

# Innovation project



This paper will analyze the contemporary leadership models and practices from the perspective of innovation in a global environment at the same time, assessing the behaviors that drive innovation and how leaders can use those behaviors to create innovative organizations. It will highlight what leaders of innovation do to shape organizational culture and processes while communicating in a manner that is professional and consistent with expectations for members of the business reversions.

Introduction When you think of innovation, it is a term used to describe new ideas and new beginnings. One who introduced this concept to a failing organization, was an innovative leader named. Alan Leaflet former CEO of P&G, adapted the five discovery skills that were displayed in Dyer, Greenest, & Christensen Innovator's DNA associating, questioning, observing, networking, and experimenting. Leaflet applied these skills to create an innovative organization and gave a blueprint for other innovative organizations to follow.

Although, leadership is a group experience that includes interpersonal influences or persuasion, is goal directed and can lead others through certain actions or to achieving goals through influence, and has hierarchy within the group that can be formal and well defined or informal and flexible. Leaders assist in establishing goals and reaching those goals through actions, allowing individuals in leadership positions to be effective (Invading, 2006).

Analyzes of Leadership Model and Practices that Encourage Innovation

Leadership research has been and will be completed by many individuals and has led to many theories and models to be developed that have both

similarities and differences. The four theories or models of leadership that have been developed and researched include trait theories, transactional leadership, transformational leadership, and situational leadership.

The research on each of these leadership models has varied in amount and focus, but most of the information has helped to develop theories and styles that can be important in understanding and developing leadership skills (Invading, 2006). Organizations using transactional leadership develop an organizational design and use it within the organization to focus on tasks and the reward structures for completed tasks (Invading, 2006).

Leaflet was able to change the company dynamics and business model with the use of this leadership model, as P transformed from a closed innovation business model to an open innovation business model allowed for the company to reward Leaflet for his works. Proctor and Gamble (P) is said to have had one of the most impressive research and development labs, which kept them leaps ahead of their competition until the late sass's. It should be noted that what is significant about P&G during their early innovative years is that their research labs were global although their innovative R&D recesses were at the time considered “ closed”.

Actually, P&G had taken a significant step into the future long before their competition by strategically developing global R&D teams within their organizational infrastructure (Ray, Venerates, & Divide, (2009) p. It was the pressure of new technologies challenging organizations to work outside their infrastructural comfort zones, which sparked Alan Leaflet to connect with an R&D team outside P&G in order to develop a new product (Ray, et, al. ,

(2009). It was this very act that facilitated the Connect & Develop (C&D) Model.

This model evolutionists networking by using technology to bring diverse individuals together in order to develop new ideas, thoughts, processes, products, and services, for the future. Why I Chose This Model I chose this model as it allowed Leaflet the chance to infuse his innovative thinking with the business model as a good fit for P&G. When Alan Leaflet realized this then he had to find some way of connecting his theories along with his new introduced business model, he then “ developed the Connect & Develop model to generate ideas from scientists, engineers, inventors, entrepreneurs and individuals outside the many’ (Ray, et al. 2006). The DNA of disruptive organizations involves having a team of individuals who are not only given an environment where they are allowed to experiment and develop new ideas and processes but also possess strong discovery skills. As P began to survive, they had to open their thinking from only using ideas from inside their organization to using personnel resources from the outside in order adapt to the changing competitive market. Leaflet not only built a strong team of innovators, but also brought in individuals that balanced the company’s weaknesses tit their strengths (Dyer, et al. 2011). Leaders, who lead with innovation, seem to infuse their own innovative DNA into the bones of the organization. “ The more diverse knowledge the brain possess, the more connections it can make when given fresh inputs of knowledge, and fresh inputs trigger the associations that lead to novel ideas” (Dyer, et, al. )

Chosen Case Exemplifies the Five Discovery Skills of Innovation Leaders

Discovery and Delivery skill gives ones great insight into their own

leadership style and helps one gauge their ability to deliver appropriately.

