

Make Innovation Work



Innovation europe GbR, Germany
Dipl.-Ing. Marcus Gottschalk
www.innovation-europe.com



Pop Quiz

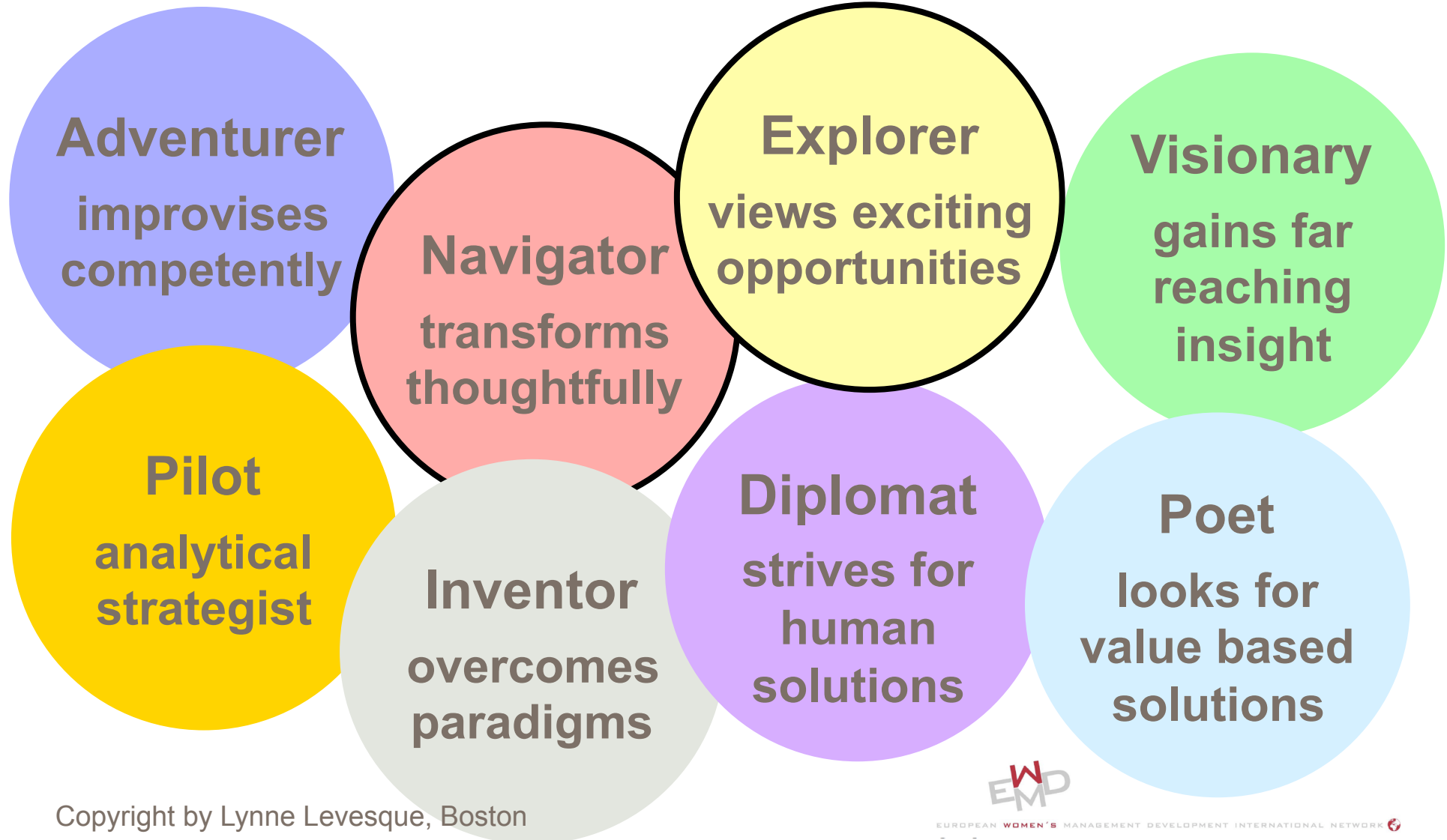
What has the biggest impact on innovation-success?

1. Human Being
2. Innovation Process
3. Innovation Techniques
4. Strategy

Myth

Not everybody is creative!

8 creative talents



People have to be in the place of most potential!

What is the leadership style that is best suited for driving innovation?

Contradiction!

Forceful Leadership

Enabling Leadership

Strategic Leadership

Operational Leadership

Versatility

A full range of motion; able to freely use opposing approaches, unlimited by bias in favor of one and prejudice against the other.

