



# InnoWork

## MODULE 7: INNOVATION LEADERSHIP

<b>MODULE 7: INNOVATION LEADERSHIP</b>	
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## I. Module overview

<p><b>Learning objectives</b></p>	<p>As a result of engaging with the materials in this module, it is anticipated that learners will achieve the following learning outcomes:</p> <p><b>Knowledge:</b> understand the concepts of “innovation leadership” and “leadership for innovation”; gain insights on how to lead your effective creative team; understand the differences are between a leader, manager and a CEO.</p> <p><b>Skills:</b> improve their skills for leading others: improve skills for encouraging and motivating staff and colleagues, and develop new skills for applying “leadership for innovation” strategies to team management.</p> <p><b>Competences:</b></p> <p>Improve leadership competencies: establishing focus; providing motivational support; fostering teamwork; empowering and developing others; managing change;</p> <p>Improve competencies for solving problems: fostering innovation; forward thinking; strategic thinking; initiative and entrepreneurial orientation;</p> <p>Improve competencies related to communication and influencing: influencing others; building collaborative relationships.</p>
<p><b>Time schedule</b></p>	<p>Time necessary for:            Learning content (self-study): 1.5 hours            Self-test questions: 5 minutes            On-line game and case study: 25 minutes</p>
<p><b>Structure</b></p>	<p>The module is divided into three main topics:</p> <ul style="list-style-type: none"> <li>• Innovation leadership</li> <li>• How to enable innovation in a team?</li> <li>• Creative teams in organizations</li> </ul>

## II. Learning content

### Introduction

"Innovation in the workplace" refers to the way companies are structured; the manner in which they manage their human resources; the way in which decision-making within the organization is carried out; the way relations with customers or suppliers are settled or the way work environment is organized and the internal system of support in a particular situation. Innovation in the workplace represents a return process based on continuous feedback, learning and improvement. They include employees and managers at all levels. In today's workplace, finding time for creativity can be nearly impossible. However, organizations that encourage and carve out time for creativity have found increased employee engagement, motivation and productivity.

### 1. Innovation leadership

Leaders need **innovation leadership** as they learn to operate in challenging and unpredictable circumstances. In addition, they need to create an environment for innovation within organizations. Innovative systems, tools, and thinking are crucial for organizational health and future viability. CEO's and leaders throughout organizations know they need to change the way they work. As they seek to drive results at a tactical level, leaders are looking for new ways to give them a competitive edge and fuel new industries, markets, products, and services.



Source: <http://dilbert.com/>

Innovation leadership has two components – an innovative approach to leadership and leadership for innovation<sup>1</sup>:

<sup>1</sup> "Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results"; David Horth, Dan Buchner, 2014

## Innovation Leadership

<p><b>Innovative Leadership:</b> Applying Innovative Thinking to Leadership Tasks</p>	<p><b>Leadership for innovation</b> Leadership for Innovation rather than Management of Innovation by Creating a Climate where Others are Applying Innovative Thinking</p>
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It is highly important to differentiate business thinking and innovative thinking. There are some innovative thinking skills, which if used, allow the organizations to create something that is useful and desirable—whether it’s a breakthrough technology, a valuable service, or a fresh solution to an old problem.

<b>Business Thinking</b> versus <b>Innovative Thinking</b>		
<b>Traditional business thinking</b>	➔	<b>Innovative thinking</b>
Logical	➔	Intuitive
Deductive/inductive reasoning	➔	Abductive reasoning
Requires proof to proceed	➔	Asks what if?
Looks for precedents	➔	Unconstrained by the past
Quick to decide	➔	Holds multiple possibilities
There is right and wrong	➔	There is always a better way
Uncomfortable with ambiguity	➔	Relishes ambiguity
Wants results	➔	Wants meaning

*Source: ©2013 Center for Creative Leadership & Design Continuum Inc*

Leadership for Organizational Innovation requires organizational encouragement, lack of organizational impediments, leadership encouragement, sufficient resources, realistic workloads, freedom, challenging work, teamwork and collaboration<sup>2</sup>.

