

DRIVERS OF INNOVATION

1

The first quadrant of their model stems from Leadership and is Innovation Intent, or context. Dobni and Klassen describe Innovation Intent factors as:



Innovation Propensity: The degree to which the organization has formally established, within their business model, architecture to develop and sustain innovation. This would be communicated through vision, goals, and objectives, and adopted by the senior leadership team.



Team Connectivity: This involves how team members think of themselves vis-à-vis their colleagues. For example, do they feel that they can contribute? Do they feel valued and equitably treated? Do they trust and respect management? Do they resonate with what the organization is doing, and are they working together to achieve the vision?



Strategic Infrastructure: Infrastructure for the purposes of innovation involves the business model employed to support the strategy process and innovation overall.

2

The second quadrant of Dobni and Klassen's model is also leadership centric and is Innovation Infrastructure, or resources. They describe these factors as:



Team Member Skills and Creativity: The extent to which team members have the skills to be innovative. This includes levels of personal creativity and the surrounding environment (time and space) to allow their skills and creativity to be utilized.



Organizational Learning: Properly tooling team members involves committed education and training programs that focus on developing processes that facilitate the learning of new behaviors, and then post-training reinforcement.



Technical and Financial Support: The extent to which the organization provides resources (financial, time, people, other) to support innovation initiatives.

3

The third quadrant rests on the team side of the 'equation', and that is Innovation Influence, or knowledge management. Dobni and Klassen describe these as:



Knowledge Generation: The environment to support knowledge generation by team members from all stakeholders of the company including industry and organizational value chain knowledge.



Knowledge Dissemination: The environment to support the dissemination of knowledge to the right people on a timely basis.



Business Environment Enactment: The ability of team members, based on knowledge generation and dissemination, to understand the dynamics of their business environment in efforts to define value-added projects and initiatives. These advantages can be identified by observing and understanding the industry, competitors and stakeholders, emerging technology, channels, knowledge flows, and future cluster development.

4

The fourth quadrant demonstrates execution and again rests with the team. This is Innovation Implementation. Dobni and Klassen outline these elements as:



Team Member Empowerment: This involves the psychological empowerment of team members and their perceived ability/confidence to undertake autonomous actions that contribute to value creation.



New Venture Management: This involves the level or degree to which team members can pursue what appear to be opportunities or initiatives with less certainty than they are traditionally comfortable with or for which policies allow for (i.e. entrepreneurial activity).



Alignment: This is a measure of alignment to support desired innovation-related behaviors. For example, the performance management and management control systems, and the alignment of innovation strategy with the organization's strategy.