



# LEADING FOR INNOVATION

“What psychological research tells us”



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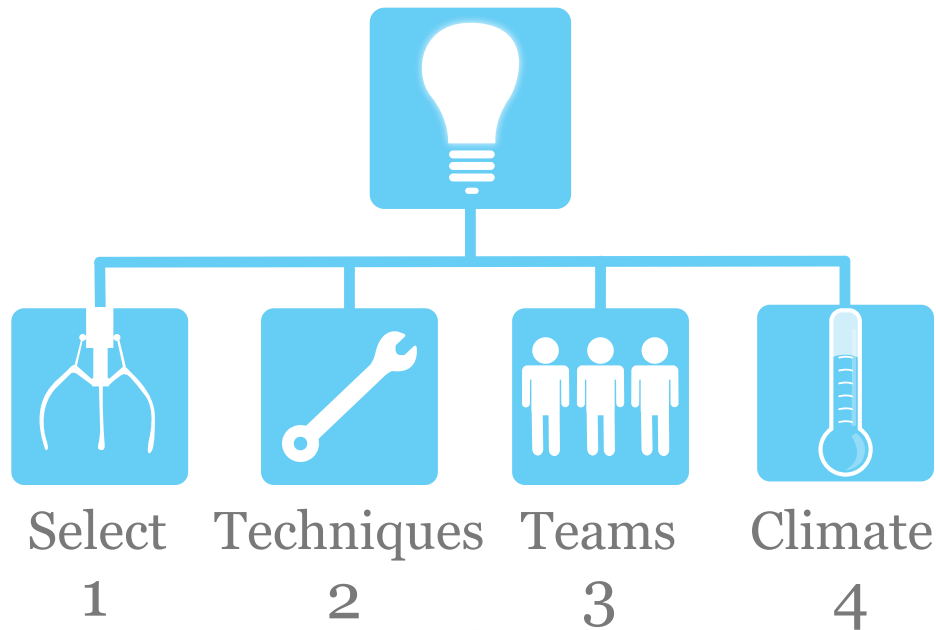
# An evidence-based approach

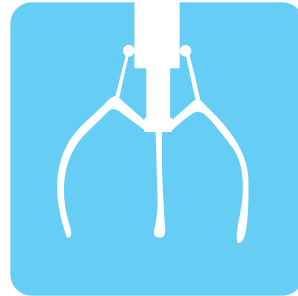
The people make the place...

Threat of guru's, intuition, and case-studies

Psychological research

Four key strategic avenues

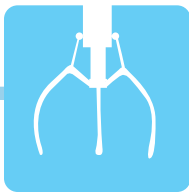
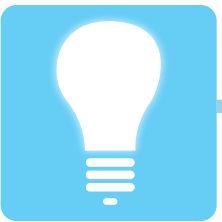




# **1. Select innovative employees**

**“All animals are innovative...  
but some animals are more innovative  
than others”**





## Select innovative employees

- Importance of individual differences
- Studies of individual differences - innovative behavior
- Main candidates:
  - ★ Intelligence
  - ★ Knowledge/skills
  - ★ Creative ability
  - ★ Experience on the job
  - ★ Personality
  - ★ Feelings of self-worth



	<i>Studies</i>	<i>Participants</i>	<i>Correlation</i>	<i>Strength</i>
Neuroticisme	14	4 164	-.12	**
Extraversion	13	2 072	.13	**
Openness	13	2 432	.25	***
Agreeableness	9	1 522	-.06	*
Conscientiousness	15	2 986	.00	*
Systematic PS	5	908	-.31	****
Intuitive PS	15	1 986	.36	****
Proactive personality	12	5 148	.38	****
Self-worth	27	8 501	.33	****
Intelligence	10	2 712	.05	*
Creative ability	9	638	.40	*****
Knowledge/skills	8	1 577	.40	*****
Experience	7	846	0.45	*

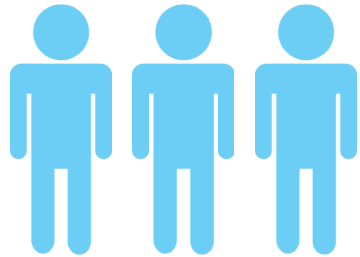




## **2. Use Creativity Techniques**

**It's all about the tools, right?**

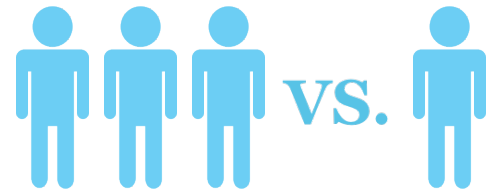




VS.



