

Chapter 1 : Telecom Management Network Model - Courses Feed

"The aim of the Managing Networks of Creativity is to improve our understanding of creativity and the management of creativity, as discussed in the fields of management (including strategic management, organization science, organizational behaviour, and entrepreneurship), economics, sociology, regional studies, and political science.

Share via Email How can businesses tap into the latent creative talents of their workforces? Without it they become stale, boring and worst of all, unprofitable. So managers should focus on telling their teams to be more creative, right? This is because creativity is largely unmanageable. In businesses across the world, workers congregate around vast boardroom tables. If you were an idea, would you choose to appear then? Why pop up in a stuffy boardroom when instead you could be fizzing into existence at the top of a hill, or in a lively pub, or whilst relaxing in a hot bath? So what makes some businesses better breeding grounds for creativity than others? One of the best places to start is time. If a company gives its employees time, whether in the form of flexible hours, holidays, sabbaticals or realistic deadlines, they can reasonably expect a healthy return in terms of ideas. So why do they do this? These companies know they employ very talented people with active minds, and, like many incentive schemes, this is aimed at retaining those important people and allowing them to pursue their passions, tapping into intrinsic motivation. They take the opposite approach – working with a travel agent to design holiday packages to make sure employees take their allocated days off each year. This approach resonates because for many, where you work has a clear impact on how you work. But what can a company offer by way of environment to tease out ideas? In their Book About Innocent, the smoothie makers suggest leaving the office: You might have yours in the park while feeding the ducks, or in bed, or out walking in the country. Pretty much any place where your mind can be liberated. Your brain is hemmed in at a desk, thinking about desk things. Forming diverse teams made up of individuals with a wide variety of backgrounds, experiences and opinions that rub against each other is more likely to cause ideas to spark into life. Of course a cruder, but equally effective way to encourage creativity is hard cash. For some this encouragement approach will be easier to achieve than for others - bringing creativity to company culture is not an overnight process. The healthiest of all will have had creativity baked-in at their inception, others may have to push back against older, more traditional structures and beliefs. Follow him on Twitter thejamesallen. Get more articles like this sent direct to your inbox by signing up for free membership to the Guardian Media Network – this content is brought to you by Guardian Professional.

Chapter 2 : Essay on Creativity & Innovation - Steve Borgatti

Managing Networks of Creativity Average rating: 0 out of 5 stars, based on 0 reviews Write a review This button opens a dialog that displays additional images for this product with the option to zoom in or out.

Innovation management[edit] Innovation management IM is based on some of the ideas put forth by the Austrian economist Joseph Schumpeter , working during the s, who identified innovation as a significant factor in economic growth. Innovation management helps an organization grasp an opportunity and use it to create and introduce new ideas, processes, or products industriously. Innovative ideas are the result of two consecutive steps, imitation and invention. The process can be viewed as an evolutionary integration of organization, technology, and market, by iterating series of activities: A pushed process is based on existing or newly invented technology that the organization has access to. The goal is to find profitable applications for the already-existing technology. By creating multi-functional development teams, containing both engineers and marketers, both dimensions can be solved. The most direct way of business innovation is through technological innovation , disruptive innovation or social innovation. Management of innovation, however, plays a significant role in promoting technological and institutional innovation. The goal of innovation management within a company is to cultivate a suitable environment to encourage innovation. To lead or sustain with innovations, managers need to concentrate heavily on the innovation network, which requires deep understanding of the complexity of innovation. Collaboration is an important source of innovation. Innovations are increasingly brought to the market by networks of firms, selected according to their comparative advantages, and operating in a coordinated manner. When a technology goes through a major transformation phase and yields a successful innovation, it becomes a great learning experience, not only for the parent industry but other industries as well. Big innovations are generally the outcome of intra- and interdisciplinary networking among technological sectors, along with combination of implicit and explicit knowledge. Networking is required, but network integration is the key to success for complex innovation. Social economic zones, technology corridors, free trade agreements , and technology clusters are some of the ways to encourage organizational networking and cross-functional innovations. Innovation management tools[edit] Antonio Hidalgo and Jose Albor proposed the use of typologies as an innovation management tool. These typologies were found by looking at 32 characteristics [12] that classify Innovation Management Tools. Hidalgo and Albor were able to narrow the list down to 8 criteria knowledge-driven focus, strategic impact, degree of availability, level of documentation, practical usefulness, age of the IMT, required resources for implementation, measurability , that are especially relevant for IMTs in the knowledge-driven economy knowledge economy. The advantage of using typologies is the easy integration of new methods and the availability of a broader scope of tools. Innovation management tool comparison[edit] Below is a comparison of various features regarding known innovation management tools Voting: Can users vote on ideas? Can users comment on ideas? Can you categorize ideas? Can you customize your ideation process? Are single sign-ons supported? What are the use cases of this tool? Can you evaluate ideas? Can you mention people on ideas? Can you filter ideas? Which languages are supported? Can you share ideas? Can you export data? Does the tool support multiple simultaneous innovation processes? This article contains content that is written like an advertisement. Please help improve it by removing promotional content and inappropriate external links , and by adding encyclopedic content written from a neutral point of view.

