethically. Types of Behaviors in Leading Innovation Ethical Behavior Leading an innovation will require managers to be accountable to all of the people involved in the innovation process.

In a work environment, managers who are experiencing some difficulties generating a solution to a problem or are not sure how to put new strategies in place may ask for the assistance of their subordinate employees. Gabbler (2009) noted that when managers recognize that they do not know everything, they may invite their employees to contribute ideas. Employees may see this invitation as a way of expressing their opinions on issues that may contribute to the success of an organization.

Managers will behave ethically by inviting employees to participate in an innovative thought or decision.

Second, inviting employees to be involved in an innovative process may lead to trust and respect within an organization. Employees within an organization want to feel comfortable sharing ideas with their managers and leaders. This type of sharing shows that both parties are not working individually but collectively.

In such a situation, when an idea is generated by employees, the managers or leaders are more likely to give credit to the authors of the ideas. Managers have demonstrated this moral behavior in the past by acknowledging that they are not all-knowing.

By acknowledging that they do not have all the answers, and by inviting employees' participation in an innovative project, leaders of organizations will be encouraging their employees to lift where their employees stand. Gabbler (2009) expounded that managers may not see the importance of ethical behaviors in leading innovation if they do not consider such behaviors essential in attaining business goals. *Journal of Business Studies Quarterly* 01 1, Volvo.

2, NO. 2, up. 80-97 83 Third, everyone involved in an innovation process must be accountable for their decisions and actions.

Giving credit to the person who generated a clever idea is a sign of showing responsibility for others' decisions. There may be instances when an idea is recognized, but later, the idea affected an organization negatively.

In such situations, the person or group who generated the ideas must take responsibility instead of blaming someone else or other groups. Some leaders of organizations are in favor of work environments in which everyone displays high levels of personal accountability (Gabbler, 2009).

Employees who take responsibility for their actions even when the actions do not yield good results are not only acting ethically, but also showing that they care for the organization. Employees at different levels of organizations



take action when they see things that are not working well (Gabbler, 2009).

Gabbler also noted that such employees do not take action because they like taking matters into their own hands, but because they want to “safeguard the organization that they care about” (p.

1). Fourth, an organizational leadership team should be considerate of the well-being of the subordinates.

There may be situations in which employees could not perform their duties properly because they have been working extremely hard and are spending too much time on an innovative project. In such conditions, managers and leaders will need to cut down on the workload of the employees so that the latter will not perform poorly. Dived, Saving, and Entry (1999) indicated that employees may be psychologically stable when they are working in a stress-free environment. Although, employees are less likely to perform to their potential when they are tired, they may certainly lift here they stand when there is enough energy to perform their tasks.

Fifth, managers and leaders must be aware of the different educational experiences their employees contribute to an innovative project. This is significant because some employees have educational backgrounds that may not qualify them to handle certain machineries or equipment in organizations that have factories. If the management does not put this into consideration, they may find themselves assigning tasks to employees that may require them to make use of machineries or equipment that they are not trained to use; this may be detrimental to employees.

Assigning tasks to employees that may be detrimental is not encouraging employees to lift where they stand. When employees are distressed because of neglect from their employers, a law suit may be filed to this effect, thus reducing the credibility of the organizations. Dived et al. (2009) cited that leaders' awareness of the diversity of employees helps the leaders to depict the mood concerning the innovation.

Inconsideration of the mood within an innovative environment may result in leaders developing behaviors that are unite cal.

Unethical Behavior The values of the leaders of organizations will determine how they direct their employees in innovative projects. M; healthcare, Obviously, and Ritter, (1987) expounded that " the basic values shared by the members of a firm seem to be of major influence on the possibility of implementing a new strategic plan" (p. 205). Some leaders may have unethical values, thus leading their followers through the wrong path. On the other hand, some leaders are caring and compassionate and desire their followers to be successful and productive in innovative projects.