<sup>2</sup> *ibid.*

## 2. How to enable innovation in a team?

### a. Innovation and leaders

Leaders are those who are accountable, are able to assemble teams and to lead them to optimal performance outcomes<sup>3</sup>. An effective leader recognizes the importance of embracing differences in people and knows how to connect the dots amongst those differences to get the best outcomes. The leaders cultivate a workplace environment of continuous improvements, innovation and initiative.

Innovation begins with those people who touch the business across all functional and departmental areas. Innovation is not dependent on the participation of high-ranking executives, but on any employee that is a “student” of the business, knows their customers and the evolution of industries, brands and the emerging role of technology. Innovators are those who can see, sow, grow and share opportunities. Innovation must come from multiple sources, both internally and externally. When people and their different points of view and experiences converge, they create the types of innovations that individuals could not have done or found alone.

### b. What leaders can do with their teams to foster an environment of innovation and initiative<sup>4</sup>

- ❖ ***Trust yourself enough to trust others*** – Each member of the team must become more transparent than ever before. As such, each member must trust themselves enough to trust each other. When you can accomplish this trust, you become more patient, a better listener and over time more grateful for the new experiences and relationships that are being formed.
- ❖ ***Collaborate and discover*** – It is not just about working closely together, but also about taking leaps of faith together to discover new ways of thinking and create greater outcomes.
- ❖ ***Communicate to learn*** – teams can’t find their rhythm without strong communication and without this, they won’t find the things they are looking for to build trust and collaborate. The manner in which you communicate sets the tone and propels thinking in a variety of directions that leads to new innovation.
- ❖ ***Be a courageous change agent*** – for teams to innovate, leaders must challenge each team member to think more critically and see through a lens of continuous improvement. This requires both leaders and teams to take charge and embrace the role of a change agent in support of constructive disruption that can ultimately make things operate better and improve performance. Accepting the role of a change agent means taking on an entrepreneurial attitude, embracing risk as the new normal and beginning to see opportunity in everything.
- ❖ ***Course correct to perfect*** – to find the perfect combination of people on a team, leaders must often course correct along the way. Course correction keeps people on their toes and teaches them to adapt to new environments. To effectively course correct, every leader must ask

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<sup>3</sup> “5 ways leaders enable innovation in their teams”; Glenn Llopis; 2014

<sup>4</sup> “5 ways leaders enable innovation in their teams”; Glenn Llopis; 2014

themselves the following three questions: *What must I keep doing? What must I stop doing? What must I start doing?*

As a leader you must remember that you don't need to be inventive but rather innovative. Being inventive is creating something new that has never existed. Innovation is the creation of something new that represents a communal adaption or application used and embraced by the masses. Innovation done right has the power to change a workplace, an industry, a country, the world.

**c. Distinctive behaviors of the innovation leaders<sup>5</sup>:**

- ❖ **Inspire and motivate through action** - this comes from a clear sense of purpose and meaning in the work;
- ❖ **Excel at stretching set goals** – these goals required people to go far beyond just working hard, but to a find new ways to achieve a high goal;
- ❖ **Are persuasive** – leaders are highly effective in getting others to accept good ideas. They do not push or force their ideas onto their teams. Instead, they present ideas with enthusiasm and conviction and the team willingly follows;
- ❖ **Put their faith in a culture that magnifies upward communication** – leaders believe that best and most innovative ideas bubble up from underneath. They strive to create a culture from the first level of the organization.
- ❖ **Display excellent strategic vision** – the most effective innovation leaders can vividly describe their vision of the future.

**d. Differences between leaders, managers and CEO<sup>6</sup>:**

Leaders	Managers	CEO
Win followers	Have employees	Hire employees
Create change	React to change	Predict change
Implement good ideas	Have good ideas	Administrate
Persuade	Communicate	Organize
Create teams	Direct groups	Report
Make heroes of everyone around them	Try to be heroes	Preside over the organization's day-to-day operations

<sup>5</sup> "10 Traits of innovative Leaders"; Jack Zenger and Joseph Folkman; 2014

<sup>6</sup> Mark Sanborn's leadership blog – [www.marksanborn.com](http://www.marksanborn.com)

Leaders	Managers	CEO
Take responsibility	Take credit	Take decisions
Create shared focus	They are focused	Manage
Develop power with people	Exercise power over people	Deal with power

### 3. Creative teams in organizations

Behind any creative success, you will usually find a great team. When thinking about productivity we often focus on the individual, yet it's by optimizing teams that we can truly take our projects to the next level. More and more organizations are putting together teams to take charge of innovative projects.<sup>7</sup> A team can be significantly more creative than any individual team member and is often better able to push creative ideas through the implementation process so that they may become innovations.