**“Groups are more creative than individuals”**



## WRONG

- Individuals generate more ideas
- Individuals generate more qualitative ideas
- Reasons: Anonymity & Production Blocking

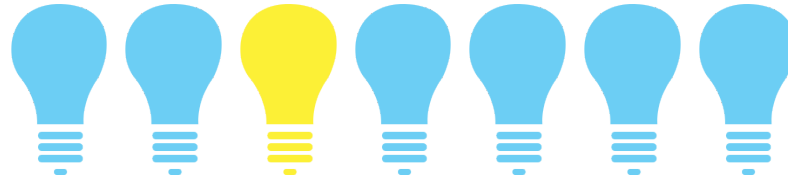


## BUT...

- Individuals feel less satisfied
- Hybrid structure is good alternative

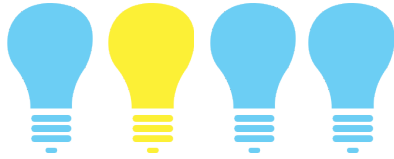






**“Quantity breeds Quality”**





## Right

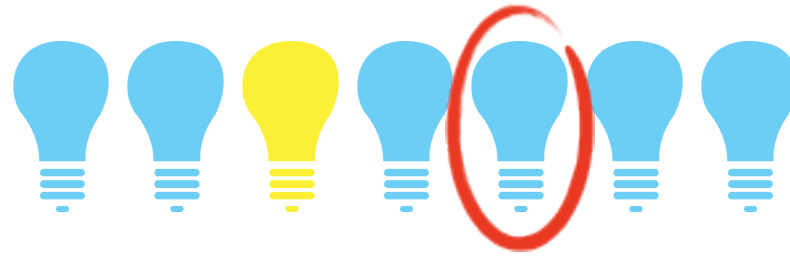
- More ideas = more good ideas
- Average quality remains the same
- No difference between groups and individuals
- Category diversity & depth of idea generation increase productivity



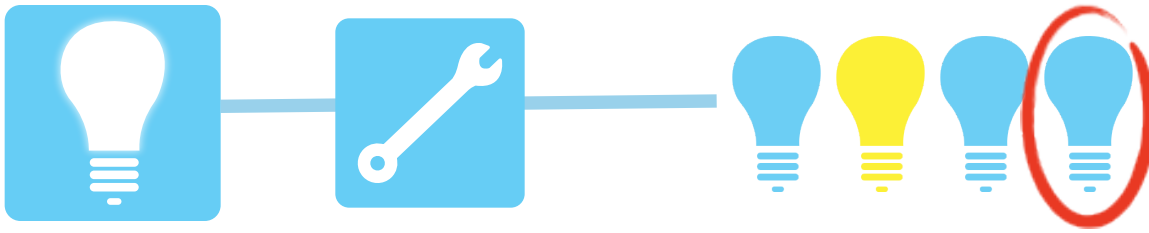
## BUT...

- More research is needed





**“Groups select better ideas than individuals”**



## Wrong

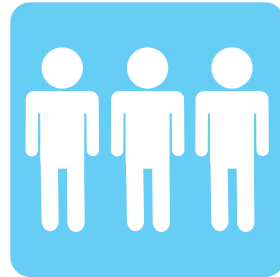
- People are very poor in selecting the best ideas
- No difference between groups and individuals
- Encouraging to select original ideas can help



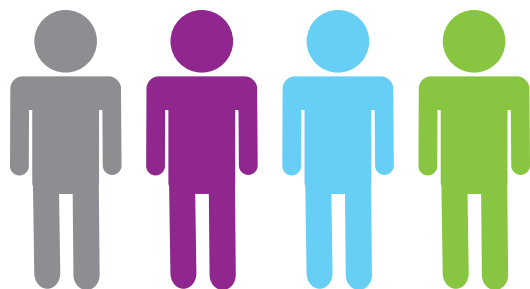
## BUT...

- More research is needed
- Hypothesis: groups will select better ideas in right circumstances



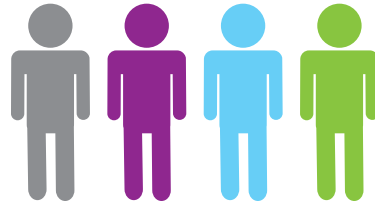
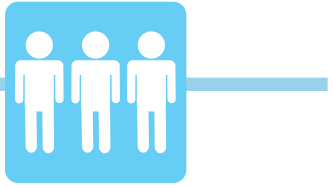