Chapter 3 : Innovation management - Wikipedia

Part I: Organizing and Managing Creativity 1. Deconstructing Creativity: Entrepreneurs, Individual Talents, and Social Networks. F. Belussi 2. The Ecological Foundations of Creativity. U. Staber 3. The Evolving Organizational Routine. D. Breslin Part II: Business Models of Creativity 4. Knowledge.

Organizing and Managing Creativity 1. Entrepreneurs, Individual Talents, and Social Networks. The Ecological Foundations of Creativity. The Evolving Organizational Routine. Business Models of Creativity 4. Embodied Knowledge Transfer for Innovation: Culture Experiences in Favour of Creativity: A Case Study of Art Consumption. Analytical Considerations and Empirical Evidences. Creative Industries in Creative Cities: Some Evidences From Italy and Spain. The Case of Illycaffè In Brazil. The New Competition on Meanings and Relations. Di Maria and M. Di Bernardo and R. Networks and Clusters of Creativity Creativity and the Community: The Crolles 2 Alliance in Semiconductors. Evolution of Spanish Industrial Districts: Reviews "This is an original book which brings together, in a distinctive evolutionary perspective, a collection of sound investigations on the complex linkages and connections underlying innovative and creative processes. The variety of industries, types of networks and localities analyzed in the book offers a rather unique ensemble of fresh evidence on contemporary processes of economic, social and institutional change. Ask a Question About this Product More Write your question below:

Chapter 4 : Lisa Perrin Named Managing Director Endemol Shine Creative Networks | Deadline

Managers need to realise that creativity doesn't respond to orders. James Allen outlines why management's role in the corporate creative process is an oxymoron: creativity can't be managed, it can.

In some cases, an individual interacts with a number of others who may be completely unaware of what problem he is trying to solve, and then, with the knowledge gained, the individual goes off by himself and synthesizes a solution. In other cases, the new knowledge is co-created by interacting individuals who are bouncing ideas off each other and actively integrating their different perspectives. These two kinds of knowledge creation are supported by different kinds of network structures. Individual Creativity To maximize individual creativity, a person needs access to a diversity of skills and expertise. The relationships between the knowledge builder and the resources they draw on do not have to be unusually close. All parties need to have some skill at communicating across disciplines. The more diverse people a person can call on, the better the opportunities for knowledge creation. Since individuals are limited in the number of relationships they can maintain, efficiency is important. People who interact daily come to know many of the same things, and are in that sense informationally redundant. In contrast, people who do not interact will often know many things that the other does not know. The property of having ties to people who are not in the same social circles with each other is called betweenness or "structural holes". A person rich in structural holes has many ties, and the people they are tied to are not tied to each other. For this to happen the network has to be fairly diffuse. Interactive Creativity Interactive creativity also calls for heterogeneity -- it is the successful synthesis of different perspectives that creates something new. But because the interaction in this context is more intense and more important, the relationship between the people needs to be very good. In particular, they need to be able to understand each other well. This tends to mean that the participants are fundamentally similar in language and background concepts. It also means that affective elements like simply liking each other are helpful, as are good social skills. Radical versus Incremental Innovation People need access to a diversity of skills and knowledge in order to innovate. This argues for being as well connected as possible. If we want everyone in a group to be in a position to innovate, this will mean a very dense network in which everyone is connected to almost everyone. This is great for incremental improvements within a well-established paradigm, but tends to stifle radical innovation. Michael Polanyi wrote the following about one of his contributions to physics: Moreover, my initial ignorance of the powerful, false objections that were raised against my ideas protected those ideas from being nipped in the bud. As a result, radical innovation is facilitated by sparser and clumpier networks -- as in a skunk works. Type of Network to Facilitate Innovation.

Chapter 5 : Brian Uzzi - Kellogg School of Management | Research

These findings echo the interactionist perspective of creativity, implying that middle managers should manage their social networks more carefully, as social interaction with network actors may.