Kaplan & Kaiser (2003).Developing Versatile Leadership. *MIT Sloan Management Review*.



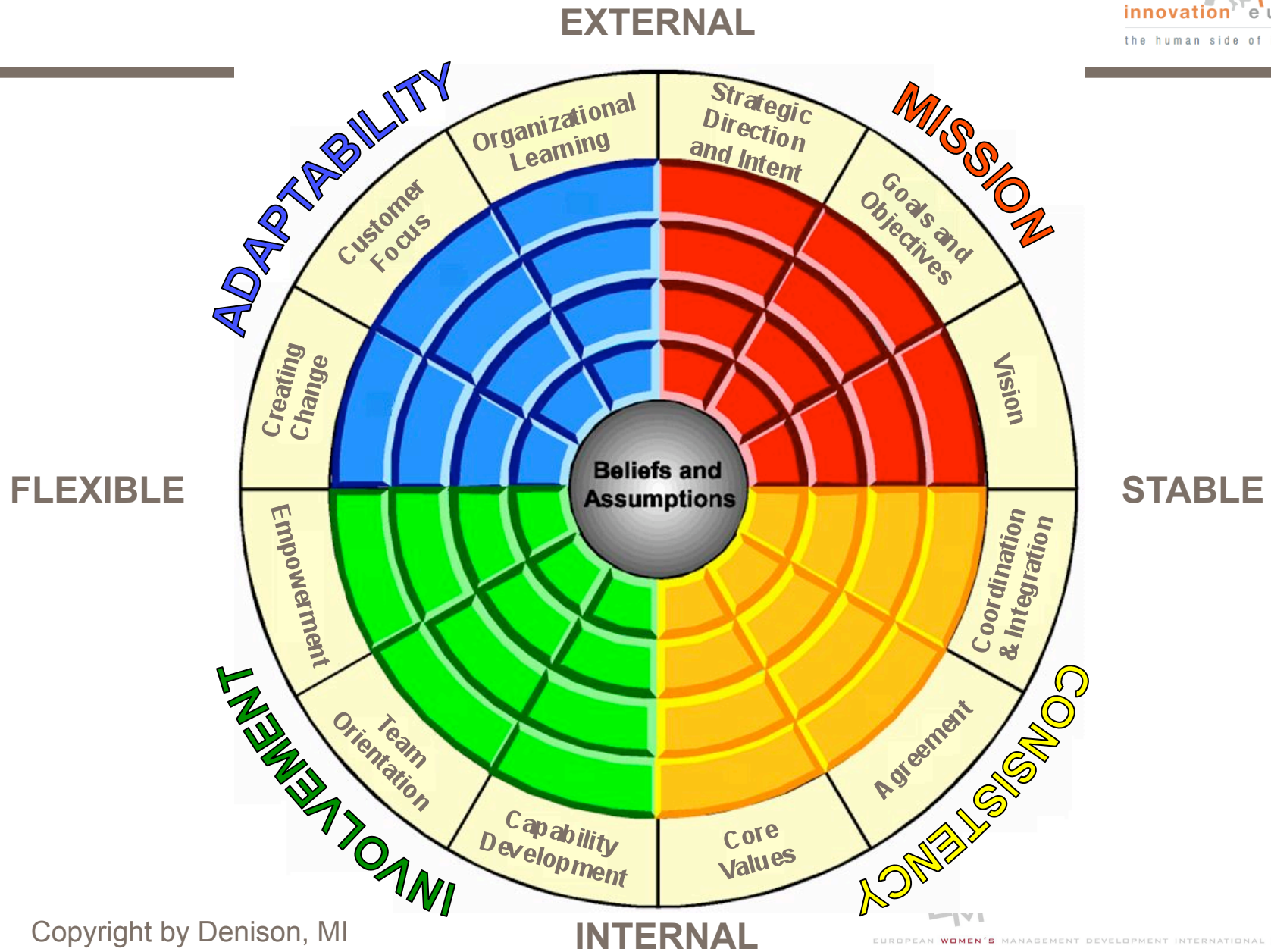
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Leaders in innovation are versatile.

They change their behavior to push, to enable, to direct, to execute – not too much nor too little

=> Just right - to team and project needs!

Innovation Culture!



While All Traits are Important...

To foster creativity

- Develop a culture high in **adaptability** and **involvement**

To successfully implement creative ideas (i.e. innovate)

- Develop **adaptability** and **mission**

1. Live an innovation supporting culture
2. Have versatile leader
3. Put people in the place of most potential

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