### **3. Compose innovative teams**



**“Team diversity leads to more  
creativity and innovation”**





## Right

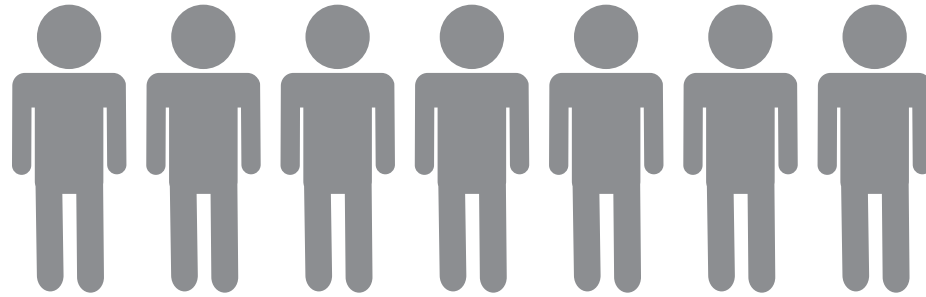
- Job relevant diversity increases team's innovative performance



## BUT...

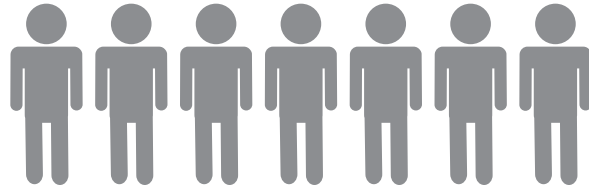
- Background diversity hinders a team performance





**“The larger and older the team, the less innovative it is”**

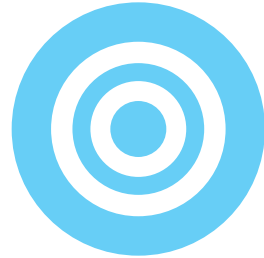




## Wrong

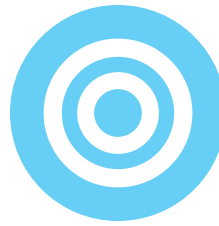
- Team size and longevity has modest positive effects
- Size has negative effects
- All in all, team size and longevity are not that important! Don't worry about it.





**“Teams need a shared goal to be innovative”**





## Right

- Team goals affect interactions within the team



## How

- Goal interdependency is key:  
communication and cooperation
  - ★ Formulate **collective** versus individual goals
  - ★ Provide group **feedback**
  - ★ Link **rewards** to team goals
  - ★ More important than task interdependency





**“Team conflict stimulates  
innovation”**



## Wrong

- Task conflict: inverted U-shape
  - ★ Triggers information exchange
  - ★ Negatively affects team effectivity



## BUT...

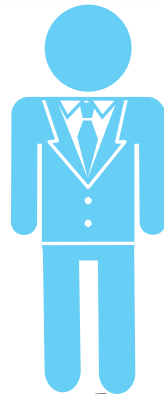
- Relation conflict: Detrimental for innovation
  - ★ Negative psychological reactions



