



**INNOVATE. INTEGRATE. TRANSFORM.**

**RUN**

*teamwork for a brighter future together*

## ***Enabling Your Business to Go Further!***

**Delivering Innovation Potential**

*research based insight on transforming your organization's culture*



### **Innovate**

New insights and new  
business models

### **Integrate**


Connecting People, Process,  
and Technology

### **Transform**

Establishing the "new" while  
preserving what works

### **Run**

Continuous business  
transformation



*It is a business imperative to consider the process used for innovation and creativity.*

## The Need for Innovation

How can businesses continue to develop successful innovations in today's fast-paced and competitive environment? In years past, innovation and collaboration were uncommon and discouraged. Businesses would often only reveal ideas after they had been completely developed to avoid the competitive risk from other businesses. As a result, a competitive spirit was fostered among separate organizations, and companies rarely collaborated on new innovative ideas. However, due to the impact of the Internet and the accelerating pace of Digital Business technologies, the spread of information is harder (if not impossible) to stop. Accommodating the fact that their ideas are now more difficult to keep private, many businesses now collaborate with other businesses—even competitors. In order to utilize this opportunity of receiving more creative input from other companies, organizations utilize intelligent and intentional creativity in both their collaborations and independent projects. If the workforce uses creativity that lacks thought and structure, the ideas are often not workable or practical. On the other hand, if the workforce simply utilizes previously established knowledge for solutions, the organization stagnates and makes little progress. As a result, it is a business imperative to consider the process used for innovation and creativity.

## Innovation Models

Because the workplace environment impacts creativity, several innovation models focus and expound on aspects of the innovative process. For example, Woodman, Sawyer's, and Griffins model emphasizes that interactions between people and their surroundings affect creativity. They organize creativity into three levels: individual, group, and organization. Even beyond the organization, however, they note that economic and social surroundings also impact creativity (i.e. strict budgets, government regulations, or social expectations). While they do believe that group innovation involves the creativity of individuals, they state that effective group creativity is not simply a compilation of ideas. In addition, Staw's model states that creative problem solving requires knowledge of several different fields instead of simply the one in which innovation is required because effective creativity involves being informed. Furthermore, whether or not a problem is important to the individual determines how creatively and effectively a solution is pursued. Refinement and development of these ideas is also necessary, and individuals may collaborate to form a single idea without an identifiable single source of that idea. Although creativity and innovation are challenging to optimize, methods and models have proven beneficial in easing the process.

## Stifling or Optimizing Creativity?

Innovation, which originates from the individuals' and staff's creativity, is either encouraged or discouraged depending on the individual perspective and workplace culture. Although creativity is often viewed as an internal, individual process, social surroundings and occurrences also influence its effective utilization. For example, a non-competitive, calm work environment encouraging workers to learn and explore new ideas is essential in encouraging creativity.

Supervisors and managers, who provide structure to help streamline participant ideas, must also provide motivation to find innovations in products, services, or new approaches and methods. In addition, they should make an intentional effort to change participants' perspectives from simply performing assigned tasks



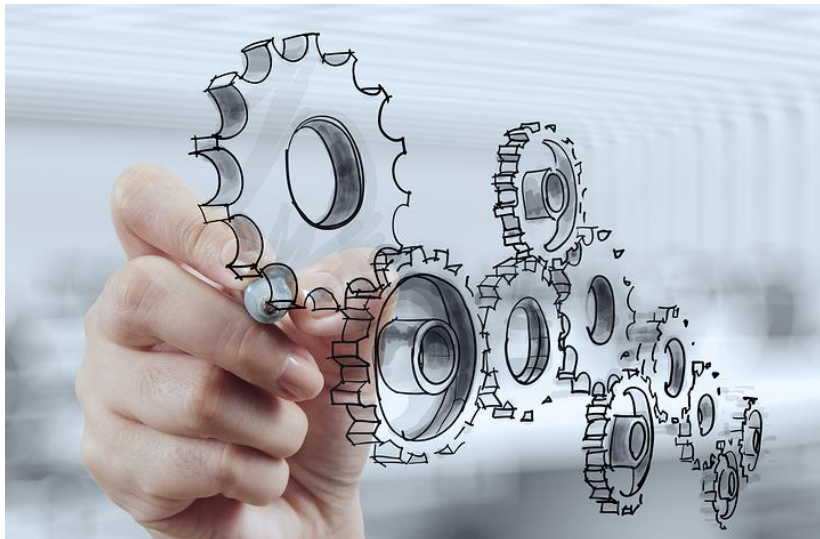
and learning established facts to work beyond the expected and into making their own discoveries. Connecting previously discovered ideas and established theories to develop new ideas or theories allows for intelligent advances. However, too much focus on process, procedure, and efficiency stifles creativity, but too much freedom within the workplace does not