#### a. Ten rules to ensure that your team is an effective creative team<sup>8</sup>:

1. *Result oriented rather than method oriented* - Teams should be given goals to pursue and be allowed to establish their own paths to achieve those goals. Moreover, they should be encouraged to get away from the office and explore external creative stimuli. Spending a couple of hours in an art gallery, brainstorming in a science museum or going for a group walk in the woods can all help clear minds and inspire thinking.
2. *Provide team resources* - Conference rooms with beanbag chairs, toys, lots of paper, pens and the like are far more inspirational than the usual bland table and chairs. Lego, building blocks and other toys can be used for creating models of material products as well as of processes and methods. They can be used for visual brainstorming – which can be far more effective than spoken brainstorming. Even a small library can be highly useful.
3. *Break down hierarchies (as much as you can)* - Hierarchies can cause problems in teams – particularly in hierarchical or bureaucratic organizations. Team members will always look to their superiors for approval and this tends to result in generating ideas to please superiors rather than generating ideas that are truly creative. There are two alternatives. You can either build teams of people who are at similar levels within the hierarchy, or you can establish basic team rules to discourage playing to the hierarchy. Better still, do both!
4. *Solve relationship problems quickly* - If two team members have problems with each other, the team leader or a senior manager (particularly if the team leader is part of the problem) needs to solve the conflict quickly. In-group fighting between two or more members can destroy group

<sup>7</sup> "10 rules for creative team", Jeffrey Baumgartner

<sup>8</sup> Ibid.

- dynamics, cause team members to take sides and eat up time that should be devoted to creativity and innovation. If worse comes to worst, move one of the conflicts to another team.
5. *Train team leaders in the basics of group creativity* - In order to ensure teams extract the maximum creative potential from their members, it is important that team leaders understand the basics of group creativity. This should include an understanding of creative problem solving methodology, motivating team members to be creative, keeping criticism in check (until the appropriate time), idea generation methods, and evaluation methods.
  6. *Encourage good-humored rivalry* - Many managers put teams together in highly competitive situations hoping to motivate team members to push themselves harder. Excess stress has been shown not to be conducive to creativity, and heavy competition often results in heavy stress. On the other hand, good humor competition or even rivalry between teams adds a competitive edge with minimal stress.
  7. *Establish processes for inter-team communication* - Teams can learn from each other. Someone outside the team may see something in a problem that team members fail to see, simply because they are too close to the issue at hand. Hence, it is important to bring teams together and encourage inter-team communication. Nevertheless, it is also critical to ensure that teams do not get bogged down in inter-team meetings or report writing that detracts from creative problem solving. It may be a good idea to have periodic brainstorming meetings where teams summarize their work and other teams can provide suggestions.
  8. *Teams are not forever* - Over time, team members learn to understand each other. They “share common language and a common set of unspoken understandings”, which psychologists call “tacit knowledge.” This tacit knowledge facilitates easy communication flow and makes it easy to be creative. Likewise, the team develops an identity and hence pride in their performance. After about two years or so, however, team members get to know each other too well. And with over-familiarization comes predictability and possibly even boredom. Thus, it is good to give teams time to jell, but bad to keep them together for too long. Ideally, you should mix and match team members every 18 to 24 months.
  9. *Reward the team, not the individual* - If you offer the entire team a reward for its creative ideas, they are motivated to work together as a team. When you reward individuals within the team for their creative ideas, they are motivated to act selfishly in order to win rewards. At best, that would probably include hiding information from fellow team members. At worst it might include stealing ideas and deception. Almost certainly, it will result in bad feelings when people see team-mates rewarded while they are not.
  10. *Diversity* – When you want a creative team to work on new marketing ideas, don’t limit its population to marketing people. Bring in people from different divisions. A greater diversity of team members provides a wider range of experience, skills and thinking patterns and that results in a higher level of creativity.