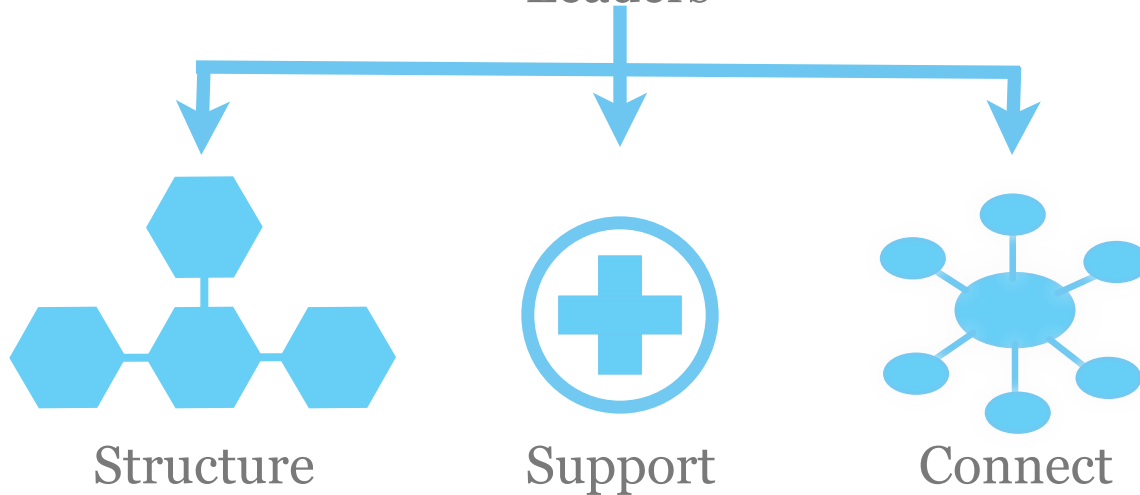


## **4. Create an innovative climate**

**“Climate change should be seen as the greatest challenge to face man...”**



Leaders

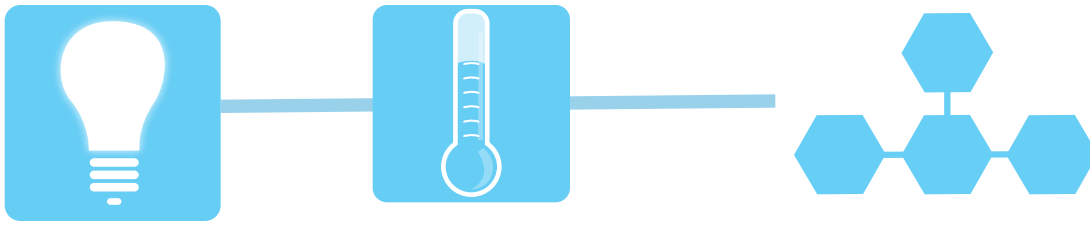


Structure

Support

Connect





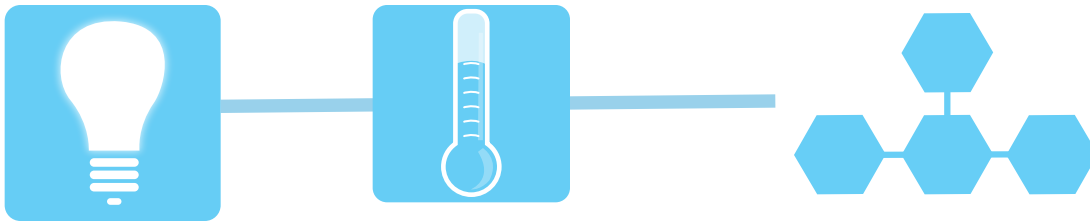
# STRUCTURE

## JOB

- High challenge, autonomy and complexity
- Increase attention, motivation and effort
- Make innovation a job requirement
- Time







# STRUCTURE

## Vision

- Goals for creativity
- Translate organizational outcomes into attainable goals
- Goals can relate to innovative output as well as innovative activities (e.g. using multiple perspectives)





# Support

## Feedback

- Be available!
- Positive & informational style: highest creativity
- Developmental orientation
- Provide negative feedback in an informational way
- Paradox: people accept feedback from more experienced employees, but these are often not the best sources



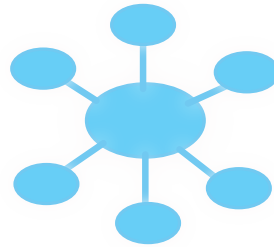


# Support

## Reward

- Importance of acknowledgment and recognition
- Extrinsic rewards: Beware!
  - ★ Positive effect for adaptive employees in simple jobs
  - ★ Null effect for innovative employees in complex jobs
  - ★ Negative effect for adaptive/complex and innovation/simple



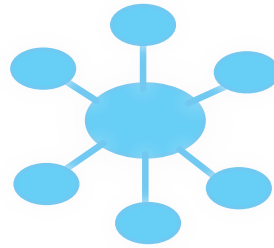


# Connect

## Building relationships

- Relationships outside work unit: important source of information and new perspectives
- Effect of non-work support from family and friends!
- Value of social media and idea suggestion systems





# Connect

## Work Space Design

- Colleagues are information resources for innovation
- Make sharing of innovation more likely to happen
- Provide meeting spaces where employees can interact and discuss ideas





# Ten commandments

1. Test for creative ability, hire experienced and knowledgeable employees
2. Hybrid way of generating ideas is most productive
3. More ideas imply more good ideas
4. Careful attention to idea selection is needed
5. Embrace team diversity
6. Formulate shared goals
7. Design creative jobs in an innovative vision
8. Give supportive and informational feedback
9. Stimulate information sharing within and between teams
10. Experiment, measure and build evidence on innovative performance





*Het onbekende goud in uw organisatie:  
medewerkers als ware resources  
voor innovatie!*

*Considérer ses collaborateurs comme  
une véritable source d'innovation.*

ism  
avec



accenture  
*High performance. Delivered.*

## Vragen aan het panel

leren van elkaar over hoe verder met maximale  
relevantie voor het bestuur/publieke organisatie

Questions au panel d'orateurs



*Het onbekende goud in uw organisatie:  
medewerkers als ware resources  
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*Considérer ses collaborateurs comme  
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**Bedankt sponsors & partners!  
Merci à nos sponsors et partenaires!**

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avec