Setting these teams up for success is vital, yet corporations often fail when doing this. This article provides a collection of ten tips that serve as a talent management roadmap for growth companies in search of high-performance teams that deliver. After interviewing a series of successful growth leaders, entrepreneurs and management gurus, we found that successful innovation teams start by selecting a diverse group who are analytical and creative in equal measures and have networks that are as broad and as deep as their skill sets. Finally, the best teams are fully committed and invested in their success – mimicking the intense focus displayed by Top 10 Innovative Ideas for Start-up Entrepreneurs Success. Your task is to build a team that can come up with a new revenue-generating business idea and take it all the way from concept to launch. Where do you start? Start by building a bigger box rather than trying to think outside it! The first step in building the innovation team is selecting the right people. The best way to start is by understanding the actual work the team will do and then optimizing the personnel around these key activities. Commonly included in the work of an innovation team is a creative phase to generate new business ideas, an analytical phase to understand their business potential and a development phase to refine the most promising ideas and then test them in the market. The box represents the sum of the experiences, skills, professional networks and academic knowledge that the team possesses collectively. The more diverse the backgrounds of the team are, the bigger the box they will have to draw from. A team with a larger box will also be more capable of addressing the various challenges and questions that come up along the course of a journey from idea generation to launch. While we believe that selecting people capable of generating fresh thinking is a given, we are surprised at how often companies err on the side of caution in this respect, bringing in a group of veterans whose deep experience of the core business can prevent them from seeing new possibilities. Every innovation team needs well-connected team members, who, with one glance at their Rolodexes or iPhones can find answers and call in favors, fast. While innovation teams usually network fairly instinctively, we believe that the quality of professional networks should be an explicit selection criteria when staffing decisions are made. In fact, modern tools have allowed mapping networks to become a much easier task see Figure 1 and it is a wise investment of time to investigate this underrated aspect of teams before personnel selections are made. The importance of a strong network was highlighted recently during a consulting project at a large consumer goods company. When rumors spread that the team needed to supply detailed internal rate of return projections for an upcoming check-in meeting with top executives, the team panicked. On the other hand, disappointing a senior group of executives could be fatal for their project. Luckily, a member of the innovation team had a strong relationship with the VP of Finance for the division. They were granted more resources to continue developing the concept – a big win for the team. Pick one leader and provide him or her the autonomy they need to be successful. Because so much has been written about the concept of creative leadership, we instead chose to focus on how to set up the given leader for success in their role. Our research taught us several principles of leadership that are unique to innovation teams. First, having just one appointed leader on the team is optimum. While some innovation teams have experimented with leadership duos or trios, they have rarely succeeded. For the leader of the innovation team, continuing to press forward even with imperfect information is better than stalling progress while waiting for elusive data points. Interestingly, we found that while having one appointed leader is vital, multiple members of the team can and should be able to step up and take on leadership roles at times when they hold the relevant expertise at that time. The second major principle of team leadership is that the most successful leaders are granted total autonomy over team selection. They are free to recruit the people they feel are needed on the team hopefully with the assistance of a seasoned HR professional and can make substitutions when changes are necessary. Being able to fire a key team member is an important aspect of team success as teams need to stay nimble and flexible, with personnel who can respond to the needs of the project at any given time. Build a team that can both identify gaps in the market and markets in the gap! We all know