Here are some tips how you can stimulate team creativity:

- ✓ Promote regular team **brainstorming sessions**, which allow employees a chance to produce a high quantity of ideas. Then analyse and choose those ideas that are of high quality.
- ✓ **Create an encouraging work environment.** If employees see that their ideas are encouraged and accepted, they will be more likely to be creative, leading to potential innovation in the workplace.
- ✓ **Create a collaborative work environment.** Creativity and innovation can stem from employees working together to reach a goal. Foster communication between employees and between departments and reward those that work together to solve problems.
- ✓ **Encourage your team members to take risks.** Employees won't be creative or innovative if they fear a backlash from failure. Create an environment that is free from fear of failure; treat your employees' failures as a learning tool, rather than a means for passing around blame.
- ✓ **Create a safe haven for new thinking** – Encourage a broad range of ideas, including those not immediately seen as feasible, or even “sensible,” for they are where the seeds of innovation can be found. Some organizations have “creative-thinking spaces,” filled with items such as paintings, photographs, non-work related magazines, building materials and other stimuli, where employees can engage in idea generation in an environment separate from their everyday routine.
- ✓ **Humour corner** – Give employees an area to post cartoons, illustrations, and other items designed to relieve stress. The staff can award a prize for the best submission.
- ✓ **Surprise Celebrations:** Often it's the unexpected and informal that employees enjoy as much as formal awards. Conduct frequent, unannounced recognition and award celebrations, such as having a pizza party.
- ✓ **Breakfast with the President:** Initiate a "Breakfast with the President" program to improve communications between employees and the top management. Arrange a monthly breakfast with coffee and biscuits served by the staff and open discussions. Results - higher morale and a sense of open communication.
- ✓ **Being outsiders in your team** - Idea generation works best when there are differences in perspective, knowledge and background - creativity is a product of organizational diversity. Ideally, a team attempting to come up with a fresh, new solution to a tough challenge should consist of both experts in the area being discussed, as well as so-called “naïve” idea-contributors who may see the problem in ways the experts cannot. Also, because they're not experts, they don't know what doesn't work!
- ✓ **Support employees for engaging in the ideation process** - It is important to recognize the efforts of those who contribute to the process of generating and developing ideas, even if no

applicable concept or solution is produced. Properly encouraged, these individuals are more likely to engage in the creative process again, perhaps coming up with the next big breakthrough!

### Case study: Developing an Innovation Strategy

Source: “High Impact Innovation Management”; Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs, European Commission; 2012; <http://bookshop.europa.eu/en/high-impact-innovation-management-pbNBNA12001/>

#### **Developing an Innovation Strategy for a twelve-year-old Spanish-based supplier for traffic control and surveillance systems with seven staff members.**

This case examines how the IMP<sup>3</sup>rove<sup>9</sup> assessment and the following consulting workshops were an eye-opener, pointing out an SME’s key weaknesses in Innovation Management.

Data analysis reveals that the company had not defined clear performance indicators to measure the success of their innovation project. Innovation Management was not formally implemented in the organization and was driven just by the CEO. Since undertaking the IMP<sup>3</sup>rove assessment, the SME has developed an innovation strategy and is adopting means of measurement to enable the company to assess the results of its innovation more accurately.

The company requested Upsellinn’s Innovation Management consulting services in order to help them to thoroughly develop a systematic approach to Innovation Management. Upsellinn Performance, S.L., a Spanish services company, provides a range of business-to-business (B2B) consulting services, all of which support companies in their sale, marketing and business development strategies. After the assisted IMP<sup>3</sup>rove assessment was completed, Upsellinn reviewed the assessment report, taking into account both the company’s overall score on Innovation Management performance and the detailed evaluation on several dimensions: innovation strategy, innovation organisation and culture, innovation life cycle processes, enabling factors and innovation results. After that, the consultant chose a date for the workshop with a proposed agenda.