Dyer, Sorenson &

Christensen (2011) stated, “ Associating happens as the brain tries to synthesize and make sense of novel inputs. It helps innovators discover new directions by making connections across seemingly unrelated questions, problems, or ideas” (p. Leaflet used association as one of the ways to determine in which area he was going to take P&G. With the losing market share and maidenhair, growing competition, and unsure customers, it became important that he found the important measure to take to turn P&G into an innovative company. Procter and Gambler’s new focus is on innovation.

P purpose statement states, “ We will provide branded products and service of superior quality and value that improve the lives of the world consumers, now and for generations to come. Collectively, their questions provoke new insights, connections, possibilities, and directions” (Dyer, Sorenson & Christensen, 2011, p. 23). Leaflet questioned the employees to see which direction they believed they were in and what steps they needed to take. From the “ Directions” meetings to the 360 interfaces, it became essential that higher management knew what employees were thinking.

They found ways to cut costs and wages, which allowed the company to be en of the few who made more profits than losses during that recessional period. They carefully watch the world around them, including customers, products, services, technologies, and companies – and the observations help them gain insights into and ideas for new ways of doing things” (Dyer,

Sorenson & Christensen, 2011, p. 24). Leaflet observed the way that the consumer relied on the fundamental quality of the service provided to them rather than the fancy bells and whistles of other companies.

He was able to gain clear insight into the way that, not only the consumer thought, but how the employees thought as well. With the questions that he asked, he observed their environment and used what he found and even what he himself went through as an employee to change the interface of the company. Innovators do not network by simply doing “ social networking or networking for resources, they actively search for new ideas by talking to people who may offer a radically different view of things” (Dyer, Greenest & Christensen, 2011, p. 4) Leaflet spoke with not just employees but consumers as well. This opened the doors for employees to create new products that catered to the needs of the consumers. Not only that, but with the new creative circuits created by the new Generation employees, it became apparent that a new innovative approach was being created. The last of the discovery skills would be the experimenting of new ideas. Innovators use experimenting by traveling to new places, seeking new information and trying new things.

The one new thing that Leaflet experimented with would be the Connect & Develop concept. This created a place of trust, where many employees, if not all, would value where they worked and give more time and dedication to it. Actions Leaders of the Organization Took to Shape Culture and Processes  
In an attempt to remain competitive innovative leaders understand the need for strong delivery skills in business. Interestingly, having a mixture of strong

discovery and delivery skills (complimentary skills) maybe the wave of the future in organizational management.

A work environment that fosters identifying a weakness or skill deficit yet no judgment or condemnation; instead the environment would enabled its members to seek out ways to improve the skill/deficit, even offer ways for employees to practice, receive feedback, and further challenge themselves. It is amazingly profound, leaders who lead can choose to lead with innovation; the leader must discover the substance in innovation not only present worth, but also its value to the organization in the future, and exploit it.

Promoting the use of discovery skills in order to enhance present resource delivery skills might be the chief factor in organizational sustainability in an uncertain market. It continues to be the key for P&G present day, and potential organizational leaders should consider as they guide businesses into tomorrow. Procter and Gamble has created an interesting way to create value innovation in its business through its erosion of open innovation called Connect & Develop.

Before changing its business model, P&G historically was reliant upon the internal abilities of the organization and some of their trusted network to invent, develop, and deliver the new products and services to the market (P&G: what is Connect & Develop, 2010). Conclusion In conclusion researching the financial health of P&G was very informative. From researching P&G's technology, globalization concerns and conducting a

benchmarking analysis I am very comfortable discussing the core values, operational processes and procedures of Procter & Gamble.

Since the evolution of P&G's cuisines model, open innovation has been the wave of the future that P&G has happily joined. The Connect & Develop program allows P&G to work with the competition to innovate together, eliminating the competitiveness of the past and creating an entirely new sea of possibility.