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HOW CAN LEADERS IDENTIFY AND SUPPORT IDEATIVE NONCHAMPIONS?

Master's Thesis
in International Business

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1 INTRODUCTION

"*Tomorrow's top manager must be almost instinctively keyed to innovation. More specifically, he must appreciate the need of innovation, its proper timing, and its multiplier effect, and be able to manage innovation, encourage it, inspire it, and where possible, author it."* (Heyel 1962, V.)

"Innovative companies are lead by innovative leaders. It's that simple. Leaders who set demanding goals for themselves and for others, the kinds of goals that force organisations to innovate to meet them." (Pearson 1988, 180–181.)

As can be seen from the two references above, the importance of innovation minded leaders has been recognized in the academic literature during the past decades. Also in today's business environment the capability for innovation is a critical pre-requisite for achieving the "best fit", competitive advantage and long term viability (Coakes & Smith 2007, 74), the three main goals for corporations. Leaders are in a key position to achieve this. However being innovative just from time to time, in one or two areas, does not work (Pearson 1988, 179). This statement is supported by the fact that in most industries around 3000 raw ideas are required to produce one commercially successful, new, industrial product. In some industries the figure can be even higher. For example in pharmaceutical industries 6000–8000 starting ideas are needed for every successful commercial product. (Stevens & Burley 1997.) Thus it is easy to agree with Blackwell & Eilon (1991, 35) who have stated that "*Without innovation the pharmaceutical industry is nowhere.*" This statement can easily be transferred to other types of industries as well. Bearing the above mentioned numbers in mind every new idea is valuable since in business fields the new currency of competition is innovation (Conlin 2006). Companies and especially superiors cannot afford to overlook any possible source of innovation, particularly inside their own organization. The greater the number of alternatives, the greater the likelihood of generating at least one or two superior solutions (Bragg & Bragg 2005, 20).

1.1 Ideas, inventions and innovations

"*Having ideas is relatively easy – having good ideas is slightly more difficult – but the real challenge lies in carrying ideas through into some practical result."* (Walker & Henry 1991, 3).

Bragg & Bragg (2005, 158) have stated that the best way to get good ideas is to get a lot of ideas. If this is the case, then it is essential to begin with by trying to understand what is meant by an idea, where do ideas come from and how they are transformed into inventions and innovations. The terms “idea”, “invention” and “innovation” have different meanings both in academic literature as well as in every day life. Sometimes the words are even used as synonyms. According to Kingston (1990, 165) a new idea is an invention. An innovation is then an appropriately realized new idea. Parker (1974, 4) has gone one step further by defining “invention” as the generation of a new idea and “innovation” as the coupling process. Third way to describe innovation is to say that it is a mindset, a new way to think both business strategies and practice – to see beyond the present in order to create a vision for the future (Kuczmarski 1996, 1, 3).

On this thesis the word “*idea*” is defined as an employee’s own thought (regardless if someone else has thought the same thing first) related to his/her daily routines, team assignments or functions of the entire organization. An idea can be a minor modification or well prepared plan to achieve larger improvements. An idea then becomes an *invention* when it is realized and put into practice. An *innovation* is an invention that brings success to the company in the form of a new or improved product, service or process.

Who are then the idea generators? Ideas originate in the mind of an individual although they may be developed in a group (Walker & Henry 1991, 4). In business life the ideas originate from the personnel therefore making the company workforce as one of the most valuable sources of ideas (Webb 2000, 35). Since in some cases it is impossible to predict exactly where a revolutionary idea is forming, the net must be cast wide (Hamel 1996, 29). According to Parker (1974, 19) invention involves the entire organization, not just few individual employees. Therefore everyone should have the right to invent and express ideas. If leaders have truly understood the importance of finding every new idea, the position and title of the person should not matter. An idea presented by a young summer trainee should receive the same kind of respect as the idea of a senior team leader. Especially since Burgelman & Sayles (1986, 137) suggest that proposals, ideas, and start-ups typically are initiated at lower levels in the organization. Whether the ideas originate from the upper or lower levels of the organization, innovations do have slightly mysterious and magical reputation. This has emerged particularly well in a piece of research carried out by Lester & Piore (2004, 42). Their interviewees responded repeatedly “You have to kiss a lot of frogs” when asked how they find innovative ideas. This phrase makes innovation seem like a matter of trial and error. Is innovation then a result of pure luck or hard work? The opinion of Stefik & Stefik (2004, 69) is that if invention is having an idea, then innovation is the other 99 percent of the work (Stefik & Stefik 2004, 69). Drucker (1991, 17) has also claimed that innovation is work rather than cleverness.

How are new, innovative ideas created? An idea might be new to the person who conceives of it, but as soon as this idea is expressed, it may become clear that other people have gotten there first. For an idea to be innovative in business or in art, it must deviate from the historically established conventions and norms, not merely from our own personal history. (Bilton 2007, 3.) Already the original meaning of the Latin word "innovare" is to renew (Jenssen & Jørgensen 2004, 63). Pearson (1988, 186) has suggested that good ideas frequently flow from the process of taking a hard look at the customers, the competitors, and the business all at once. Invention is influenced by personal gain, curiosity, the outpourings of genius, the pressure of necessity, the type of competition, random and chance events, and economic forces in general (Parker 1974, 31). As Antola & Pohjola (2006, 143) suggest, the innovative push can also result from necessity or pain; from an idea that there has to be a better and easier way to do these things. Bilton's (2007, 132) view is that the capability to absorb and build upon innovative ideas will require an ability to make connections between the old and the new. This is why most ideas and inventions are based on previous findings. Innovations are often adaptations or a new combination of existing ideas (Storey & Salaman 2005, 18) and they typically induce minor improvements (Parker 1974, 35). Nevertheless the value of small improvements can easily be left without identification and recognition, although the financial impacts of these improvements may be more significant than the impacts of a one radical breakthrough (Antola & Pohjola 2006, 20). An idea should always be worth expressing no matter how minor the expected outcome is.

Inventing new and learning tend to go hand in hand. Innovating requires knowledge (Drucker 1991, 17) but it also produces knowledge (Parker 1974, 217). In order to create innovative ideas both individual employees as well as individual organizations need to have an ability to learn. Learning implies that an organization has picked up accurately, correctly, and appropriately the skills gained from experience. Armed with valid and extensive information, the organization has the potential to perform more effectively. (Glynn 1996.) However learning does not always convert into profitable innovations (Leiponen 2000, 28). When it comes to creating something new, the risk factor is always present. Innovation is a process "*where all alternative outcomes cannot be known in advance*" (Lundvall 1998, 407). Although innovation is risky, it may be even more risky not to innovate (Davis 1987, 144) and be left behind. While it seems that the social returns to innovation can be massive, at the level of individual firms it is not evident that the returns to innovation investments are always positive (Leiponen 2000, 88). Too many market-oriented compromises can also destroy a sound innovative idea (Burgelman & Sayles 1986, 40) that would need time and effort to become an actual innovation. However there would not be innovations, ideas or inventions without people, individuals taking part in the idea generation, development and realization. These persons are introduced on the following section.

1.2 Innovative power of individuals

According to Bragg & Bragg (2005, 5) one of the most significant yet undervalued business skills is the ability to recognize and develop viable new business ideas for services, processes and products. Maintaining and constantly reviewing a rich portfolio of ideas provides new arenas for new business models and concepts (Elfvengren, Koivuniemi, Kärkkäinen, Ojanen, Sundqvist & Torkkeli 2001, 30). Selecting the most potential ideas from this portfolio to development is called idea filtering, idea screening or idea selection (Rusi, Koivuniemi & Soikkeli 2001). But before ideas can be selected, they need to be found. The problem with every true idea is that an individual neither knows what he or she has discovered, nor how this relates to what he or she already knows (Kingston 1990, 22). The challenge is then, how to utilize the innovative power of individuals in the company, and how to forward the most promising ideas effectively to the development pipeline (Elfvengren et al. 2001, 30). According to Pearson (1988, 183) most successful innovations require these four key inputs:

- A mix of creative minds who have ideas and experienced operators who keep things practical.
- A champion who believes that the introduced new idea is critical and who will promote it through the organization.
- A sponsor who is high in the organization to provide resources; people, time and money.
- A process that moves the ideas quickly through the system so that they get top level acceptance, resources and perspective as early as possible.

As can be seen from the list above, innovative ideas require innovative individuals. These individuals have been the interest of researchers ever since the 1960s. Already 40 years ago researchers discussed about the role of a champion in new product development (Markham & Griffin 1998, 437). Besides the definition of “champion”, there are several other words that describe individuals who innovate successfully. They can be called for example idea generators, mavericks, project leaders, sponsors, gatekeepers, coaches (Vincent 2005, 43) or renegades (Peters 1990). Hauschildt and Kirchmann (2001, 41) have used the term “promotor”, created by Eberhard Witte in 1973, to describe persons who commit with enthusiasm to the new idea or new product.

Traditionally the employees of Research & Development unit have been the originators of new ideas. Besides in Research & Development, innovations can originate also in other parts of an organisation. Even in the case where Research & Development department is the source of the innovative idea, a close cooperation with other functions is usually necessary to ensure that the invention is technically appropriate and desired in the marketplace. (Leiponen 2000, 16.) Determining the value of each of the individual ideas in the idea portfolio is challenging since new brilliant

business concepts are often combinations of many ideas. An idea on its own might not have sufficiently value to be put forward, but combined with another idea would create greatly added value to the product or service offerings of a company. (Elfvengren et al. 2001, 30-31.) It is important to keep track of the ideas so that they can be used as a springboard to create further innovative ideas (Bragg & Bragg 2005, 119).

1.3 Purpose of the study

The source of ideas is often imprecise and diffuse which makes the incentive step difficult to trace. Therefore an original idea can actually be traced to several individuals. (Parker 1974, 19, 30.) Furthermore the originator of an idea may not be the same person who promotes it. Previous studies (e.g. Howell & Higgins 1990b; Howell & Boies 2004; Howell, Shea & Higgins 2005; Markham 1998) have concentrated on the idea promotor, the innovative champions; who they are, what are their characteristics and how they work in an organization. So far little or hardly any attention has been given to ideative nonchampions; people who lack the ability to communicate their vision and ideas to the management and promote them persistently in an organization. However, the role of these individuals cannot be ignored anymore. Companies need to value every possible new idea that could lead to the next successful service or product or an improved process. This is done by recognizing and supporting both innovative champions as well as the ideative nonchampions.

Following this, *the purpose of this research is to find out how leaders can identify and support the ideative nonchampions.* This is done by answering these three subquestions:

- How can leaders identify the ideative nonchampions?
- How can the ideative nonchampions be encouraged to bring out new ideas?

In order to clarify the second subquestion, a third subquestion is also presented to gain a deeper understanding of the channels through which the ideative nonchampions can express their ideas:

- What are the channels through which the ideative nonchampions can communicate their ideas in an organization?

These subquestions were selected in order to show that there is a special group of people that needs to be recognized. When leaders[1] understand the characteristics of ideative nonchampions, both the individuals as well as their ideas are to be found more easily. It is also easier to maintain a rich portfolio of ideas once the communication channels and the motivational factors are known and made use of. The theoretical

[1] In this study the words “leader” and “manager” are used as synonyms.

framework of the research is compiled from various streams and illustrated through gradual model building. In the second chapter the building blocks are provided for identifying the ideative nonchampions. The third chapter brings along the supporting organizational factors followed by the elements of effective communication on the fourth chapter. The theoretical model is then modified based on the empirical data from a case company. Finally the conclusions are drawn from the research findings.

2 IDENTIFYING IDEATIVE NONCHAMPIONS

Burgelman & Sayles (1986, 162) have stated that one of the best ways of facilitating the emergence of the diversity that produces innovative products, technologies or processes is to take advantage of the entrepreneurial initiatives that arise spontaneously and autonomously at the operational level. Also Nyström (1979, 45) has emphasized individual rather than group problem solving as an advice for companies who want to become more innovative. If the ideas already exist inside the organization, what is needed is someone who is highly sensitive to ideas as ideas, since otherwise the products of inventive brains would not reach the minds and hearts of innovators (Kingston 1990, 23). These individuals are called the "innovation champions". But in order to find also the before mentioned inventive brains, it is important to identify who are the "ideative nonchampions." From a researcher's point of view, insightful ideas derived from successful innovators, and modes of thought derived from timid or unsuccessful innovators, offer important data to understand which combination of factors promotes innovation and, conversely, which combination stifles it (Storey and Salaman, 2005, 11).

When the concepts "champions" and "nonchampions" are discussed in the academic literature, the emphasis is mostly on the champions. So far nonchampions have been in the background, providing a comparison to the more innovative individuals. Because of this, the concept of ideative nonchampions is studied and developed by finding out the areas that differentiate nonchampions from champions. This is done by first discussing creative individuals in general and then by narrowing it down to innovative champions and ideative nonchampions. The definitions of both groups are compared and further explained with the help of their personal characteristics and organizational skills.

2.1 Creativity and creative individuals

Haefele (1962, 5) has defined creativity "*as the ability to formulate new combinations from two or more concepts already in the mind*." Creativity is the human ability to produce new solutions and ideas. This is also the ideal goal of business, to try and create new individual services and products with the available resources, in order to get successful business in the long run. (Haapasalo & Kess 2001, 64.)

Organizational innovation is based both on organizational and individual intelligence. Individual intelligence refers to person's information processing that aids adaptation to environmental or task challenges. It involves task-relevant intelligence as well as flexible rules for acquiring information and combining existing knowledge to develop new knowledge. Organizational intelligence is organization's capability to

encode, interpret, process, manipulate and access information in a goal-directed manner aiming to increase its adaptive potential in the environment in which it operates. Both individual and organizational intelligence are related to meeting objectives, solving problems, and making effective responses to environmental challenges. Individual creativity leans on to individual intelligence, which is moderated by the situational context and individual characteristics. (Glynn 1996.)