After three months, the company reassessed their Innovation Management performance to monitor how they had improved. The company’s quantitative ratios did not improve in this short period of time, but the company implemented an action plan that resulted in the following:

- Using the IMP<sup>3</sup>rove results in internal management meetings to discuss the strategic role of Innovation Management for the company’s sustainability

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<sup>9</sup> IMP<sup>3</sup>rove is a project, established by the European Commission’s Directorate General (DG) Enterprise and Industry to help SMEs manage innovation with lasting results, collected insights into this sector for more than four years. The IMP<sup>3</sup>rove network includes more than 500 trained support providers across Europe and beyond. **DEL**

- A new vision for innovation documented and shared with all the staff members and well understood by customers, suppliers and innovation partners
- Developing an innovation controlling system to define KPIs and better analyse and monitor the company's innovation activities
- Starting to cooperate with the University of Alcalá in Spain in a 24-month project for the next generation of traffic video enforcement systems

**Benefiting from Recurring IMP<sup>3</sup>rove assessments as a Routine** - For companies focused on innovative products and services, measuring performance and effectiveness of Innovation Management are crucial for profitable growth. The structured benchmarking report, based on a dynamic European database, is a key value proposition of the IMP<sup>3</sup>rove platform. In less than 30 minutes the SME can download a report that provides up-to-date benchmarks showing the SME's current competitive position.

**Questions for reflection:**

1. Have you done a similar kind of work in the past?
2. In what ways do you think your company needs to improve?
3. What is the most important thing you learned in this case study?
4. What advice would you give to companies who would want to develop an innovation strategy in the future?

### III. Conclusion

Innovation leadership teaches you to operate in challenging, unpredictable circumstances. To be a Leader for Organizational Innovation requires organizational encouragement, lack of organizational impediments, leadership encouragement, sufficient resources, realistic workload, freedom, challenging work, teamwork and collaboration. In order to manage an effective innovation you have to apply cross-functional cooperation and accountability throughout the entire process. But you also have to be able to cultivate a workplace environment of continuous improvements, innovation and initiative. When the people in your team and their different points of view and experiences converge, they create the types of innovations that individuals could not have done or found alone. Leaders create, managers direct and CEOs decide about innovative workplaces. Under the right circumstances, a team can be significantly more creative than any individual team member and is often better able to push creative ideas through the implementation process so that they may become innovations.

According to the Center for Creative Leadership creativity experts David Horth and Dan Buchner, creating an innovative organization “is about growing a culture of innovation, not just hiring a few creative outliers.”<sup>10</sup> Leaders may see “innovation” investments as more strategically important than human investments such as proper hiring, strong management support, and ongoing training. However,

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<sup>10</sup> “*Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results*”; David Horth, Dan Buchner; 2014; <http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf>

human investments are innovation investments. Hiring people who are intrinsically motivated and not especially negative, making sure people are doing work they feel motivated to do, and providing them with supportive leadership will go a long way to improving innovation.

## IV. Additional reading

<b>Document title:</b>	<b>Link to the resource:</b>
<p><b>Center for Creative Leadership</b> is a top-ranked, global provider of leadership development. Global innovation and design consultancy helps turn ideas into realities.</p> <p><b>“The innovation equation for leaders”/</b> Center for Creative Leadership/  <i>Presents the useful results from the World Leadership Survey, conducted in the USA, which examines the relationships among several measures and boss ratings of innovation/creativity from CCL’s Benchmarks<sup>11, 12</sup> assessment, which tells us how innovative an employee is perceived to be. The survey helps to better understand how to improve the innovation equation.</i></p>	<p><a href="http://www.dcontinuum.com">www.dcontinuum.com</a></p> <p><a href="http://media.ccl.org/wp-content/uploads/2015/02/InnovationEquation.pdf?_ga=1.1939061.597468757.1437138348">http://media.ccl.org/wp-content/uploads/2015/02/InnovationEquation.pdf?_ga=1.1939061.597468757.1437138348</a></p>
<p>“Macroeconomic Perspectives, Global Trends in Innovation”            Marco Annunziata  <i>We recommend this article as it shows some very interesting trends in innovation.</i></p>	<p><a href="http://files.gecompany.com/gecom/innovationbarometer/IB_Macro_Perspective.pdf">http://files.gecompany.com/gecom/innovationbarometer/IB_Macro_Perspective.pdf</a></p>
<p>Biomimicry is a tool for creativity and innovation and for sustainability;            Under the given web site you will find out about research and projects with companies commercializing biomimetic inventions and infusing biomimicry into their innovation processes providing insights for success.</p>	<p><a href="http://www.asknature.org/">http://www.asknature.org/</a></p>
<p>The site Business Dictionary presents you usage examples, terms, articles and interesting up-to-</p>	<p><a href="http://www.businessdictionary.com">www.businessdictionary.com</a></p>