that a good business idea usually fills a gap in the market – the idea addresses some sort of unmet need for which there is no other solution currently available. Innovation happens when there is not only a good idea, but also real customers willing to pay for it – that is to say, there is also a market in the gap. Surprisingly, innovation teams often neglect to bring in the skills required to ensure both of these two things happen. Being able to assess the size of a market is often the part that innovation teams find easier. Often, they build bottom-up estimations of financial performance sometimes referred to as a reverse income statement that can either fuel further investment or be used as rationale for deprioritization. To generate creative ideas and identify gaps in the market, nothing can replace the original insights gleaned through a team member trained in ethnography. On a recent innovation project with a large financial services firm, ethnographers noticed simultaneous yet conflicting unmet needs between banks and their consumers: This innovative idea was a win-win for banks and their consumers and the concept has been launched in the market. Find team members who tell great stories! In our experience, the ability to communicate the new business idea is almost as important as the quality of the idea itself. A good storyteller can help make this a reality. Storytellers can describe problems and their solutions in a way that captivates attention and encourages action. They can help teams collaborate better and gain more support from others in the organization. In addition, it is cognitively simpler and more emotionally compelling for audiences to hear a well-explained story, versus sitting through a dull presentation of industry analysis and financial projections. Stories can be told verbally but they often have more impact if combined with visual methods such as storyboards, cartoons and movies. Modern platforms such as Facebook, YouTube, Pinterest have all emerged as modern-day story telling vehicles that highlight the potency of combining verbal and visual methods. It has proven to be especially effective as a tool to communicate with the Engineers who are responsible for creating the technology that makes the new consumer experiences a reality. Understand the difference between good and bad conflict While we strongly believe that a diverse innovation team will achieve the best results, there is no doubt that bringing together such a wide variety of people who have different roles, thinking preferences and perspectives will lead to some interpersonal friction. Group process skills – understanding how work gets done in a group – can help and the team must develop sophisticated procedures, rules, group dynamics and interaction styles in order to do this. Cheryl Perkins, former Chief Innovation Officer at Kimberly-Clark described the difference between good and bad conflict. It is important to note, however, that constructive conflict can be over done: In fact, it can even be a source of bad conflict – interpersonal conflict – if disagreements about the content of the work leak over into the interpersonal realm. Bad conflict should be nipped in the bud, but constructive conflict should be encouraged. Supplement the innovation core team with an external provocateur Sometimes, no matter how great the innovation team, it can help to send in an outsider. Unlike the rest of his colleagues who came in standard business casual dress, he wore a bright bow tie and jeans. He spent much of the day bouncing ideas of other colleagues while also reacting to and building on the ideas of the group. At the end of the session however, the room was buzzing with a handful of insights that this man had contributed to the group. His ability to think expansively, his long history working with and studying corporate innovations and his confidence to think out loud while stumbling into the next great thought allowed him to add significant value. Remember to set goals and measure progress Some innovation teams neglect to set goals at the start of a project because the range of possible outcomes from the project are so extreme that they find it impossible to know what to shoot for. Starting off by establishing a vision of what the team is hoping to achieve is the first step. The metrics that work the best are ones that the team has co-created themselves as teams are more likely to be committed and accountable to goals that they have set for themselves. Innovation requires a number of applied experiments aimed at figuring out which new idea will work, and simply getting an answer – either yes this will work, or no, this will not work – is one measure of success. Disconfirming data is not to be considered a failure because cutting bait on bad ideas before you waste money and time, are vital for long term success of any organization that aims to grow. Think like a startup entrepreneur After spending time with successful entrepreneurs, we were struck by the stories they told about the high levels of motivation and focus they displayed at their peak. This level of commitment and engagement is hard to mimic in a large corporation, where members of innovation teams often work under less pressure. Attempting to spur

entrepreneurial motivation within a corporation might be possible by adjusting the compensation and rewards to provide more risk and more potential for financial rewards. After a short while, his young tech company started growing and performing smartly. Soon, Ryan was faced with a difficult decision: For him, it was a no-brainer. Just like his role models, Michael Dell and Bill Gates, he knew that the right choice was to leave school so he could give his business the attention it deserved. Apparently he made the right choice. He was able to be successful in large part because he focused all of his time and energy on his business, instead of having his attention split several ways. For innovation teams in corporations, the same issue is present and often team members have their attention split across multiple responsibilities. For the team to be successful, team members must be allowed to fully focus on their innovation project, rather than being distracted by their other roles in the corporation. In summary, we believe that as long as big corporations continue to seek new ways to deliver organic growth, innovation teams will have a role to play. Carl can be reached at: [Subscribe to receive more free content!](#) I would add one more piece of advice – find some early wins that show the process is working and broadcast that success.

Chapter 6 : Creative Nursing Leadership and Management

Read the latest articles of Industrial Marketing Management at calendrierdelascience.com, Elsevier's leading platform of peer-reviewed scholarly literature.