Individual creativity is a basic requirement for organisational creativity, and thus as indirectly responsible also for successful innovation. Therefore creativity can be seen as the cause and successful innovation as the effect. (Nyström 1979, 38, 56–57.) Divergent thinking, the process of generating several different ideas is an important aspect of individual creativity in organizations. When permitted to do so, employees with routine jobs can think beyond established approaches as well as think divergently about new methods and outputs leading to valuable innovations. Employee's creative performance is affected by openness to experience, attitude toward divergent thinking, and the amount of structure their supervisor initiates for them. An employee who has a favourable attitude toward divergent thinking enjoys generating and building on unusual ideas but is also willing to communicate and think over others' unusual ideas before judging them. Preference for ideations is how much an employee likes hearing, generating, considering, and building unusual ideas. Employees with high preference for ideation prefer new ideas to conventional ideas. (Williams 2004, 187–190.)

Creativity requires that individuals think both irrationally and rationally, that they cross boundaries between different ways of thinking, that they not only have the ideas but the resources and willingness to do something with them. Creative individuals have the ability to hold these contradictory impulses in equilibrium. (Bilton 2007, XIV.) Everyone has to create solutions to problems, and each can learn to do it better (Haefele 1962, 7). Creative persons are independent doers and independent thinkers (Lawrence 1962, 133) but still they have a capacity to cross boundaries and make connections, both internally in their own minds and externally in their relationships with others (Bilton 2007, 27). The above discussed elements of creativity are combined in the Figure 1.

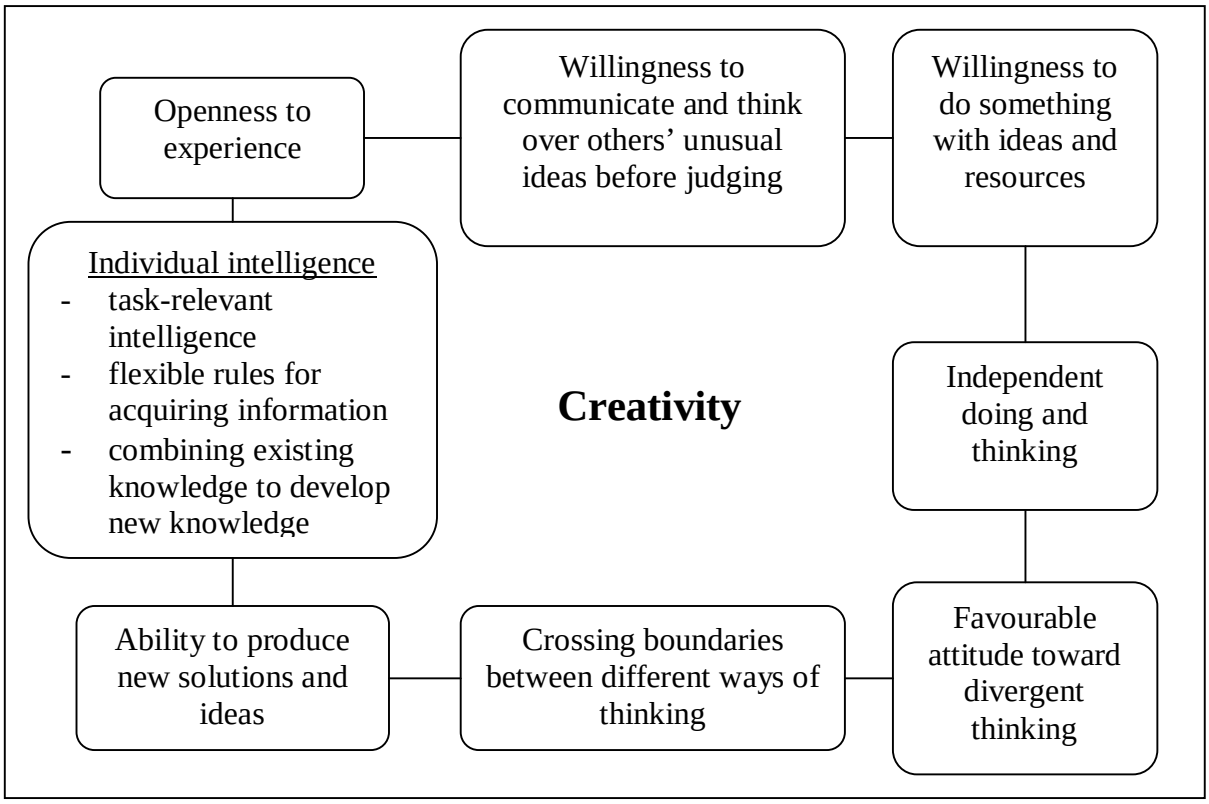

Figure 1 The elements of individual creativity

Creativity requires that people think or make something new, or a new combination of existing elements. However, novelty alone is not enough. To be creative, the idea must also be valuable or useful. (Bilton 2007, 3.) The creativity of an idea depends on the content of the idea but also the way in which that idea is developed, presented and interpreted is important. Constraints and boundaries are a necessary part of the creative process. Diversity, compromise and collaboration are as valuable to creative work as singularity of vision and purpose. (Bilton 2007, 6.) People are most creative when they are motivated by interest, challenge and satisfaction (Coakes & Smith 2007).

The ability to combine different thinking styles and processes is not the only possession of creative individuals but it is more likely to be found in groups of people working together; in systems, teams and networks, bringing together complementary personalities and competences. (Bilton 2007, XIV.) *Organizational creativity* is concerned with making connections between organizations and individuals and within a creative network or "system" (Bilton, 2007, 49).

Groups may spark ideas, but only individual employees have them (Haefele 1962, 140). It is still important to remember that an organization full of creative persons does not mean that the entire organization is innovative. On the contrary, it may create a loss of innovation potential due to too many similar kinds of employees. (Antola & Pohjola 2006, 148.) If this thought is developed further, it can be said that not all creative individuals are innovators, nor are all innovators creative or inventive as individuals.

Still all individuals can participate in the creativity of innovation. (Adair 2007, 6, 14.) The creative employees who bring out their ideas to others or who find the creative ideas of others and devote themselves in promoting the ideas, are called innovative champions. Their creative counterparts are ideative[2] nonchampions. Both of these concepts will be further discussed in the section 2.2.

2.2 Innovative champions and ideative nonchampions

According to Howell and Higgins (1990a, 40) innovation champions are "*the individuals who emerge to take creative ideas (which they may or may not have generated) and bring them to life. They make a decisive contribution to the innovation process by actively and enthusiastically promoting the innovation, building support, overcoming resistance, and ensuring that the innovation is implemented.*" Definition by Jenssen & Jørgensen (2004, 65) states that a champion is "*an individual that is willing to take risks by enthusiastically promoting the development and/or implementation of an innovation inside a corporation through a resource acquisition process without regard to the resources currently controlled."* Coakes and Smith (2007) describe champions of innovation as the individuals in an organization who have the appropriate characteristics and motivation to successfully form communities of innovation network. As can be seen from these definitions, all the researchers emphasize the networking and risk taking abilities of the innovative champions. These persons concentrate their motivation and enthusiasm in things and actions that they strongly believe in.

The definition of a nonchampion is not as clear, perhaps because this group has not interested the researchers as much as the champions. A nonchampion can be defined as a person who has not been identified to have a specific role, such as a user champion, a project champion or a technical innovator in an innovation. The nonchampions exhibit lesser risk taking and innovativeness. They are not considered to be as charismatic and inspirational as the champions and that is why they are not able to provide energy and emotional meaning to the idea. They also initiate less influence attempts and use smaller variety of influence tactics than champions. (Howell & Higgins 1990b.)

Rosenfeld & Servo (1990, 30) have also used the concept "champion", but instead of "nonchampion", they refer to "ideator" and "inventor". An ideator is a prolific idea generator who does not like to "reduce ideas to practice", for example make a prototype. Inventors then are the ones who like to reduce ideas to practice. For them, the challenge is in solving the problem and putting the solution into a tangible form. Champions then help legitimize the idea originator, serving as a bridge, or a translator between the idea

[2] In this study the concepts "creative" and "ideative" are used as synonyms.

originator (ideator or inventor) and the organisation. Davis (1987, 142) has a slightly different opinion about the inventor. According to him inventor is the one who produces ideas, where as an innovator makes things happen. A successful innovator is a doer, a person who can visualize the possibilities of an idea and who has a strong desire to see the ideas realized in concrete form. There are talented people who do both, but a person who is good at inventing is not necessarily good at turning his or her concept into a viable commercial proposition.

Based on the above mentioned definitions of champions, nonchampions, ideators and inventors, *an ideative nonchampion is a person who has new and creative ideas, but who does not have the enthusiasm, knowledge, personal characteristics or willingness to take risks to promote and communicate these ideas inside a corporation*. Since the ideative nonchampions are not the ones who push themselves forward, they need to be found. In order for leaders to identify these persons, they have to be aware of the personal characteristics and the organizational skills that the ideative nonchampions both have and do not have. These issues are further discussed in the following sections 2.2.1 and 2.2.2.

2.2.1 Personal characteristics

The personal characteristics of an innovative individual are described in a model by Howell and Higgins (1990b). The model (Figure 2) suggests that champion emergency is a function of personal characteristics, transformational leadership behaviours (since the champion behaviour is seen to be similar to the one of transformational leaders) and the variety and frequency of tactics. Jenssen and Jørgensen (2004) have also found similar kinds of traits for the champion characteristics; therefore the model below is explained by using the findings of the four researchers.

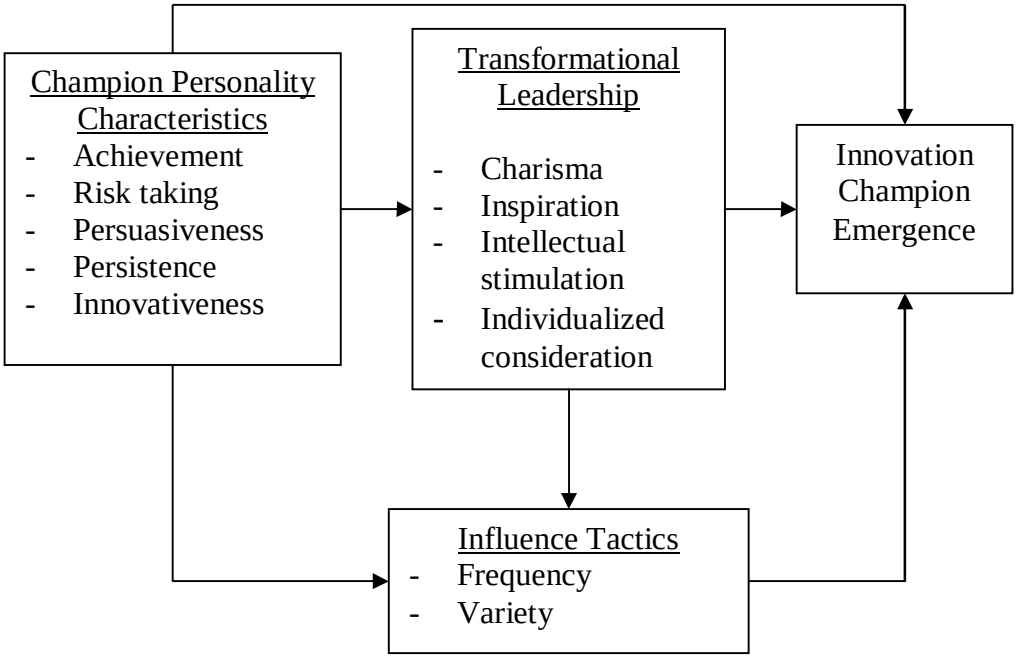

Figure 2 A general model of champion personality characteristics, transformational leadership, and influence tactics (modified from Howell & Higgins 1990b, 324)

Transformational leadership comprises of four factors; charisma, inspiration, intellectual stimulation and individualized consideration. Charisma is described as an ability to communicate a catchy and fascinating vision as well as an ability to gain loyalty, respect and trust. Charismatic people are also able to encourage and inspire other members of the organization to better performance. (Jenssen & Jørgensen 2004, 66.) Walker & Henry (1991, 4) also believe that the driving force behind successful innovation often comes down to a single person, an individual champion, who expresses a vision and inspires others with the same vision. Such a person has exceptional qualities of stamina, drive and sheer bloody-mindedness.

Inspiration refers to a use of emotional appeals and communication of persuasive images and examples that enhance the confidence and motivation of others to pursue the goals (Howell & Higgins 1990b). Besides the inspiration, champions have the ability to suggest creative ideas that change and challenge the organization members' understanding of the problems the organizations face and also the solution to these problems (Jenssen & Jørgensen 2004), an ability which can be described as an intellectual stimulation. An example of this is that compared to nonchampions, champions are able to tie the innovation to a larger variety of positive organisational outcomes, such as profitability, vision, image or strategy (Howell & Boies 2004). Even when they are aware of the poor odds the successful champions still remain adaptive, flexible, and optimistic (Burgelman & Sayles 1986, 73). They also have the ability to

develop a personal approach to various members of the organization (Jenssen & Jørgensen 2004). By individual consideration champions provide examples to help individuals to alter their abilities and motivation (Howell & Higgins 1990b).

According to a piece of research carried out by Howell and Higgins (1990b) champions and nonchampions can be identified on the basis of transformational leadership behaviour. Champions scored higher results on charisma, inspiration and intellectual stimulation than nonchampions; however the individualized consideration did not show a similar kind of difference. The personality characteristics of a champion include achievement, risk taking, persuasiveness, persistence and innovativeness. When comparing the personal characteristics of champions to nonchampions, the greatest difference was in risk taking abilities and innovativeness. Although there was also heterogeneity in achievement, it was not as significant as with the risk taking and innovativeness variables. Nonchampions have more negative relationship between the personality characteristics and leadership behaviours as well as between personality characteristics and influence tactics than with champions. Nonchampions are also not able to use as much influence tactics or as great variety of tactics in promoting their ideas as the champions. (Howell & Higgins 1990b.)