<sup>11</sup> Benchmark is a multisource feedback instrument. The single item measure asks the boss of managers who had participated in a CCL development course and had completed the WLS to rate to what extent the focal manager “is creative or innovative.”

<sup>12</sup> Center for Creative Leadership (2002). Benchmarks facilitator’s manual. Greensboro, NC: Center for Creative Leadership.

date topics

The hole interesting article about *Creative workplace management* you can read under :

<http://www.businessdictionary.com/article/657/creativity-and-innovation-in-the-workplace/>

## V. Self-test questions

### Question 1: "Business thinking versus Innovative thinking"

For each of the statements below please indicate if it refers to business thinking or innovative thinking:

1. Logical	<input type="checkbox"/> Business thinking <input type="checkbox"/> Innovative thinking	5. Quick to decide	<input type="checkbox"/> Business thinking <input type="checkbox"/> Innovative thinking
2. Requires proof to proceed	<input type="checkbox"/> Business thinking <input type="checkbox"/> Innovative thinking	6. Relishes ambiguity	<input type="checkbox"/> Business thinking <input type="checkbox"/> Innovative thinking
3. Asks what if	<input type="checkbox"/> Business thinking <input type="checkbox"/> Innovative thinking	7. Wants meaning	<input type="checkbox"/> Business thinking <input type="checkbox"/> Innovative thinking
4. Holds multiple possibilities	<input type="checkbox"/> Business thinking <input type="checkbox"/> Innovative thinking	8. Wants results	<input type="checkbox"/> Business thinking <input type="checkbox"/> Innovative thinking

### Question 2: What successful innovations offer to their early adaptors? (Several correct answers)

- A clear comparative business advantage
- Unfamiliarity with the product/service
- Doubts about betting resources on the project/service
- Lower product costs
- More complete customer service

### Question 3: Innovation process begins by identifying....? (Several correct answers)

- how people want to invent
- the function they can best serve to add value
- the required tools to adapt to change in positive and meaningful ways
- how people want to lead and be led
- what motivates you

**Question 4:**

Read the following list of activities and decide in which of the columns they fit?

	Leaders	Managers
1. Administers;		
2. Innovates;		
3. Asks what and why;		
4. Maintains;		
5. Focuses on systems and structure;		
6. Inspires trust;		
7. Has a long-range perspective		
8. Asks how and when		
9. Focuses on people		
10. Relies on control		

**Question 5: A creative team will always need a wide range of design and creativity abilities and capabilities: (one correct answer)**

- Excellent written and verbal communication skills
- Motivation and the desire to execute every job to the highest standard
- High-level creative thinking and the confidence to use it
- Ability to deliver campaigns that generate results
- Ability to produce original ideas
- Confidence to share and present ideas internally and externally
- All of the above stated answers are correct

**Correct answers:**

**Question 1:** Business thinking: Logical, Requires proof to proceed, Quick to decide, Wants results

Innovative thinking: Asks what if, Holds multiple possibilities, Relishes ambiguity, Wants meaning

**Question 2:** 1, 4 & 5

**Question 3:** 2, 3 & 4

**Question 4:** Leaders: 2, 3, 6, 7, 9 / Managers: 1, 4, 5, 8, 10

**Question 5:** 7

## VI. Glossary

<b>Innovation leadership</b>	It has two components – innovative approach to leadership, and leadership for innovation <i>Horth, D., Buchner, D. (2014). Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results.</i> <b>URL:</b> <a href="http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf">http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf</a>
<b>Innovative</b>	Innovative thinking is a crucial addition to traditional business thinking. It allows you to