Part of that challenge, he says, is to develop a creative and innovative organization and environment that encourages innovation. He cites the lack of financial reward, the political environment, stringent organization controls and public concerns about government as major barriers to creating an innovative organization in the public sector. Another barrier to creativity and innovation found in many organizations, including my own local county government, is decentralization. Although the strategic decision to physically separate departments, giving them autonomy over their work routine and internal leadership can, in some organizations, work extremely well in spawning freedom and creativity -- in others, it can create huge barriers. According to Michael Michalko, in his book, *Thinkertoys: Because future is not linear, you cannot prepare for it with one single plan* -- so that you can develop future fruits. Rather, some organizations simply need to take into account additional obstacles that may arise from a decentralized structure. For example, in my local county government, at first glance, decentralization appeared to be a step forward in allowing autonomy within the departments; however, this autonomy created an organization that did not communicate effectively internally. Although there were general guidelines for policy and procedure, department heads had full autonomy in the operation of his or her department, and communication with the county manager was spotty at best. This unfortunately reinforced the barrier between the departments and senior leadership. The result of this barrier, as determined in the brainstorming session, was apathy, high employee turnover and high absenteeism among hourly employees. Decentralization works well to improve work-flow and decision making; however, department heads had not seen the need or concern to involve their employees in the process. Instead, the lack of communication and involvement created layers of negativity and low self-esteem among their employees that seemed to smother the human spirit. Self-esteem is sunlight for the human spirit, as the sun is to plants. Without it, both will wither and die. Creativity was not encouraged nor, in some cases, required as part of daily job performance. Creativity in the workplace can express itself through fresh thinking, seeing things in new ways and acting on new ideas. Expressing creativity is living the passion, being an artist in all areas of life and making life a work of art -- even work. The cost to the county has been tremendous due to the loss of man hours 1, hours for and the hiring and training of new personnel to fill existing positions after 19 hourly employees and two department heads resigned and took positions with surrounding county governments. This loss of employees equates to a loss of 62 years of collective experience, productivity, job performance and customer satisfaction, which is much more costly than any dollar amount. So, how do we remove this barrier? Several recommendations came out of the brainstorming session. Create a committee led by the Human Resource Department to address employee concerns. Create an employee training and creativity forum for department-wide brainstorming sessions and training opportunities for employees, expanding employee awareness of organization-wide operations. Establish a formal recognition system for job performance and beneficial suggestions and an award system for creativity and innovation by employees, including a provision for a bi-annual brainstorming session by department, to revisit and discuss problems, concerns and generate creative ideas and innovative solutions. Of particular interest to the HBR editors was the ability and will of organizations that had been able to sustain creativity and innovation throughout the organization over many years. Those organizations have programs that promote creativity and innovation and liberate the creative resources that are available to them through their employees. These organizations are reporting a number of associated benefits such as: Employees who are more committed and better aligned with company objectives. Improved employee moral and staff retention. Cost savings and a reduction in waste. A safer working environment. Support from the top. Organizations succeed when leadership encourages innovation from all levels of the organization. Support innovation by rewarding the employee who develops successful innovations via creative ideas. Using group incentive awards in addition to achievement awards to recognize groups or individuals for implementing cost-saving ideas will evoke entrepreneurial spirit, which in

turn will heighten energy and push the creativity of the human spirit. Seek employees from different backgrounds and organizational levels to use their skills and experience to solve problems. Sometimes innovation will come from frontline employees who have an intimate knowledge of the work process and who are often best able to create solutions. Learn from the outside. Seek out and benchmark best practices from the private as well as the public sectors by bringing in outside experts, consultants, facilitators and by participating in professional networks. It is also important that senior leadership supports and encourages learning. Employees should be encouraged to attend internal and external seminars, workshops and conferences to build creative knowledge. Innovation often involves failures as well as successes. When failures occur, senior leadership should be quick to recognize them, learn from the mistakes and make corrections while looking for creativity and innovation. On the other hand, when experimentation leads to success, senior leadership should give innovation awards for creative ideas that become innovations. The county government has the opportunity to take this as a challenge to change established attitudes and patterns of behavior. Stepping outside of the cultural norms can be a bit scary, but there are those in the organization who will share the desire to become more creative and who may also be willing to share the risk. Organizations have a tendency, as we have seen here with the local county government, to be left-brain dependent, relying on logic, reason and rationality. But, by allowing the creative energy of right-brain thinking to express itself more easily, they will begin to experience a flow of latent creative ideas that has the potential to transform the organization. Michalko, in his book, *Cracking Creativity: It is the responsibility of the organization and its leadership to provide such an environment. Imagination is a priceless asset that enables each and every one of us the ability to envision a better, new or different outcome.* About the Author Wayne A.

Chapter 7 : 10 Tips for Successful Innovation Teams | Innovation Management

*Motivating Creativity in Organizations I had passed the final examination, I found the consideration of any scientific problems distasteful for an entire year."**.*

Chapter 8 : Why businesses can't manage creativity | Media Network | The Guardian

For the last decade I have examined and applied social network analysis in and across organizations, for example in large professional firms, technology purchase decision-making, high-performance personal networks, and other applications. The more time you spend with the analysis of social networks.