The before mentioned characteristics now lay a foundation for describing the ideative nonchampion, illustrated in Figure 3.

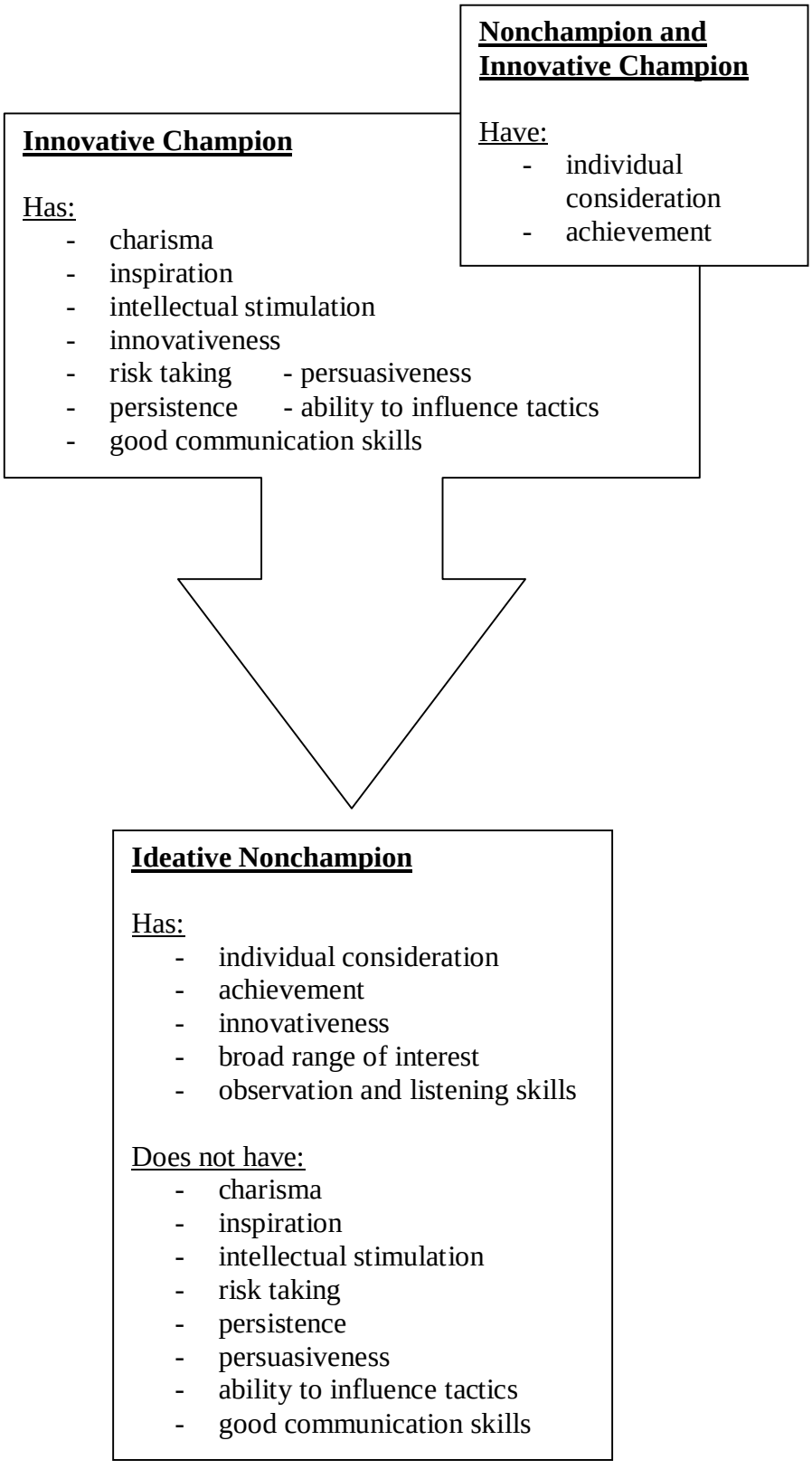

Figure 3 Personal characteristics of Innovative Champion, Nonchampions and Ideative Nonchampion

Regarding the transformational leadership abilities the ideative nonchampions do not have the charisma, inspiration and intellectual stimulation of champions, but they do have the individualized consideration. In terms of the personal characteristics ideative nonchampions are achievers and innovators, but the difference compared to champions

is that they are not persistent, persuasive risk takers. These characteristics are also confirmed by Adair (2007, 74–75) who sees creative people committed and dedicated workers with high degree of autonomy and self-direction. The ideative nonchampions are not tacticians like the champions. They are not as skilful as the innovation champions in taking advantage of their connections and professional history when promoting their ideas to others. It is possible that they may not even see themselves as creative persons, but they have the capability "to set up the context within which ideas flow and crackle like electricity." (Walker & Henry 1991, 4.) In stead of being talkative, the ideative nonchampions are observers and good listeners with a broad range of interests (Adair 2007, 74–75).The personal characteristics of the ideative nonchampions also poses challenges in the way they use their organizational skills compared to the innovative champions. This area is discussed in the following section.

2.2.2 Organizational skills

The role of a champion in an organization can be defined with two key concepts; their experience and their networking abilities. In order for the champions to successfully communicate the inventions they need deep understanding of the company itself as well as the staff and management. Experienced champions, who have worked in different areas or departments in an organization, have broad background. (Jenssen & Jørgensen 2004.) It is acknowledged that employee's multi-faceted experience increases his/her possibilities of solving the problems that might arise in a task because multi-facetedness adds to the individual's ability to see subject entities and dependencies between matters (Koskinen & Vanharanta 2001, 120). This gives the champion an advantage of knowing the organization well and at the same time gaining a broader perspective of the entity. Champions often gain trust and authority in innovation issues as a result of long company and trade-specific experience. (Jenssen & Jørgensen 2004.)

The most effective source of information regarding the scanning of the environment for new ideas is the champion's personal network of people both inside and outside organization. A study conducted by Howell and Shea (2001) noticed that champions who used written materials to obtain information about new ideas were less frequently involved in typical champion behavior. In other words champions who had been involved in successful innovation projects, obtained information about new opportunities rather through their personal networks than by studying for example the latest professional literature.

Champion succeeds in spreading information to the various parts of organization by appealing to and making the most of his or her personal connections. Long lasting strong and emotional ties are important when champion needs support for his or her

arguments. (Jenssen & Jørgensen 2004.) Champions induce others to commit to the innovation by providing emotional meaning and energy to the idea (Howell & Higgins 1990). Compared to champions, the nonchampions are able to provide less enthusiastic support for new ideas. They also support the new ideas less frequently than the champions (Howell & Boies 2004).

An individual who is connected to many people who are not connected to each other has a better chance of obtaining necessary set of resources than he or she would have in other positions in the same network. (Jenssen & Jørgensen 2004.) Despite the modern technical abilities, employees rather turn to peers and friends to learn where to find relevant knowledge rather than engaging in an extensive search through an organisation's archives of knowledge (Koskinen & Vanharanta, 2001, 121). Champions have understood that one might share information with a friend, but strangers are not trusted even if they work at the same company as you do (Christiansen 2000, 103). Face-to-face interaction has also another advantage – it allows immediate feedback so that understanding can be checked and interpretations corrected (Koskinen & Vanharanta, 2001, 121).

Researchers have also noted the darker sides of the championing behaviour. Creating innovation is not a comfortable project. Those involved are likely to be disruptive, "difficult", argumentative, passionate. They will not fit the comfortable notion of "good team player". They will rather mix up things than seek consensus. (Bilton 2007, 40.) Peters (1990) has stated that renegades (champions) irritate a lot of people when pursuing their visionary new product dreams. Heng, Trauth and Fischer (1999) have noticed that champions "*break rules, give veiled threats and find ways to get around the organisational bureaucracy*". Champions studied by Markham (1998) have said that supporting their own innovative project has been demanding, difficult, and dangerous. According to Howell and Higgins (1990a) champions risk their position and prestige to ensure the success of the innovation. By traditional criteria champion may not be a good manager and is likely to be awkward and difficult (Walker & Henry 1991, 4).

Based on the discussion above, it can be said that the role of an innovation champion is very visible in an organization. Champion has the ability to find the right people who help him or her to discover new opportunities. Champion can also promote the ideas with the help of strong relationships. Due to the lack of these organizational or even social abilities, the role of an ideative nonchampion is less visible. Ideative nonchampion might know a lot of people, but she or he is not able to use these connections to build up an innovation promotion network. Innovative nonchampion is most likely a part of the valuable network of a champion. The organisational skills of

both groups are gathered on the Figure 4.

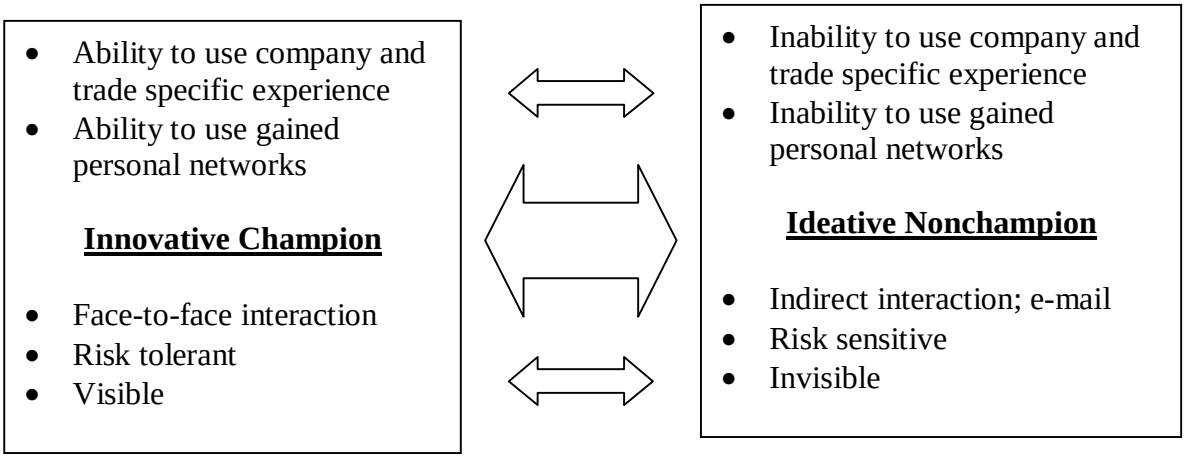

Figure 4 Organizational skills of Innovative Champions and Ideative Nonchampions

The ideative nonchampions are not renegades; they do not want to irritate, nor to break rules, live dangerous life or to avoid red tape. This is why the ideative nonchampions are probably the workers who are considered to be nice, but quiet; skilled but a bit boring. It might even be that people come to the ideative nonchampions to get help in their daily routines and solutions to their problems, but this is not considered championing behaviour by the colleagues, management or even by themselves. They feel comfortable in bilateral conversations if they feel that they are respected and trusted by their interlocutor. Still the ideative nonchampions could prefer indirect communication methods such as e-mail. Their role in an organisation has been to stay in the background and support the current structures by doing well their daily tasks and responsibilities without a noise.

2.3 Synthesis – characteristics of the ideative nonchampions

This chapter concentrated on identifying the ideative nonchampions. It was done by first discussing creativity and creative individuals in general. Then the focus was turned to innovative champions and nonchampions who both provided background for the definition of an ideative nonchampion; a person who has new and creative ideas, but who does not have the enthusiasm, knowledge, personal characteristics or willingness to take risks to promote and communicate these ideas inside a corporation.

The ideative nonchampions are creative, but they do not have the means or willingness to make their creativity useful to the organisation. They use creativity in their own work, but not actively “make noise” of it. They are open-minded to new ways

of thinking and improving current working methods. That is why creativity is added as one part of being an ideative nonchampion on Figure 5.