<p><b>thinking</b></p>	<p>bring new ideas and energy to your role as leader and to solve your challenges. It also paves the way to bring more innovation into your organization.</p> <p><i>Horth, D., Buchner, D. (2014). Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results.</i></p> <p>URL: <a href="http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf">http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf</a></p>
<p><b>Innovation management</b></p>	<p>This is the management of innovation processes. It refers both to product and organizational innovation. Innovation management includes a set of tools that allow managers and engineers to cooperate with a common understanding of processes and goals.</p> <p><i>Horth, D., Buchner, D. (2014). Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results.</i></p> <p>URL: <a href="http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf">http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf</a></p>
<p><b>Leader</b></p>	<p>A leader is “a person who influences a group of people towards the achievement of a goal”</p> <p>“To be a leader, one must have followers.”</p> <p>“A leader is the one in charge, the person who convinces other people to follow. A great leader inspires confidence in other people and moves them to action”</p> <p>URL: <a href="http://www.vocabulary.com/dictionary/leader">http://www.vocabulary.com/dictionary/leader</a></p>
<p><b>Creative</b></p>	<p>Definition:</p> <ol style="list-style-type: none"> <li>1. having the ability to create</li> <li>2. characterized by <u>originality</u> of thought; having or showing imagination: <i>a creative mind</i>.</li> <li>3. designed to or tending to stimulate the imagination: <i>creative toys</i>.</li> <li>4. characterized by sophisticated bending of the rules or conventions: <i>creative accounting</i>.</li> <li>5. (Marketing) a creative person, esp one who devises advertising campaigns</li> <li>6. a creative person, especially one who devises advertising campaigns</li> </ol> <p>URL: <a href="http://www.thefreedictionary.com/creative">http://www.thefreedictionary.com/creative</a></p>

## VII. Bibliography

<p>1.</p>	<p>“<i>Innovation Leadership: How to use innovation to lead effectively, work collaboratively, and drive results</i>”; David Horth, Dan Buchner; 2014; <a href="http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf">http://www.ccl.org/Leadership/pdf/research/InnovationLeadership.pdf</a></p>
<p>2.</p>	<p>“<i>Innovation</i>”; European Commission, Directorate General for Research and Innovation; 2013; <a href="http://bookshop.europa.eu/en/innovation-pbKINC25952/">http://bookshop.europa.eu/en/innovation-pbKINC25952/</a></p>
<p>3.</p>	<p>“<i>High Impact Innovation Management</i>”; Directorate-General for Internal Market, Industry,</p>

	<p><i>Entrepreneurship and SMEs</i>, European Commission; 2012;  <a href="http://bookshop.europa.eu/en/high-impact-innovation-management-pbNBNA12001/">http://bookshop.europa.eu/en/high-impact-innovation-management-pbNBNA12001/</a></p>
4.	<p>“5 ways leaders enable innovation in their teams”; Glenn Llopis; 2014;  <a href="http://www.forbes.com/sites/glennllopis/2014/04/07/5-ways-leaders-enable-innovation-in-their-teams/">http://www.forbes.com/sites/glennllopis/2014/04/07/5-ways-leaders-enable-innovation-in-their-teams/</a></p>
5.	<p>“10 Traits of innovative Leaders”; Jack Zenger and Joseph Folkman; 2014;  <a href="https://hbr.org/2014/12/research-10-traits-of-innovative-leaders">https://hbr.org/2014/12/research-10-traits-of-innovative-leaders</a></p>
6.	<p>Mark Sanborn’s leadership blog  <a href="http://www.marksanborn.com/blog/9-differences-between-managers-and-leaders/">http://www.marksanborn.com/blog/9-differences-between-managers-and-leaders/</a></p>
7.	<p>“ 10 rules for creative team”; Jeffrey Baumgartner;  <a href="http://www.innovationmanagement.se/imtool-articles/10-rules-for-creative-teams/">http://www.innovationmanagement.se/imtool-articles/10-rules-for-creative-teams/</a></p>
8.	<p>Center for Creative Leadership (2002). <i>Benchmarks facilitator’s manual</i>. Greensboro, NC: Center for Creative Leadership</p>