provide necessary guidelines to streamline creative activities. Maintaining the proper balance between freedom and guidelines optimizes creativity and innovation.

In addition to organizational actions, individual actions have a significant impact on innovation and creativity. Because of this, innovation participants must realize that creativity is not simply a rare gift a few people have but an innate, universal strength we may all use. This perspective provides individual motivation to develop creativity and use it effectively. A key component of innovation success and creativity is a willingness, even a desire, to utilize strengths, recognize weaknesses, and seek out feedback. This allows one to pursue personal development, leverage natural strengths, and gain new perspectives to promote more well-rounded ideas. While it is important to streamline one's creativity, too much focus on one's area of specialty or interest tends to create a narrow focus preventing one from exploring new concepts and ideas outside their comfort zone. A passion for learning is crucial in using creativity for innovation as it gives the individual openness to new theories while having the knowledge to invent intelligent, workable ideas. Having motivation to come up with new ideas, some familiarity with the area requiring innovation, and passion for a person's work and a desire for lifelong learning maximizes creativity. In the end, it is not only the perspectives and motivation of the individual that impact creativity; the social environment and way the workplace runs also determine the effectiveness of the staff's creativity.

## Innovation Cycle

Successful innovation requires the development and sharing of ideas—communication and collaboration are crucial. Analyzing previously formed ideas is often the first step to innovation.



When looking for a solution or innovation in a particular idea, the typical approach starts with brainstorming a large number of ideas, even if they seem unworkable. Then the participants socialize these ideas with colleagues to round them out and make them more practical. Socializing the ideas may extend to multiple companies: collaboration with several organizations that

specialize in multiple fields to gain a variety of perspectives and form more well-developed ideas. If an idea lacks potential later on, that failure should be approached as a learning opportunity to improve and form more well-developed ideas. By socializing the idea, and then refining it based on feedback, you build key supporters who may be willing to promote it to support its legitimacy.

After an idea is formed and developed, doing a minimally viable proof of concept (or a simple prototype) before making it a permanent change helps spot potential pitfalls. In the end, the development and utilization of an innovation is just as important to its success as the formation of the idea.

## Final Thoughts

Optimizing intelligent creativity is a balance. In order to develop successful innovations, it is essential to provide the balance between:

- too many restrictions and lax expectations
- focusing on an area requiring innovation and incorporating knowledge from other fields to develop an idea
- an individual not being afraid to show their creativity and accepting constructive criticism

Additionally, individuals need initiative to discover, learn, and research independently rather than simply satisfying minimum expectations to optimize their creativity. Encouragement and an environment that accommodates exploration, even when things don't work out, provides a more open learning environment for forming new ideas. Although groups may make and enhance ideas, the level of initiative and passion of the individuals determines the group's creativity. Essential in the future of successful corporations and organizations, effective innovation determines whether a company will advance or stagnate. Although it is a challenge to utilize intelligent and intentional creativity to its full potential, providing a stable work environment and encouraging individuals to share their ideas provides a foundation for success.