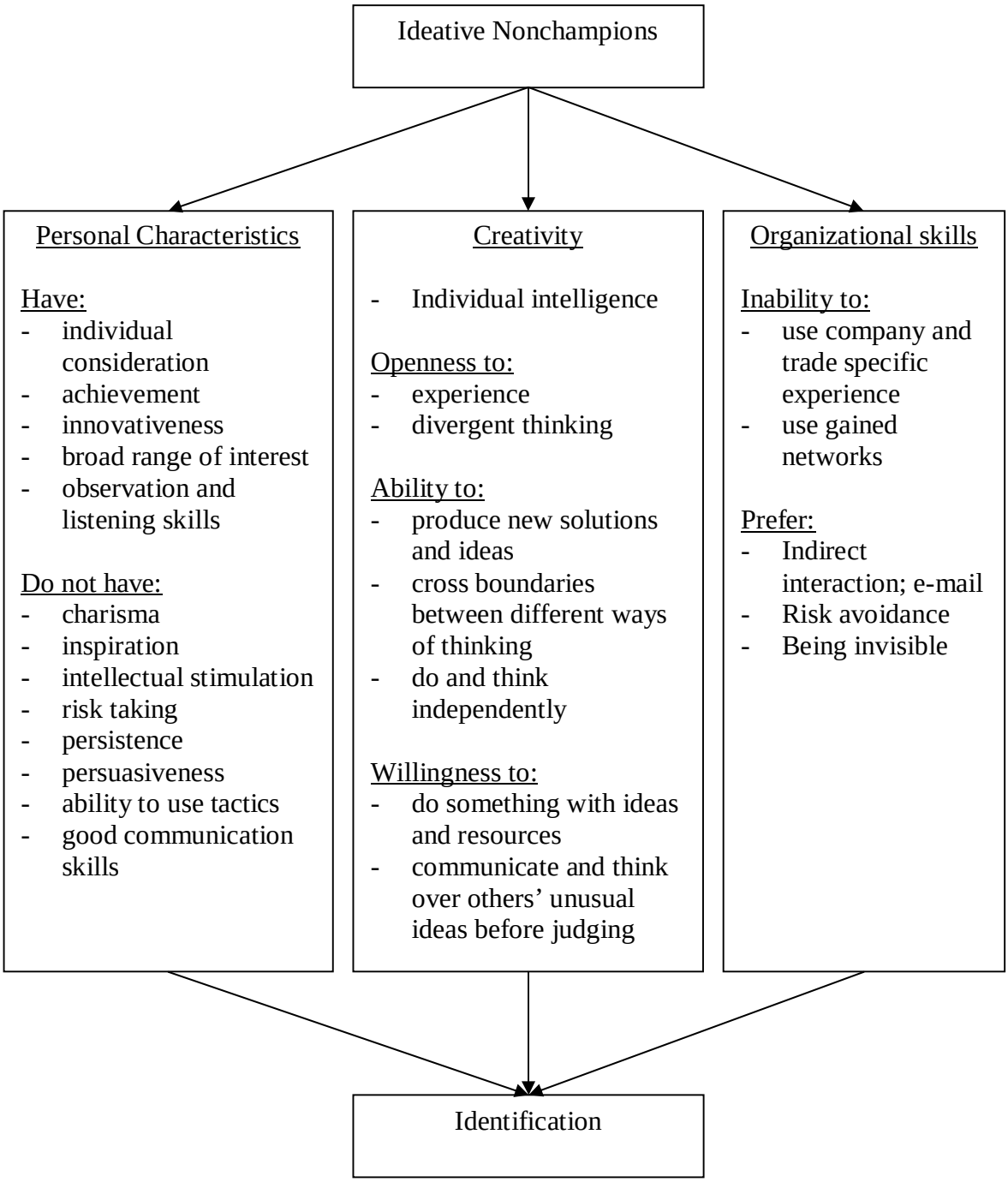

Figure 5 Identifying ideative nonchampions

The other two parts which help to identify the ideative nonchampions are personal characteristics and organisational skills. The ideative nonchampions are interested in many things. They have good observation and listening skills and because of these qualities they are able to form their opinion on different kinds of problem areas if their

expertise is consulted. However they are not willing to step forward themselves, at least not in front of a crowd. They prefer e-mails or bilateral conversations where the risk of failure is smaller than in more public areas.

Although the leaders might be aware of the theoretical background of the ideative nonchampions, it is still not enough. In order for leaders to find them, a supportive organization is needed. Therefore in the following chapter, the emphasis is on the organization; how it can be of assistance in bringing out the ideas of the ideative nonchampions and their fellow workers.

3 ENCOURAGING IDEATIVE NONCHAMPIONS

It has been stated that "*champions are the products of their work environment*" (Mullins, Kozlowski, Schmitt & Howell 2007, 463). Hopefully with the help of an organization that supports innovative behaviour, in the future this statement could be further modified to "ideative nonchampions are the findings and results of an innovative organisation". This is especially important because without company involvement, several brilliant ideas may founder for lack of sponsorship (Parker 1974, 31). Although organizational innovation would be impossible without creative geniuses, who initiate innovative processes, intelligent organizational systems that recognize and support innovation are also needed (Glynn 1996). Having an innovative idea is only a small part of the development of a successful new product or process (Leiponen 2000, 90). Thus today's theories of creativity are more likely to be based on systems and processes than on the search for the singularly gifted individual (Bilton 2007, 23). If new ideas are to catch fire, it is necessary to have a capacity to mobilize people and resources around them, turning individual risks into organizational risks. This requires flexible systems and processes capable of responding to and accommodating new projects, and a capacity to free up "risk capital" to invest in the new project. (Bilton 2007, 101.)

In most cases, ideas generated by individuals in the course of their work are lost to the organisation as a whole. An employee might utilise them to facilitate his or her job and perhaps even share them informally with a small group of colleagues. But such informal insights about work rarely spread beyond the local work group. (Brown 1991, 213.) Therefore it is extremely important to create an organization that supports the ideative nonchampions. Structure, culture and leadership are the elements that form a supportive organization. These elements are discussed in the following sections.

3.1 Structure

An organization's structure, practices and systems have a great influence on the likelihood that innovative ideas will be discovered, developed and nurtured toward realization (Van de Ven, Polley, Garud & Venkataraman 1999, 201). The elements of organizational structure can be seen in Figure 6.

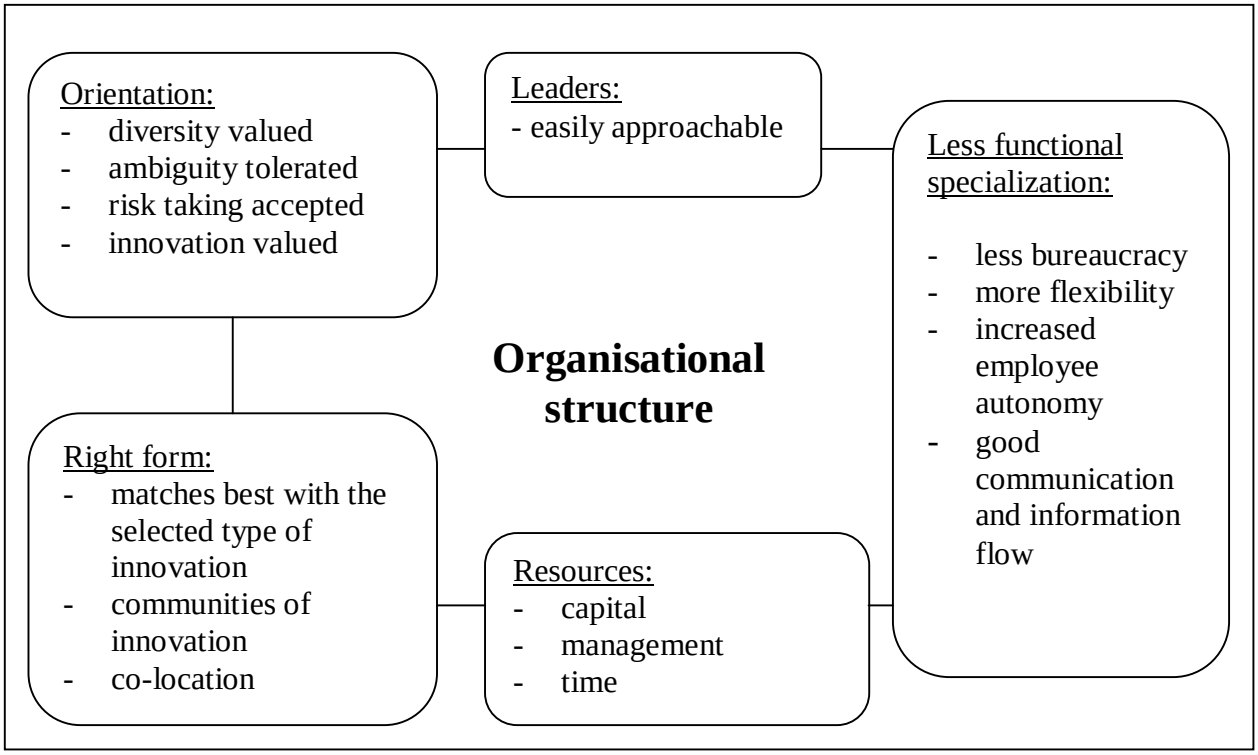

Figure 6 Elements of organizational structure

Organizations that value diversity, tolerate ambiguity, accept risk taking and value innovation tend to have stronger orientation toward innovation. Similarly organizations characterized by less functional specialization; less bureaucracy; more flexible, fluid, and integrative structures; increased employee autonomy; and effective communication and information flows are thought to be more innovative. (Glynn 1996.) This can be seen particularly well in the fact that champions respond favourably to companies that commit to innovations. If champions feel that company does not support the innovations they may reduce the level of championing or find a new employment. (Markham & Griffin 1998.) Individuals who feel they are not being listened to and whose proposals for new development are repeatedly rejected may become frustrated or branch out on their own. This leads to an individualistic culture with individuals pursuing personal goals at the expense of the organization as a whole. (Bilton 2007, 133.) Individuals may be more creative than the organization especially when organizational systems fail to institutionalize brilliant ideas or recognize the intelligent contributions of employees (Glynn, 1996).

Compared to small organization, large organizations employ more skilled and professional workers. Therefore these organizations have technical potential as well as high technical knowledge. (Damanpour 1992, 377.) However, small organizations can nevertheless be more innovative owing to flexibility, a higher ability to improve and adapt and less difficulty in accepting and implementing changes that innovations create (Damanpour 1992, 377). Therefore the process of adapting innovations is independent

either of the size of the firm or of the importance of the immediate effects that these actions would cause (Schumpeter 1939, 101). Dunphy, Herbig & Howes (1996, 287) claim that the way the company is managed and organized determines its succession at innovation. The challenge for management is rather to choose the type of organizational form that best matches the type of innovation they are aiming for (Chesbrough & Teece 1996, 106).

Company structure can send a strong message in terms of the need to innovate (Gomes, de Weerd-Nederhof, van der Poel, Pearson & Fisscher 2001, 49). Successful champions are dependent upon the organization's willingness to place the necessary capital, management and time at champion's disposal. In an organisational structure where leaders are easily approachable, the champion does not need to be on a high hierarchical level and close to top management. (Jenssen & Jørgensen 2004.) Low hierarchical structure would support particularly the ideative nonchampions since it does not put pressure on networking. It brings the management closer to the ideative nonchampions and makes the leaders easier to approach. This structure also allows the leaders to discover the abilities of an ideative nonchampion since these two levels would be working more closely together. Low hierarchical structure facilitates also the communication and interaction between leaders and workers. This offers the ideative nonchampions in turn more room to develop new ideas without risking their position in an organization. An individual who has a more flexible role in organization and great contextual knowledge could be more effective at different stages of the innovation process (Howell & Boies 2004). Greater openness and flexibility in organization implies a greater innovative potential, which in the long run is necessary for survival. In the short run, however, this flexibility and openness is generally undesirable from an operational point of view, since it is difficult to combine with stability and specialization. (Nyström 1979,11.)

The role of a champion is influential at many stages of an innovation project, not simply at its inception (Howell & Shea 2001). The organizational structure should support the possibility that ideative nonchampions could also step into the innovation project even if they are not the idea originators. Their professional knowledge could assist in improving the original ideas if they are provided with the chance to participate. A solution could be communities of innovation. Coakes and Smith (2007) propose that these communities could be formed from champions of innovation and their social networks in order to provide safe places for the creation and support of innovativeness by the management. Members of the communities would be persons who actively champion new ideas and those who wish to be involved with them and to develop innovation. This environment supports automatically the creation of new ideas. (Coakes & Smith 2007.) The communities of innovation could be further developed by adding into the theory an idea of co-location of colleagues. Co-location provides a low-cost

way for new ideas and talent to make their way into existing activities, by facilitating access for newcomers and by lowering the costs of evaluation. New relationships are hence made cheaper, easier, and much more effective than they would be the case without co-location. (Storper &Venables 2005, 335.) Also Hartmann (2006, 166) has recognised that closeness of some departments support sharing of information.

However it is important to realize that champions do not always produce winning solutions that assure market or financial success. Projects that have champion support must still meet the relevant requirements at each project stage (Markham & Griffin 1998). The general goal should be the long-term health of the company, not just the health of a function or an individual (Christiansen 2000, 120). However both the failures as well as unexpected successes are productive sources of innovation opportunities because most businesses dismiss them, ignore them, and even resent them (Drucker 1991, 11). It requires special skills to recognize the potentially successful ideas among the rejected ones (Antola & Pohjola 2006, 33). Organizations need to be prepared to make early mistakes, and make them often (Loch, DeMeyer & Pich 2006, 116). No information or idea is ever wasted because in failure lies the seed of future opportunity (Bragg & Bragg 2005, 28). But the organizational culture has to be the kind that values most of all effort and encourages employees to express their thoughts without fear of a failure. This is further discussed in the section 3.2.

3.2 Culture

The intellectual capability to create and innovate is achieved through mixing skills with knowledge. This occurs within the context of organizational culture and its shared beliefs, expectations, values and attitudes (Coakes & Smith 2007). Another way of describing organizational culture is to say that it is "*rules, written or unwritten which guide people's behavior in ambiguous situations*" (Christiansen 2000, 26). Ideative behaviour should be supported by organizational culture that encourages a consideration of new viewpoints and risk taking as well as rewards initiators who question the current methods of thinking (Antola & Pohjola, 2006, 24). According to Coyne[3] (see Van de Ven et al. 1999, 198–200) creating an organizational culture for innovation is necessary for corporate growth and survival. Building up a tradition of innovation takes time. It is a historical product of an increase of earlier organizational innovation activities. In

[3] Original source Mr. William Coyne, senior vice president of Technology at 3M. In his March 1996 United Kingdom Innovation Lecture, he presented six principles that he believed are responsible for creating a tradition of innovation in 3M's 96 year old history.

order to create a tradition of innovation, six principles are needed; vision, foresight, goals, empowerment, communications as well as rewards and recognition.

Organization must have a vision that declares the importance of innovation, making it part of the company's self image. Foresight equals being aware of where technologies and markets are going; what are the articulated and unarticulated needs of customers. Goals help the company improve, to redefine the industry and change the basis of competition. Empowerment is done by hiring good people and trusting them, providing resources and being tolerant to mistakes that will occur. (see Van de Ven et al. 1999, 199.) Employees who consider their supervisors as less controlling tend to be the more creative subordinates (Williams, 2004, 191). The concepts of communications and rewards will be discussed later in this chapter as well as in chapter 4.