Such leaders make decisions that will not only promote the innovative project of their organizations, but, their decisions will benefit everyone within the organizations. These decisions may help all the participants in an innovative project in lifting where they stand. Calculi (2003) mentioned that managers influence their superiors as well as their subordinates. The influence @ Riskier Rough & Victor Williams 84 leaders have over their subordinates may determine how they handle the stress they receive from an innovative project.

The creation of any novel idea may bring stress that sometimes induces leaders to make decisions about innovations that are unethical.

Calculi (2003) asserted that competitive anxiety at times leads people in charge to derelict nine principles and take decisions they believe serve some type of utilitarian “greater good” (p. 72). When fine principles are abandoned, leaders may find themselves sacrificing the well-being Of valuable employees all in the name Of success. Leaders may find themselves in situations in which their decisions may have a negative impact on some employees.

When leaders make unethical decisions, they may, eventually, lose valuable employees, and customers.

The following example illustrates the above point: the leadership team of an organization may choose to terminate a valuable employee. For example, they may think that the employee is over qualify for his or her job and thus may not be able to afford the employee’s salary. Nonetheless, keeping an overqualified employee may be considered less important when revenue and cost are contemplated.

Issues of moral entitlement and longevity must be considered as well when deciding whether to terminate or retain an employee. Some leaders may see this act as ethical.

Furthermore, if the discharged employee is valuable in that he or she has added to the revenue of the organization, and with his or her skills cut down cost for the organization, there may be a need to retain the employee.

Second, leaders may behave unethically when they fail to prepare themselves for what awaits them at the top of the ladder. Leaders preoccupy their minds with the word “ success” when leading innovation and change.

Instead of preparing themselves for the outcome of the innovation, some leaders put in all their resources in an innovation process, expecting that the process will be successful. Calculi (2003) declared that overconfident leaders find themselves brusque, insular, and discourteous, all of which are warning signs along the road of a narrowing . Situations may arise when an innovative project does to meet the desired outcome.

In such instances, the leadership team of organizations must be prepared to make use of their plan B of the innovation.

Cheroot (1998) noted that many people are convinced that the only way to do business is the only way to conduct a business and that there is no better way. This obstruction has prevented the minds of leaders to make future goals for their organizations. When leaders are not adequately equipped for the outcome of an innovation, their behaviors may cost their organizations a significant amount Of money. An example would be investing a significant amount of money on an innovative project.

Instead of reserving funds for a plan B, the leadership team of organizations may invest all their resources in the first plan.

Invested resources may be the shareholders’ money and the organizations’ savings. Without a second plan, organizations may find themselves insolvent when their entire innovative project does not meet the desired outcome. A

second plan will prepare leaders for the challenges that may arise from an innovative project. Challenges in Leading Innovation and Change Leaders and managers may endure some challenges when leading and managing innovative changes in multicultural and diverse organizations.

One of these challenges may be that employees may not support the innovative idea.

In an organization in which employees are use to performing daily tasks in certain ways, there might be resistance when an innovative idea or change is introduce. Dived and others (1999) affirmed that employees sometimes are afraid of change because of the increase in work demand and the insecurity they may possibly have regarding the innovation. Even though this may have validity, people may wonder if organizations may choose not to be innovative because the organizations do not want their Journal of Business Studies Quarterly 85 employees to feel insecure. Dived et al. Also proclaimed that because employees are ask to change their daily routine in their work environment, they may have “ increased level of and such stress may “ affect the individual health of the employees” (p.

80). Because of the stress and feelings of insecurity that may come with an innovative idea, employees may find themselves against an innovation or change. Another challenge managers and leaders may face when leading an innovation is that the employees may have difficulty in adapting to the new change. This difficulty may arise in the diverse work environment of the employees.

When an innovative idea or product is introduced into an organization, it may take time for the employees to accustom themselves to the new idea because of their cultural backgrounds.

Some employees may learn the innovation faster than others; nevertheless, consideration must be given to those who may be slow in understanding the new idea. Dived et al. , (1999) stated that, simply because employees show signs of resistance does not necessarily mean that they are resistant to a change; such behavior is a natural human response.