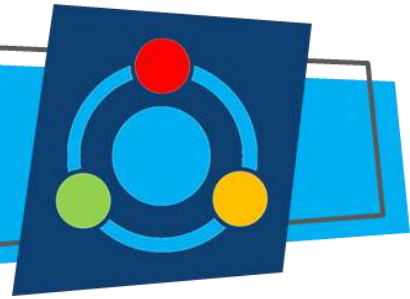
## Works Cited

- Amabile, Teresa M., and Michael G. Pratt. "The Dynamic Componential Model of Creativity and Innovation in Organizations: Making Progress, Making Meaning." *Research in Organizational Behavior*, Elsevier, 17 Nov 2016, [https://edisciplinas.usp.br/pluginfile.php/3312593/mod\\_resource/content/1/The%20dynamic%20componential%20model%20of%20creativity%20and%20innovation%20in%20organizations-%20Making%20progress%2C%20making%20meaning.pdf](https://edisciplinas.usp.br/pluginfile.php/3312593/mod_resource/content/1/The%20dynamic%20componential%20model%20of%20creativity%20and%20innovation%20in%20organizations-%20Making%20progress%2C%20making%20meaning.pdf) (retrieved July 9, 2019).
- Caniels, Marjolein C., and Eric F. Rietzschel. "Organizing Creativity: Creativity and Innovation under Constraints." *Wiley Online Library*, John Wiley and Sons, 2015, <https://onlinelibrary.wiley.com/doi/abs/10.1111/caim.12123> (retrieved July 9, 2019).
- "Divergent Thinking and the Innovation Funnel." *IDEO*, 2019, <https://www.ideo.com/blogs/inspiration/brendan-boyle-on-divergent-thinking-and-the-innovation-funnel> (retrieved July 9, 2019).
- Perry-Smith, Jill, and Pier Vittorio Mannucci. "From Creativity to Innovation: The Social Network Drivers of the Four Phases of the Idea Journey." *The Academy of Management Review*, ResearchGate, January 2017, [https://www.researchgate.net/publication/282853612\\_From\\_creativity\\_to\\_innovation\\_The\\_social\\_network\\_drivers\\_of\\_the\\_four\\_phases\\_of\\_the\\_idea\\_journey](https://www.researchgate.net/publication/282853612_From_creativity_to_innovation_The_social_network_drivers_of_the_four_phases_of_the_idea_journey) (retrieved July 9, 2019).
- Serrat, Oliver. "Harnessing Creativity and Innovation in the Workplace." *Knowledge Solutions*, Springer Singapore, 23 May 2017, [https://link.springer.com/chapter/10.1007/978-981-10-0983-9\\_102](https://link.springer.com/chapter/10.1007/978-981-10-0983-9_102) (retrieved July 9, 2019).
- Staw, Barry M. "An Evolutionary Approach to Creativity and Innovation." *Innovation and Creativity at Work: Psychological and Organizational Strategies*, John Wiley and Sons, 1990.
- Vint, Larry Arno. "3Cs: Creating a Culture of Creativity." *The Design Society*, 18 May 2006, <https://www.designsociety.org/download-publication/19136/3CS%3A+CREATING+A+CULTURE+OF+CREATIVITY> (retrieved July 9, 2019).
- Woodman, Richard W., et al. "Toward a Theory of Organizational Creativity." *Academy of Management*, 1 Apr 1993, <https://journals.aom.org/doi/10.5465/amr.1993.3997517> (retrieved July 9, 2019).

## Contact us!

+1 (704) 905 – 5175

[www.iitrunc.com/contact](http://www.iitrunc.com/contact)



### Author:

Elianna Wood

[contact@iitrunc.com](mailto:contact@iitrunc.com)

<https://www.iitrunc.com>

### About:

**IITRun** is a full-service digital transformation and technology service provider of SAP and other solutions. We operate as part of a consortium of boutique providers, who each have a best of breed focus on each area of system integration. We work together with common methods, tools, and approaches to bring you a better solution, with more skilled resources, than larger system integrators--, and we do it at a better price! Save money, save time, and get better results.

*Our approach embodies the ideal of "better, faster, and cheaper!"*