Since organization is formed by people, they have to work well together for the entity to function. Successful membership of a community requires that a person supports the culture of the community, the shared vision, a belief in the values above all others (Coakes & Smith 2007). In making the individual the greatest organisational asset, the current management style has actually effected a more complete incorporation of the individual personality. According to Bilton (2007, 71) before employees were only doing what they were told. Today they must learn to love their job. One of the strongest ways to emphasize a company's commitment to innovation is through its goals and mission (Gomes et al. 2001, 49). Only a common and focused mission will hold the organization together. Without such a mission, the organization will soon lose credibility and, with it, its ability to attract employees it needs to perform (Drucker 1992, 10).

To achieve more innovative culture, Peters (1990) suggests that companies should introduce a "small-win mindset" meaning that every employee should be encouraged to focus on improvements to process and product every day of the year. By creating a "small-win environment" lots of people are induced to step out, to take minor risks, to try something new and to recognize success. One aspect of organizational culture is failure since there is no success without a lot of failure preceding it. Besides succeeding, failure is the essence of learning and growing. (Peters 1990.) Although talking about mistakes and failures as the norm of life is a special attribute of an innovation leader (Peters 1990) in studies that involve champions, researchers have found it hard to uncover unsuccessful projects that individuals would be willing to discuss (Howell, Shea & Higgins 2005). It is easy to forget how many "bugs" have been eliminated over the years in existing products (Burgelman & Sayles, 1986, 156). Successful innovation and its financial rewards are often highly visible, but behind the scenes there are usually many unproductive paths and failed efforts; "blind alleys" and "dry holes" (Teece 1992, 12).

How innovation is defined and valued and how it is managed is integral to the culture and structure of the organization. The attitudes arise from its basic structures and system principles as well as from its history and culture. (Storey and Salaman 2005, 58.) Many times an idea will be rejected simply because it has come from outside the team or department. It is viewed as a "foreign body" that invades the department, rather than something which could be potentially valuable. (Rosenfeld & Servo 1990, 32.) Ironically, some of the strongest resistance to innovation sometimes comes from people who have played a major role in the previous innovation process. They not only dislike the suggestion that there might be a better way, but may have a special interest in defending the status quo. (Davis 1987, 143.) Rejection of an innovation by those who have played a major role in the previous innovation is almost automatic. According to Kingston (1990, 43, 105) it is impossible to estimate how much the industrialised world has lost through this blockage of the flow of ideas and information, but it must be very considerable. An innovative company should have a lot of experiments going on all the time. This way of working encourages risk taking since employees do not expect every experiment to succeed. It also improves the odds of success because the organization is betting on a portfolio of ideas, not just on one or two big, long-odds projects. (Pearson 1997, 188.) The combined elements of an encouraging organizational culture that aims for success can be seen in Figure 7.

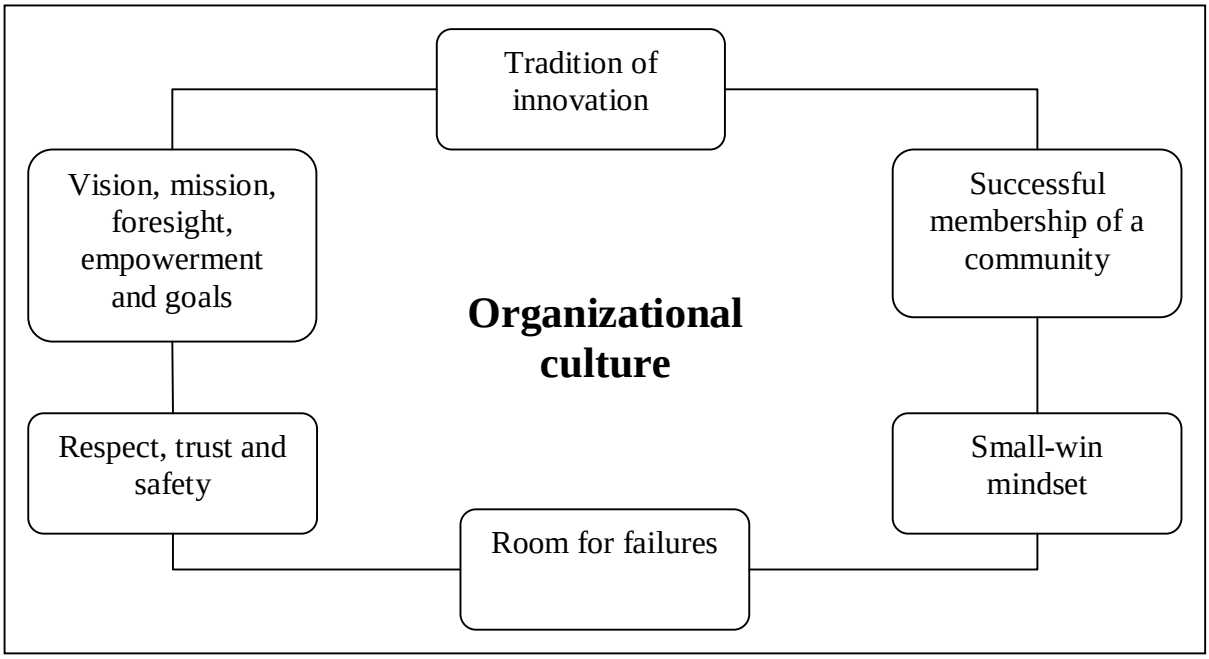

Figure 7 Elements of organizational culture

Since ideative nonchampions cannot be considered as risk takers, the fear of failure can be hindering their innovative abilities. The ideative nonchampions may fail to take the idea to another for fear of ridicule or for fear of the idea's theft (Rosenfeld & Servo 1990, 31). Lack of time, or lack of incentives may also be factors that act as deterrent to

idea originators. The risk of sharing might be greater than keeping an idea to oneself. When stepping forth with an idea, an individual opens himself up to personal rejection. (Rosenfeld & Servo 1990, 31–32.) With the help of supporting organizational culture the ideative nonchampions can be emboldened to step forward with their ideas. With the help of respect, trust and safety the threshold is easier cross (Antola & Pohjola 2006, 143). If stepping out of the comfort zone is not punished, it is possible to develop the "small-win mindset" suggested by Peters (1990). More open mindset could also help leaders to be more sensitive towards the character of ideative nonchampions.

3.3 Leadership

Innovation management is about transforming an original impulse for improvement via idea generation, screening, evaluation, and implementation into a market success (Haner 2001, 72). Managerial systems are an organization's means of encouraging employees to engage in certain behaviour (Loch, DeMeyer, Pich 2006, 185). Senior management does not have a monopoly on imagination, but they do have a monopoly on the allocation of resources. To support a new idea, senior executives must intellectually and emotionally believe in its aims. (Hamel 1996, 34.) The attitudes of the major decision makers and the president are especially important (Dunphy et al, 1996, 288). Managers need to be sufficiently alert and self-aware to recognise the new meaningful patterns which emerge from risk takers, individual initiative and random innovation (Bilton 2007, 101). In organisations where managers are more positive about their organisation's attitude towards innovation, also their own thinking and discourse about innovation is more far-reaching and unconstrained (Storey & Salaman 2005, 151). Therefore it is worth while to discuss in more detail the different elements of leadership aimed to improve idea generation; leadership for innovation, innovation leader, the differences of front-end and back-end of an innovation process and how to create innovation teams.

3.3.1 Leadership for innovation

Innovative leaders are not necessarily idea-driven, creative people themselves. Their strength is rather in welcoming change since they are convinced that the competitive survival of a company depends on innovation. (Pearson 1988, 181.) Managers often influence their subordinates' behaviours in ways that reduce divergent thinking and creativity, for the sake of control (Williams, 2004, 188). Leaders who have favourable attitude towards divergent thinking enjoy hearing others' new ideas and building on

them. Such supervisors are more likely to prefer new ideas to conventional ones, and generally tend to be more interested in their subordinates' new ideas regarding work methods and ways to improve work products. (Williams 2004, 192.) For the manager of the creative process, the challenge becomes judging the correct moment to intervene. If the manager intervenes too soon, it can crush the seed of and idea and prevent it from flowering. If the intervention comes too late, the idea may already be dead on the vine. The only possibility is to learn from experience. (Bilton 2007, 86.) The effort to identify only the most promising innovations too early can have the contrary effect of eliminating all those that are not simply slight modifications of existing products or materials – where the market can be measured quite accurately (Burgelman & Sayles 1986, 68).

The best leaders are the ones who get people excited about concrete, daily actions that best illustrate "the new way we do things around here" (Peters 1990). Leaders must not only articulate the vision of the organization but also provide inspiration and example. Leadership is also important in winning hearts and minds as well as in gaining identification with the organisation. (Fenton & Pettigrew 2000, 78.) Besides leader's vision and style, in addition the leader's willingness to define a mood or culture is important since it creates an environment for ideas to flow, for things to happen and for people to feel encouraged to innovate (Storey & Salaman 2005 130). Another essential requirement for leaders and managers is commitment. There is nothing more frustrating to an employee than to spin the wheels on innovation activities only to learn after several months that senior management is not all that committed to it (Kuczmarski 1996). If senior management has announced that the organization is committed to innovate more aggressively, but nothing happens, people will get discouraged and turn off (Pearson 1988, 184). Hence managers need to adopt a strong business orientation toward innovation and embed this orientation in their organization's cultural values as well as in operating systems (Glynn 1996). The elements of leadership are illustrated in Figure 8.

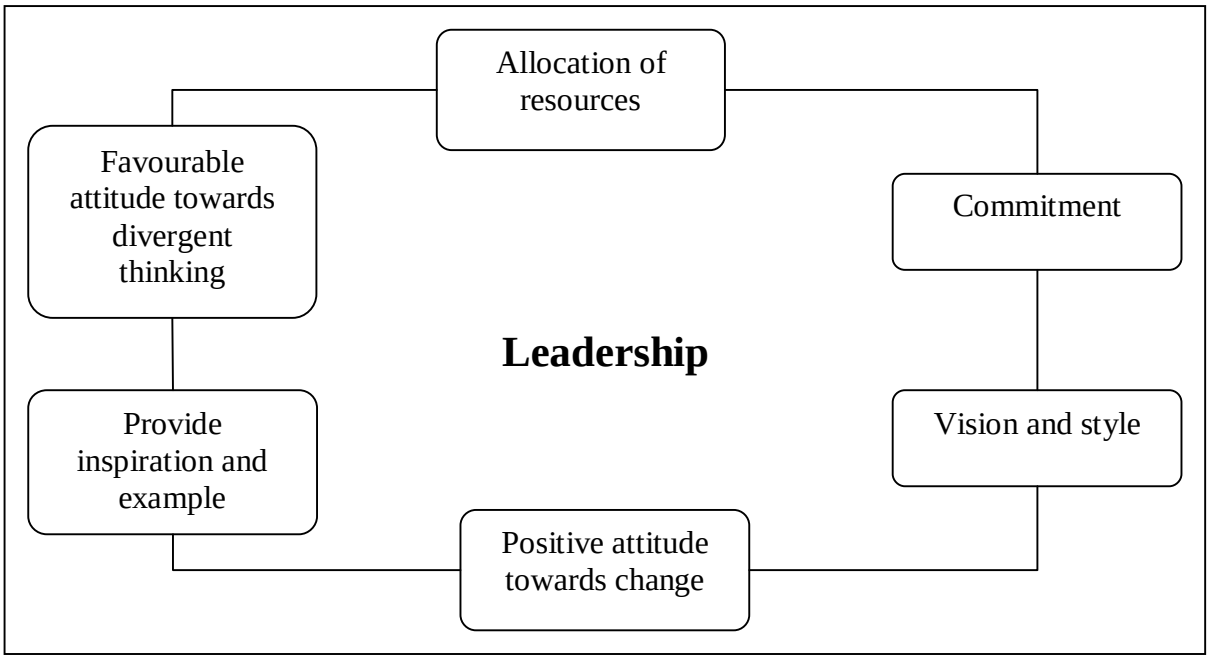

Figure 8 The elements of leadership

Leaders are the key persons to encourage their team members, but they also need to understand that they can never force anyone to be innovative nor to engage them in continuous improvement. The trick is rather to find the renegades or ideative nonchampions and the small wins and failures. Leaders can do that by noticing, rewarding, applauding the small win producer and hold up that person as an example (Peters 1990). As mentioned in chapter 3.1, recognizing ideative nonchampions is easier in low level hierarchies where leaders work closely together with employees. Besides focusing on the general leadership practices of an organization, there are also more specific managerial methods to emphasize the importance of ideas and innovation such as pointing an innovation leader, recognizing both the front-end as well as back-end of an innovation process and forming innovation teams to support both the innovative champions as well the ideative nonchampions.

3.3.2 Innovation leader

Although supporting innovation should be on every leader's agenda, there are researchers who strongly advice companies to appoint an innovation leader. According to Deschamps (2005) one of the most challenging tasks that a CEO has to do is to select the right manager who will have the charisma, determination and leadership skills to lead a major innovation initiative. Too often senior executives with relevant functional experience for example in Research & Development or Marketing are responsible also for the innovations although they might not have the skills or personality to manage the complexity of innovation process. (Deschamps 2005.)

Kuczmarski (1996) also supports the idea of hiring of an innovation leader or chief innovation officer who would serve as the long-term continuity officer, driving initiatives with five- to ten-year objectives and goals. The chief innovation officer would be the primary sponsor in creating an innovation mindset throughout the company. Christiansen (2000, 79) has stated that hiring chief innovation officers gives to the entire organization a signal that innovation is important. It also gives a powerful and high-placed advocate to those who are concerned with innovation. Chief innovation officer can defend the changes needed to improve innovation performance (Christiansen 2000, 79).