Managers and leaders must consider how employees will adapt to new changes, instead of assuming that employees are resistant to change when they show signs of not understanding an innovation process. Assuming that employees may not show interest in an innovation may result in managers becoming unconcerned as well.

Some managers' behavior may suggest that they are not interested in the innovative idea. Dived et al. , (1999) indicated that some managers may make themselves unavailable to employees when a change is introduced in organizations.

This behavior may motivate employees to become resistant to the change, thus affecting employees' work performance. This behavior may also result in employees informing the organizations' customers about the possible negative impact of the innovation. Managers must be aware of the requirements in their positions to support the positive changes in the organizations they work for.

The changes put in place may have a positive effect on the surrounding communities as well as its employees. Dived et al. (2009) declared that, “adequate availability mitigates uncertainty and facilitates communication of the change goals and purpose” (p. 83).

Positive changes may motivate managers to be understanding of the feelings that employees may have about the novel idea. To avoid certain challenges that may arise from implementing new changes, managers need to involve employees in the innovation process. Dived et al. , (2009) revealed that employees may be open to change if they are given the opportunity to be involved in the innovation process.

If the employees are introduced to changes that may occur in the future in an organization, they may be more likely to accept the changes because they have been informed about it in advance. By informing employees of innovations, the management team of organizations will be preparing the minds of employees for the changes when the time to launch the innovation arrives.

After informing employees of changes that may be implemented, managers and leaders may allow employees to contribute to the innovation process. Dived et al. (2009) indicated that, “A sense of active participation and the acceptance of expressing one’s view imply a feeling of control and influence, and lessen the chances of feeling victimized and ignored during the change process” (p. 83).

Participation in the innovation process may enable employees to understand the need for such innovation and also may provide the employees with ideas

of how to introduce the innovative idea to their customers. In addition, participating in the innovative process may enable employees to understand their role in the change implementation.

Dived et al. , discussed that by understanding their role, employees may reduce ambiguity and role C Riskier rough & Victor Williams 86 conflict.

If the employees understand their role, they are more likely to implement principles and practices that are put in place. Principles and Practices for Implementing Innovation As leaders mature psychologically and emotionally, they begin to discover that they possibly could not lead their organizations to success without the id of their employees.

Leaders and employees in organizations are more likely to achieve the organizations' objective if both parties lift where they stand. The concept of lifting where one stand is not common in organizations.

We live in a society where some leaders believe that for them to move ahead, they will have to work alone and may need to minimize others to make it to the top of the ladder. A true leader does not reason this way, but, they aim to help others succeed. Such leaders' main goal is to help themselves and those they lead to lift where they stand.

This section of the paper proposes some reentries and practices that leaders of organizations may implement to help them guide those that they lead in innovation and change: (1 ) perceiving organizations as learning institutions, (2) recognizing each employee as a productive member of society, and (3) caring more for employees than leaders' own prestige. Organizations as



Learning Institutions The perception of organizations as learning institutions will benefit leaders of the organizations to lead those they supervise successfully.

Learning institutions are places where people acquire new information.

Institutions, there are no "wrong answers. Students are taught and concepts and also are instructed on how to apply what they learned. In these types of institutions, students are taught to lift stand. Perceiving organizations as learning institutions may envy way a class is taught. The goals of educators are to ensure that can understand the materials being taught.

After this is accompany next step is to put the knowledge into practice.

Educators are re to assist students in achieving this goal by helping them recognize strengths and use those strengths as a foundation to put their k into practice.

The same concept may be applicable to organization eating innovation and change in organizations, the leadership I help each employee perform to his or her best ability in an ion by helping the employees lift where the employees stand. Lead employees by asking how they, the leaders can help them by pr employees with the necessary tools and equipment needed for innovation. When leaders of organizations support their enemy) helping them to recognize their strengths, and use those strong foundation of learning, they will be helping their employees to ll employees stand, and may recognize them as valuable member society.