In order for a CEO to recognize and develop an innovation strategy, he or she should define the meaning of innovation leadership and offer a simple classification of innovation leaders. Defining an innovation strategy also requires a suggestion of broad typology of innovation reflecting both the strategic objectives pursued as well as the way innovation occurs. It is also important to identify some key leadership skills, styles and qualities that are required for success in typical innovation efforts. (Deschamps 2005.) Only highly motivated leaders will motivate others because enthusiasm is contagious (Adair 2007, 82). Nevertheless the motivated leaders must also be aware of the different stages of an innovation life cycle in order to give the right kind of support for the employees. This is further discussed on the next section.

3.3.3 Front-end and back-end of an innovation process

To ensure a successful product innovation it is necessary to recognise that the life cycle of an innovation involves different cultures at different times in its process (Dunphy et al. 1996, 289). This idea can also be transferred to apply to every type of an innovation process, not just a product innovation. For leaders it is important to acknowledge that innovation activities are quite different at the “front-end” and at the “back-end” of the process (Deschamps 2005). Damanpour (1992, 379) calls these stages as “initiation” and “implementation”. The front-end of an innovation focuses on exploring opportunities, generating and selecting great ideas and turning them into attractive concepts (Deschamps 2005). Therefore the success of initiation stage depends on abilities of persons to perceive the problem, gather information and form an attitude towards an innovation (Damanpour 1992, 379).

The back-end of innovation must then turn the front-end concepts into winning new products or services by bringing them to the market quickly and cost-effectively (Deschamps 2005). The implementation stage depends more on the abilities of departments and divisions to form coalitions and change their structures and behaviours to make the innovation a routine feature of the organization (Damanpour 1992, 379).

Both of these processes are very different and therefore also require different styles of leadership. (Deschamps 2005.) According to Glynn (1996) on the first, incentive stage of innovation, intelligence concerning task-specific domains is vital. Technical knowledge of the task domain, for instance verbal, mathematical, mechanical, spatial, musical, aesthetic, or practical, is important to solving problems. In the second stage the knowledge about the organization's web of formal and informal influence systems can influence the acceptance of new ideas and innovative change. Teams need idea adapters and listeners as well as idea generators, they need convergent thinkers as well as divergent thinkers, they need a "problem-solving" capacity as well as "problem-finding" capacity. (Bilton, 2007, 42.) It is the role of managers to ensure that the team has the correct individuals at every stage of the innovation process. The ideative nonchampions would clearly be a valuable asset at the front-end or first stage of the process where a lot of fresh, new ideas are needed as well as expertise to problem solving.

3.3.4 Creating innovation teams

Only seldom does a single employee know enough to solve today's complex problems. In many firms knowing how to find and apply relevant knowledge efficiently is more practical than trying to master large amount of knowledge. (Koskinen & Vanharanta 2001, 121.) Most people find it too stressful to constantly innovate without the security of routines (Loch, DeMeyer, Pich 2006, 184). However, in organisations it is often assumed that employees turn to databases and procedure manuals to obtain information. (Koskinen & Vanharanta 2001, 121.) Instead of faceless databases, innovation requires face-to-face contacts. In order to create an innovative culture and mindset within an organization, innovation leaders should create smaller innovation teams. It would also give the innovation leaders a chance to do concrete actions in stead of just communicating the importance of innovative attitude.

Managers are involved in the composition of creative teams, both by selecting the individual members and by identifying and modifying the relationships and roles within the group (Bilton 2007, 35). As can be seen in Figure 9, several factors are needed in order to form an energizing innovation team. Already at the kick-off phase, the team should establish a shared set of norms and values. The team leader should ask the members to articulate their own objectives and goals for wanting to be on the team. It is important to also talk about the fears, concerns and challenges of the team members regarding the team participation and the individual roles. The team leader should provide the members with positive, continuous feedback and offer them team rewards.

By establishing a common language cross-functional team members can understand each other. (Kuczmarski 1996.)

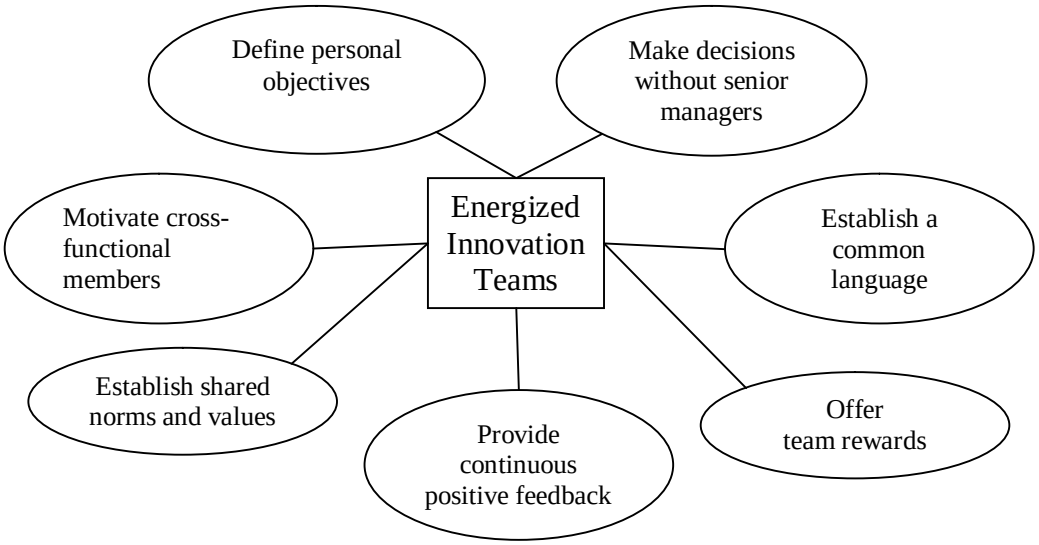

Figure 9 Energizing Innovation Teams (Kuczmarski 1996)

Lester & Piore (2004, 70) agree also that the emergence of a new language may be a necessary condition in the innovation process. Leaders should be able to convey a strong belief and trust in the teams and managers by empowering them. It is the team leader's responsibility to also define the level of autonomy of the team; the decision that can be made by the team with out senior managers. The team leader is the motivator and coach who energizes the members of the team. (Kuczmarski 1996.) The leader needs to turn around experiments quickly and foster learning in the team in order to overcome the NIH (Not Invented Here) syndrome (Loch, DeMeyer & Pich 2006, 167). A quick response to new ideas is essential (Adair, 2007, 101). The quick response is especially significant to the ideative nonchampions, who need encouragement in the form of a feedback more than the others.

Although empowerment is one of the key elements of innovative champions, they may not possess the expertise that is necessary to make good decisions; therefore managers might establish guidelines and checks on champions. Besides supervision and monitoring, champions might also need help. Managers can assist champions by training them in interpersonal relations. Firms could provide training for employees on how to establish high quality relationships with fellow workers. Also stress management, time management and meeting techniques could provide champions tools for successful target influence. (Markham 1998.) These same principles apply to ideative nonchampions as well. The ideative nonchampions easily take the role of a listener, who does not want the attention to be drawn to him/her. Therefore the role of

an ideative nonchampion could be transferred to an area expert or specialist, with a deep knowledge of a specific area as well as the entity. In smaller innovation teams it would be easier to approach both colleagues and superiors and get immediate and honest feedback. A supervisor's quickly and clearly given feedback tells if the person is on the right track and not wasting company resources (Hartmann 2006, 170). In smaller teams it is also easier for the team leaders to understand what motivates the team members – what kind of incentives and rewards they appreciate.

3.4 Incentives and rewards

Incentives to innovate and learn are recognized as critical components for sustained economic development (Leiponen 2000, 36). Adequate support, resources and appropriate incentives are necessary for innovation (Glynn 1996). Rewards and incentives are the most powerful management tools available. People commit in an activity mainly because of four reasons (Davila et al. 2006, 179–180):

- the expected incentives related to the activity
- their passion about the activity
- trust that they will be recognized
- a clear vision that provides a sense of purpose.

The difficult task is to identify the reward, or reward-system, which different employees or team value. Some of the reward must be paid in advance, in the form of a loosening of organizational control as far as possible in admitting freedom to work (Haefele 1962, 26). Leaders should recognize the efforts, smaller triumphs as well as major accomplishments by rewarding the employees with descriptive praise and ensuring financial rewards once the profitable new innovation success has been launched. (Kuczmarski 1996, 25–26.) Payments could also be based on either a proven savings or a measure of sales of the new or improved product (Webb 2000, 35). Formal reward systems suit well for incremental innovation, for example improving the quality of products (Davila et al 2006, 182).

It is vital to design incentives so that they motivate individuals to work together to where the firm wants to go (Davila et al 2006, 183). Although monetary incentives are clear, they are not always the best way to encourage people to contribute to innovation. Non-financial rewarding includes peer recognition, top management exposure and career advancement (Kuczmarski 1996). By promoting people who have been involved in innovation and who support innovation sends a clear message to the organization. First of all it puts innovation experienced people into senior positions. Secondly it communicates to the employees that innovation is important to the company. (Christiansen 2000.)

In many cases it is preferable to reward the originator with a bigger problem, more freedom, and more status, rather than with a bigger group, which draws off creative thinking to replace it with administrative thinking (Haefele 1962, 102). The intrinsic rewards are often overlooked. Some individuals are happy if they are able to continue doing the job they have been doing so far. For these employees it is reward enough to be able to continue doing their current job. People who are motivated by the pleasure of what they are doing should not be promoted out of their jobs. They should be able to advance in rank without moving into management level. Companies should be able to distinguish between employees who want to advance in the company but also people who do not want to give up the work they enjoy. (Christiansen 2000.)

Jenssen and Jørgensen (2004) view the champion process as a resource acquisition process implying that the human and social capital of the champion should be seen as resources for the innovation championship. This process should also continue when rewarding the champions. People continue to innovate if they get social recognition for innovating. Recognized people feel good about themselves. They also know that they have a secure place in they companies. Colleagues around them see that they are rewarded for innovating and try to do the same. (Christiansen 2000.) If a person who produced the winning idea is recognized for it, he or she will be stimulated by the success and its recognition to produce an even better idea the next time. In creation process, nothing succeeds like success. (Haefele 1962, 9.) The innovation for which the award was made will also be known reminding others in the firm of the importance the firm attaches to innovation, and of the way in which individual commitment to it is necessary (Kingston 1990, 203).

Relationship-specific investments are crucial in helping organizations to develop capabilities and to learn new skills (Pettigrew & Fenton 2000). Therefore there is little need for special reward in situations where innovation is part of the normal job and it does not include personal risk. The reward is simply to maintain the status as key personnel in the company. Individual rewards are viewed appropriate when individuals develop an innovation outside the framework of the business they are in. (Christiansen 2000.) Championing innovation should become a norm in organizations in stead of separate events that rely on happenstance and persistent individuals (Coakes & Smith 2007). One way of ensuring this is to make certain that people should not be penalized for unsuccessful outcomes because that would discourage effort and people would not be willing to participate in risky projects. If employee has put a lot of energy into an innovation project and has done good work, he or she will be rewarded whether the innovation is successful or not. (Christiansen 2000.) If too much emphasis is placed on the purely novel aspects of idea generation, it might result to the risk of ignoring the less glamorous process of idea recognition and value creation (Bilton 2007, 42). The individual rewards are described on Figure 10.

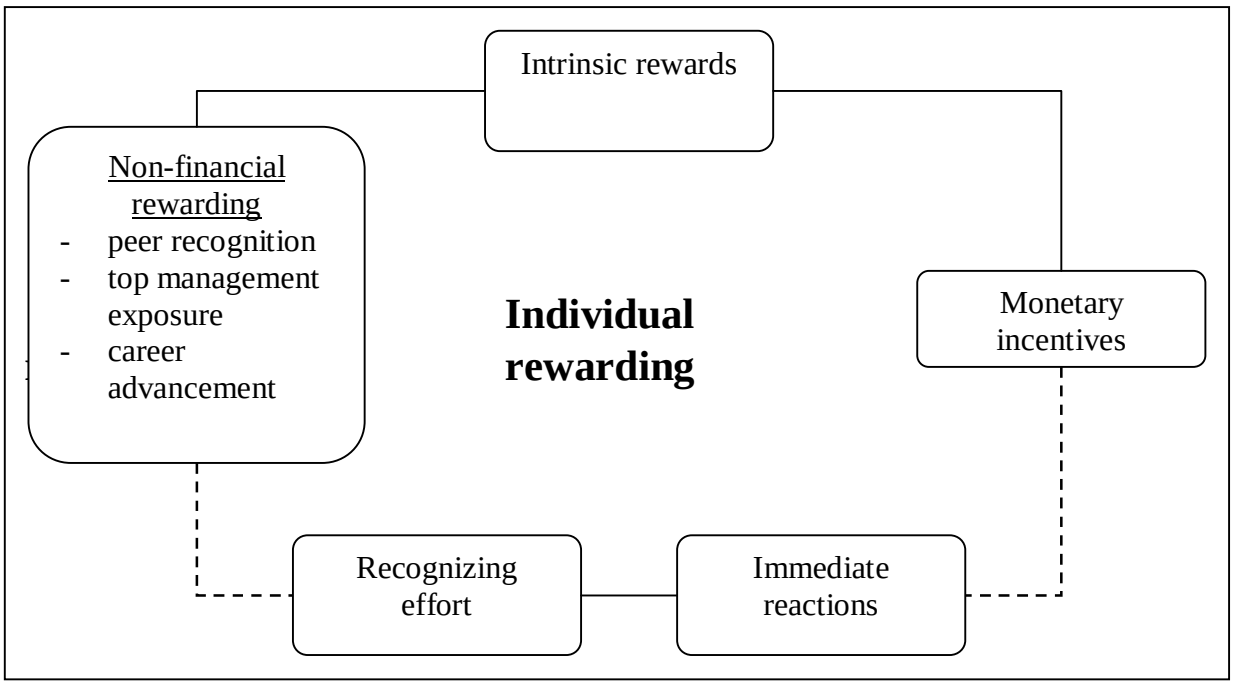

Figure 10 The elements of individual rewarding

Besides individual rewarding, also groups are entitled to rewards. Group rewards are appropriate when people who work together as a team produce an innovation and when the success is clearly the result of a group effort. (Christiansen 2000.) Companies who want the employees to support innovation should not only reward the ones who have been directly involved in innovation projects. They should also reward employees who have gone out of their way to support innovation. This shows that innovation is not just a matter of teams but that there is an incentive for everyone involved; already putting the effort in is seen as a good thing (Christiansen 2000).

Ideas, which may eventually become inventions, need to be protected to reward the originators insuring that they can enjoy at least some of the fruits of their efforts. Incentives also maintain the continuous efforts to produce new knowledge. Patent offers official protection giving the assignee a monopoly on a specific piece of technological knowledge (Ejermo 2004). However patents are granted for inventions, not innovation, even though the object is to facilitate innovation, and even though activity in innovation has vastly more need of protection than invention has (Kingston 1990, 165). These thoughts can also be transferred to the ideative nonchampions. If they are given a reward for their own ideas, would it not encourage them to innovate further, especially if the reward is something that they value themselves? The appropriate incentive would then depend on the person's own future goals. Some might be happy to receive general acceptance and management recognition of talents while others seek for more

challenging tasks or financial rewards. What ever the reward may be, one thing is certain - more immediate rewards count for more than distant ones (Boulding 1982, 46).

3.5 Synthesis – the elements of a supporting organization

An organization that supports the identification of ideative nonchampions consists of four factors; structure, culture, leadership and individual rewarding as can be seen from Figure 11.

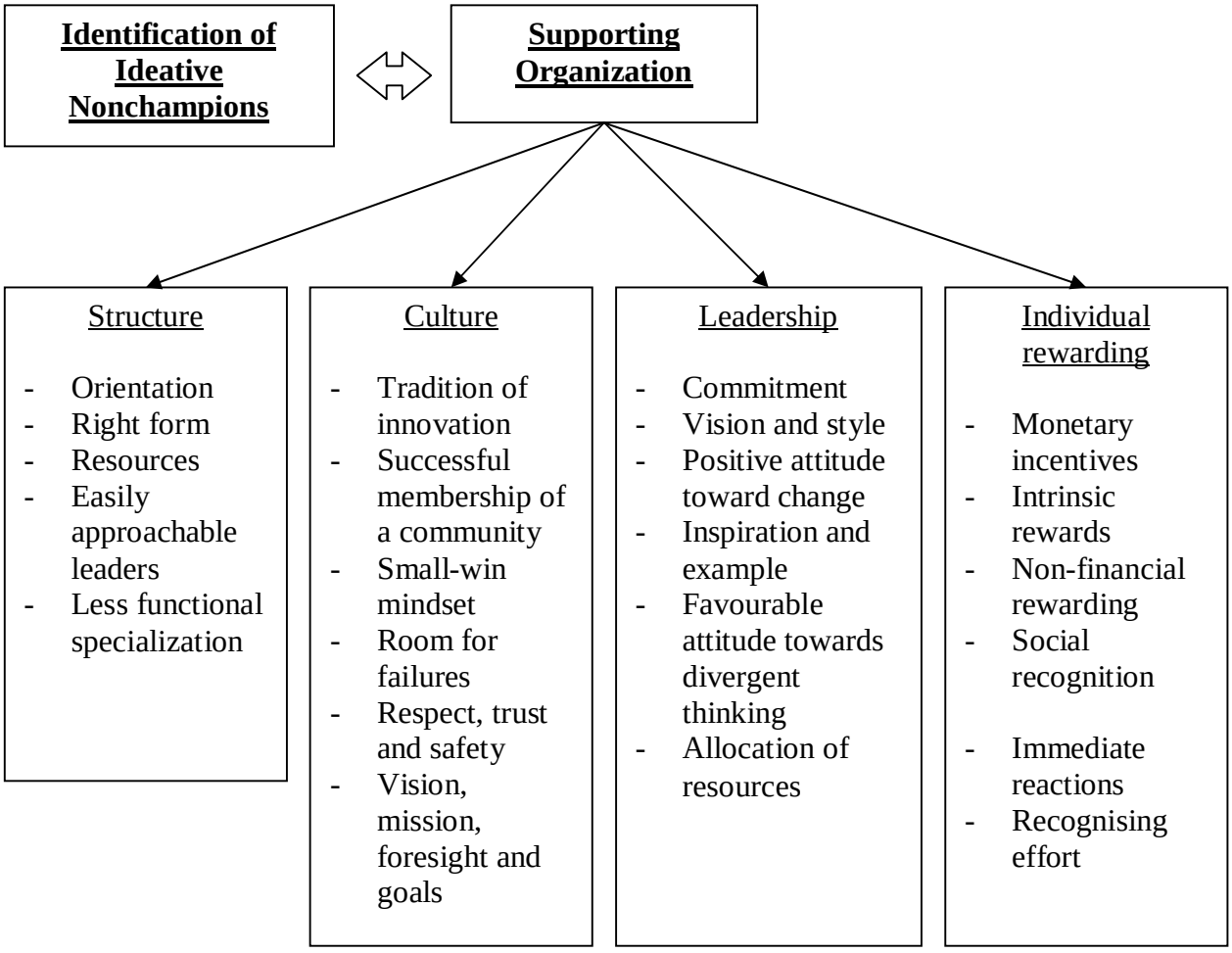

Figure 11 Supporting organization

Having a good idea is not enough for success. Different types of innovations require different types of organizations. Therefore the most important thing for a company is to find the type of organisational structure that is best for this particular firm in order to both find the ideas as well as implement them. Besides the right form, what is also needed are resources to make things happen, leaders who are easily approachable and flexibility necessary to achieve the set goals. Goals as well as mission and vision are also part of the organizational culture. Employees need to be aware of both the current

as well as the future situation; where is the company going and how is it going to get there? This requires a successful membership of the community where everyone is respected and encouraged to appreciate both the small wins as well as tolerate mistakes and failures. Leaders are especially in the position to show example by giving their subordinates room for experiment, showing positive attitude toward new things as well as committing to the innovative way of thinking. Since resources are usually scarce, it is the leaders' responsibility to allocate them so that the ideas can be found and implemented. Resources can also be used for individual rewarding. Sometimes the most motivating incentive is money, but it can also relate to different kinds of recognition shown by the superior, colleagues or the entire organization. Sometimes rewarding is not possible, but still it is critical to recognise the made effort as well as give immediate feedback and honest answers. This puts a lot of pressure for the managers' leadership skills; one must know the subordinates well in order to motivate them with the right kinds of incentives.

However the acknowledgment of vision, incentives, goals and other things common to the entire organisation would not be possible without effective and continuous communication. Different communication channels are also needed in order for expressing ideas. These issues are further discussed in chapter 4.

4 COMMUNICATION CHANNELS FOR EXPRESSING IDEAS

The management of communication is essential and often understated component of the innovation process (Hargie & Tourish 1996, 4). To put it simply, it is all about inspiring the employees and building trust needed to give the innovation a chance to be successfully implemented. Hence "*a leader should communicate, communicate and then communicate some more*". (How communication… 2006) Communication clarifies expectations. With the help of communication it becomes clear to the organizational members why certain actions add value while others do not. (Davila, Epstein & Shelton 2006, 147.) When innovation is seen as a competitive advantage the stress is likely to be less on controlling innovation and more on encouraging it (Storey & Salaman 2005, 155).

Many good ideas fail due to lack of courage (Antola & Pohjola 2006, 143); therefore it is extremely valid to pay attention to motivating and encouraging employees, especially in the case of the ideative nonchampions. If it is accepted to be spontaneous, to express one's own ideas, then the employee will have a fighting chance to be creative within his or her own limits of ability (Lawrence 1962, 114). A good example of a major innovative change is developing and implementing an organisational communication strategy for internal communication (Hargie & Tourish 1996, 9). Companies who want to be successful at radical product innovation need to find ways of communicating realistic time horizons to their innovation champions (Burgelman & Sayles 1986, 165). This same approach could also easily be transferred to the entire organisation therefore giving chance to ideative nonchampions as well; here is a problem, please suggest your solutions to it. Corporate culture defines which communications medium is appropriate. Organisational values indicate which matters are handled face-to-face and which matters are put in writing. (Trevino et al. 1987, 570.) People are also different; for some it is easier to write than to talk. A non-personal contact feels more comfortable than a face-to-face conversation. The following sections discuss the different communication possibilities that the ideative nonchampions as well as their colleagues have in order to express their ideas to others in the organisation.

4.1 Management

Without a culture which encourages open communication, good ideas are not channelled successfully to managers who have the responsibility and power to promote and implement them (Hargie & Tourish 1996, 8). Behind every innovation there must be somebody with a vision who has been able to communicate and sell the vision to somebody else (Kanter 1985, 56). This somebody could be a superior, a team leader, a

line manager or other person presenting the management level. By communicating effectively and keeping people informed leaders are able persuade the employees to work closely together and share information (How communication… 2006).

The CEO of a company should talk about the commitment and dedication to innovation to employees, ask employees to give their ideas on ways that he or she can be a more effective innovation leader. The role of innovation is also to be stated more officially, for example in the annual report to transmit the message outside the organization. (Kuczmarski 1996.) The same message should also be conveyed inside the organization. In most innovative companies managers publicize their company's commitment to innovation. This is done to tell people inside the company that part of their job is to innovate. They should follow up on the "crazy ideas" and be persuasive when they think that their ideas will work. They should also support other people's innovative activities. (Christiansen 2000, 105.)

Leaders make themselves available by attending team meetings, visiting labs and offices and discussing with the employees. When leaders talk with others about innovation, it will heighten their awareness of the common issues, questions, problems and concerns that exist among employees. (Kuczmarski 1996.) Bilateral talks between employee and supervisor that take place regularly, for example once a year, help to convey the impact and importance of being innovative (Hartmann 2006, 170). However private talks with subordinates only once a year do not help the managers to get to know these persons – a skill that is essential in identifying the ideative nonchampions. Employees are not motivated to behave innovatively until they recognize consistent and clear behavior and signals on the part of management that communicate the importance of innovation (Hartmann 2006, 168). If managers promote the frequent use of face-to-face discussions throughout the organization, they create a corporate culture that values informality, participation, teamwork, goodwill, trust and caring (Trevino et al. 1987, 571).

Senior management can link itself into innovation process by setting up a reporting system which reaches their level (Christiansen 2000). Managers generally overestimate their own communicative awareness and competence (Hargie & Tourish 1996, 9). According to a research by Schnake, Dumler, Cochran & Barnett (1990, 46) managers thought their subordinates are provided ample opportunities to influence goal setting and state their opinions on work-related matters. Managers also felt that they were conducting performance feedback sessions with their employees regularly. The subordinates did not agree. They thought that their superiors were not as supportive of upward communication, nor did they perceive that they were receiving performance feedback as regularly as their superiors. Innovation especially has to be a personal process that captures heart and emotions of an individual. This is why suggestion boxes hanging on the wall in a corridor do not work (Kuczmarski 1996). This is a clear

message to the management that the innovation process is a “give and take”. Management has to carefully think what and how to communicate. By putting themselves on the line and by being actively involved, they show to the workers that they truly are committed to the innovation process. A suggestion box as a communication tool is a compromise. It shows that something has been done, but it also states that the management is still not willing to commit personally. “Management by walkabout” is preferred in order to get quick feedback and have an understanding of problems and progress. (Birchall &Tovstiga 2005, 209.) Skilled managers are able to vary their communications to reduce as well as to create ambiguity depending upon their goal in a specific situation (Trevino et al. 1987, 572).

It is necessary for managers to identify existing communication blockages and obstacles which create barriers to obtain accurate employee feedback (Hargie & Tourish 1996, 5). Managers need to also identify barriers to information flow that stem from organizational culture and structure. Such barriers include physical barriers that hinder the accessibility of information to group members (for example limited access to data bases of information or libraries) or less-visible barriers such as the degree to which information is shared with all group members (for example “need to know” atmosphere in the organization). (Troy, Szymanski & Varadarajan 2001, 96.) The manager’s task is to remove organizational barriers and facilitate conversations across borders. Communication during conversational phase is often punctuated with ambiguities and misunderstandings. However this ambiguity is the resource out of which new ideas emerge. Therefore this conversation should not be closed off too soon. (Lester & Piore 2004, 49.) People do not passively receive new information; they actively interpret it to fit their own perspectives and situation. Thus what is understandable in one context may change or lose its meaning when communicated to people in other context. (Nonaka 1991, 52).

Although incentives and rewards were discussed in chapter 3.4, it is worthwhile to mention them again since management is in a position to either use them or ignore them. At the most innovative companies, managers are careful to ensure that there are incentives to communication as well (Christiansen 2000). Communication and rewards need to be consistent with the culture in order to avoid mixed signals (Loch, DeMeyer & Pich 2006,171). Incentives should create a common commitment to the ultimate goal. They also need to ensure that the quality of individual projects is of high standard, and that information is shared across the organization. (Loch, DeMeyer & Pich 2006, 202.) Based on the discussions above, the role of managers in a communication process is bilateral. Managers are in a key role to inform, show example and provide required resources for innovation. They are also in a key position to listen, question and give feedback and encouragement to the employees. If managers present the more formal

communication channel, peers on the other hand can be categorized as an informal communication channel. The role of colleagues is discussed on the next section.

4.2 Peers

Organizations as well as individuals develop their ideas through informal collaborative relationships with their peers. These relationships are based on an accumulation of "social capital", a mutual exchange of ideas and information which creates goodwill and eventually repays the giver. They also invest in a shared pool of knowledge and talent accessible to all. (Bilton 2007, 46.) Although champions are more experienced in working through formal organizational channels, their unique promotional skills stem from their use of informal selling processes (Howell & Boies 2004). For the ideative nonchampions the use of informal selling processes does not come naturally, but still peers are a valuable communication channel for them.

Communication between people with different viewpoints stimulates idea generation. By shortening existing communications paths or developing new ones that improve communication, innovation processes can be speeded up and innovation performance improved. If regularly used communication paths work slowly, the whole project will work slowly. Also a message which passes though a longer path that involves more intervening people, will suffer from more distortion. (Christiansen 2000, 76, 100.) By including people from different departments in new product committees, communication and coordination between different functional is improved. By creating special positions or teams in the organization for coordination purposes, a more formal status is given to these coordination efforts. By making more spontaneous interaction between organization members and activities possible, organizational flexibility leads towards organizational diversity, broad and versatile knowledge and experience, which is a basic requirement of individual and company creativity (Nyström 1979, 27, 35.) Perhaps the most important contribution of a creative team is the recognition and development of half-formed ideas and not the spectacular moment of "breakthrough thinking" (Bilton 2007, 42).

Because new ideas are risky, people usually share their ideas with members of their immediate network of interpersonal contacts (Johnson, Donohue, Atkin & Johnson 1995, 68). Communicating across team boundaries is the key that generates an idea, develops it and gets funding for it (Christiansen 2000, 97). Regular meetings between peers as well as the contribution of different members of a team is likely to lead to more integrated efforts (Burgelman & Sayles 1986, 155). On practical level people who sit next to each other communicate more often than people who sit on different floors or different buildings (Christiansen 2000, 97). Co-location in open offices is seen desirable

in projects where spontaneity is needed. (Birchall &Tovstiga 2005, 209.) Innovative organisations work best with a distribution of ages (Stefik & Stefik 2004, 164). Therefore young people should be assigned to work with members of other functions and that way learn to communicate and work with them. (Christiansen 2000, 97.) Existence of public places, such as cafeteria, as well as short distances stimulate the informal exchange (Hartmann 2006, 166).

Besides the every day support that the closest colleagues can give, peers can also have a precise, formally accepted role in the communication process. One way to facilitate communication across large company is to set up a network which is dedicated to communicate about innovation. People are first encouraged to talk with their supervisors. However if they are not satisfied with the response they get, they can contact the innovation officers who will give their idea a second hearing. The innovation officers have special funds which they can allocate to projects which have not been able to find funds through normal channels. The innovation office serves as an alternative to the normal hierarchy. This model is especially suitable for high hierarchical companies that do not want to give up the hierarchical structure. (Christiansen 2000, 98–99.)

Vincent (2005) has used the concept of “innovation midwifes” to describe persons who nurture, develop and integrate innovations that may be otherwise rejected by the organization. As can be seen in Figure 12, innovation midwifes are translators between the culture, language and needs of the sponsor’s (manager’s) world and the culture, language and needs of the champion’s world. Midwifes are needed since sponsors (managers) are usually accustomed to written reports with historical data and analysis of past performance. The champions on the other hand are more comfortable with verbal communication and judgments based on information, but also equally to intuition, beliefs and hunches (Vincent 2005.)

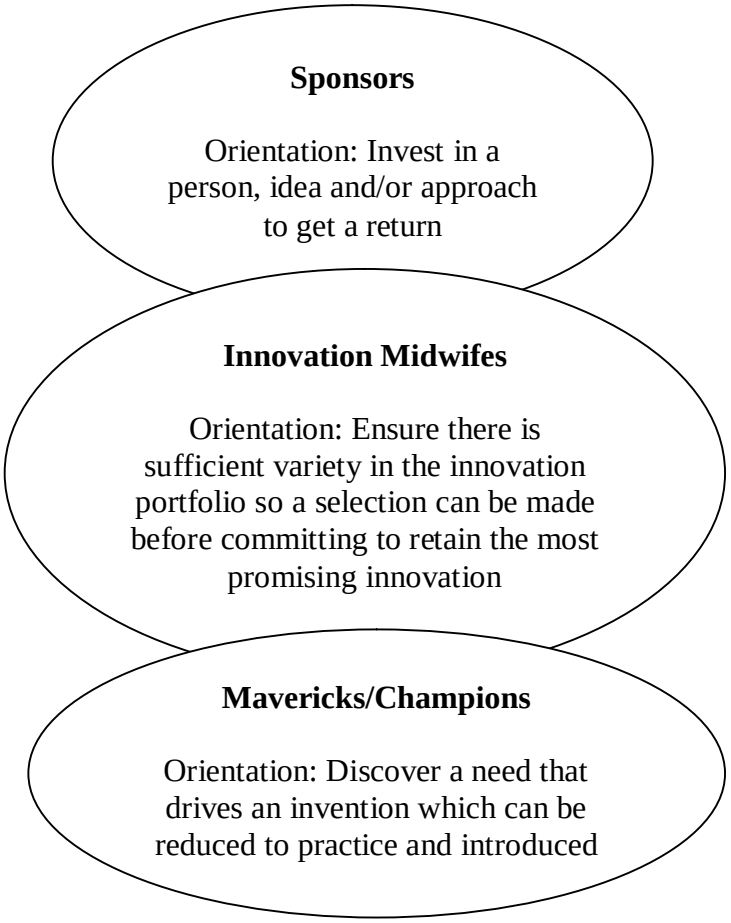

Figure 12 The role of innovation midwifes (Vincent 2005, 46)

The concept of innovation midwifes could also facilitate the interaction between management and innovative nonchampions especially in high hierarchical or in decentralized organizations. Although the ideative nonchampions are skilful in written communication, a neutral third party can create a bridge between workers and managers, especially if they do not have a common language or national culture. If the ideative nonchampions are not comfortable discussing their ideas with their closest colleagues or superiors, they could turn to the innovation midwifes. Another way for both ideative nonchampions as well as other employees to present new ideas is to turn to groups that are dedicated to improving innovativeness. These groups are described on the next section.

4.3 Groups dedicated to innovation

Making connections and exchanging ideas is much easier in small, informal groups where face-to-face communication is the norm (Bilton 2007, 57). These informal networks of communication and trust extend outwards when organizations expand and adopt more formal structures. When this happens, managers have to be able to identify channels of communication and connection. (Bilton 2007, 57.) Team-based approach to innovation can also result in alienation (Bilton 2007, 26). Individuals retreat into predefined roles and mutually exclusive stereotypes, avoid collective responsibility and degenerate into defensive and repetitive patterns of behaviour (Bilton 2007, 26). The first danger to innovative thinking in a team is the steady accumulation of consensus around habits of thought and shared values, also described as "groupthink" (Bilton 2007, 40). Even when communities have dispersed, they share more jargon and trust among each other than with any outsider within their present local communities (Breschi, Lissoni & Montobbio 2005, 356). When teams become too familiar with each other's mindsets and methods, introducing a new member can disrupt harmony and increase creative capacity (Bilton 2007, 36). A beginner's mind is open to fresh perspectives and to unconventional ideas that experts call nonsensical or silly. Beginners do not have yet the quieting parts of the mind that get in the way of creativity. The beginner's mind is the opposite of getting agitated or trying too hard. (Stefik & Stefik 2004, 130.) An outsider can perceive the potential in a business idea which the founder or inventor perhaps cannot see because of their circumstances or specific abilities (Bragg & Bragg 2005, 172). "Outsiders" can introduce important new ideas as well as raise critical questions in areas that are too simple or too "cut and dried" to the small group of "insiders" (Burgelman & Sayles 1986, 159).

It is necessary to capture the value of an idea as early as possible. The problem with this is that the core of an idea may be vaguely presented and needs thus further elaboration and clarification. (Rusi, Koivuniemi & Soikkeli 2001, 311.) Idea support groups, an Office of Innovation or Idea brokering teams give assistance in formulating the ideas to presentable form.

The detailed development and presentation of an idea are at least as important as its originality or novelty (Bilton 2007, 135). The purpose of idea support groups is to serve as cross-functional interest groups in order to integrate and develop ideas into broader strategic umbrellas. This development further clarifies and strengthens ideas which alone may not serve company's strategic aims. *Idea support groups* may also transfer promising ideas for other units or teams of the company. Groups develop idea portfolios which consist of ideas that have been developed and integrated under broader context and facilitate in managing transitions in time. Idea support groups may also facilitate in finding appropriate supportive roles, such as champions and sponsors, for the new

business idea. Hence, support groups mobilize the various knowledge-bases that the company has in order to develop promising ideas further. (Rusi, Koivuniemi & Soikkeli 2001, 317–319.)

The "*Office of Innovation*" transcends the interests of individual departments. People who bring their ideas to the office are referred to as idea originators. The process begins when the idea originator meets a facilitator who works as an advocate of the originator. Together with technology gatekeepers (who serve as consultants), champions and sponsors (who have the resources) the idea is enriched. However this model works only if the idea originator is willing to put time and effort into it since he or she is expected to participate in the entire process form the idea creation to a possible product or process commercialization. The Office of Innovation can also be referred to as "The New Ideas Process", "Aviary", "Discovery" or "The Innovation Network" depending on the organization. (Rosenfeld & Servo 1990, 33–35.)

Idea brokering refers to activities which concentrate on recycling promising business ideas in business unit level. The purpose is to connect promising business ideas into life-cycle knowledge, product strategies and value chain discussions. One or more of the business units may work as referees or sensors to consider new business ideas at the whole company level. Challenges for this type of cross-organizational entrepreneurial activity are the management of Intellectual Property Rights issues, developing trust between organizations and designing an appropriate reward system. (Rusi, Koivuniemi & Soikkeli 2001, 317–319.) Since the presented groups dedicated to innovation require more or less personal engagement or at least identification of the idea generator, it is also important for the ideative nonchampions to have communication channels where they can express their ideas anonymously, such as idea platforms that are discussed on the following section.

4.4 Idea platforms

The overt statements of co-workers may influence media choice. Social information is the combination of the presence of consequences of previous actions and the social context of work (Salancik & Pfeffer 1978, 224). It helps an employee to identify what the colleagues in organizations consider important. (Minsky & Marin 1999, 198.) A person's perception of a particular communication medium is a combination of social context, rationality and traits intrinsic to the person, such as personality traits, person's self-image, demographic factors and inclinations (Minsky & Marin 1999, 198, 207).

One of the main elements of innovativeness is the ability to communicate ideas (Turunen 2005, 195). It is necessary to pay attention to communication channels that allow exchange of information about similar problems and discovery of experts,

especially peers from other business units (Hartmann 2006, 170). Open, public spaces strongly facilitate informal sharing of solutions and ideas between units close to each other (Hartmann 2006, 170). Innovation-oriented firms develop operational competencies that encourage gathering and disseminating information from an array of sources to improve the processes and mechanisms within the firm (Siguaw, Simpson & Enz 2006, 566). Managers need to consider new organizational forms that encourage interaction between members of different functional backgrounds or investment in communication technology that facilitates this kind of interaction (Troy, Szymanski & Varadarajan 2001, 96). Ideas may be of higher quality when group members have larger knowledge base (Troy, Szymanski & Varadarajan 2001, 97).

Employees want to know that their contributions are adding value to the team (Kuczmarski 1996, 145). In an open communication culture, weak signals can help the strategic planning from different directions. The ability to observe the weak signals can make it possible for firms to participate future changes better than the competitors. (Hussi 2005, 13.) One way to observe the weak signals is to create platforms that are open to everyone. In order to create sustained innovation excellence, it is essential to create innovation platforms and networks of individuals within them where innovative individuals can share, be managed and grow (Davila et al. 2006, 107). The roots of new ideas lie in something that someone has already done or that someone already knows. This is the foundation of circulation of ideas which is a communicative and continuous process. (Turunen 2005, 114).

The general perception of the quality of the communication and the perceived usage and utility of interpersonal and mediated communication channels are found to be important antecedent factors to innovation (Johnson, Donahue, Atkin & Johnson 2001, 25). It has been claimed by Johnson et al. (2001, 30) that community-based innovation is communicated more in formal, mediated channels, whereas technical innovations rely more on interpersonal channels. The use of mediated communication (for example company news letters, magazines and videos) creates an atmosphere of involvement and interest, producing receptiveness to innovation among organizational members (Johnson et al. 2001, 43). The messages in the mediated channels often need to be reinforced by direct interpersonal contact with consistent messages (Johnson et al. 2001, 43). According to Trevino, Lengel & Daft (1987, 557) face-to-face communications increase when the meaning of a message is ambiguous. However on the other hand memos, letters and electronic mail are sufficient to carry the message in unambiguous situations.

A culture that fosters innovation embraces communication not only within the members of the organization, but also with external interest groups (Davila et al. 2006, 23). It is important that everyone has an access to and participate in the innovation process, but it is equally important to make clear that everyone is not expected to participate all of the time (Davila et al. 2006, 106). Therefore managerial actions and

behaviour should aim at nurturing communication that ensures consistent understanding of what is valued and that minimizes contradictory interpretations within an organization (Hartmann 2006, 162–163)[4]. To ensure innovativeness throughout the organization, management expects the communication to take place actively, which means that necessary information is always available. Everybody also knows where to get certain information or where it is needed. (Hartmann 2002, 166). This is especially important when the new ideas are not related to one's own work, but the person is not familiar with the organizational structure – who to contact in order to get feedback or to get the idea implemented.

4.5 Synthesis – different communication channels

The ideative nonchampions need different kinds of alternatives as communication channels. Depending on the persons' previous experiences and personality traits, for some it is easier to contact the superior first where as other prefer their colleagues or idea platforms that do not require face-to-face contact. The communication channels depend greatly on the organisational structure and culture. Is the communication encouraged by the colleagues and the management and what are the mediums seen as appropriate. The communication channels discussed in this chapter are presented in Figure 13.

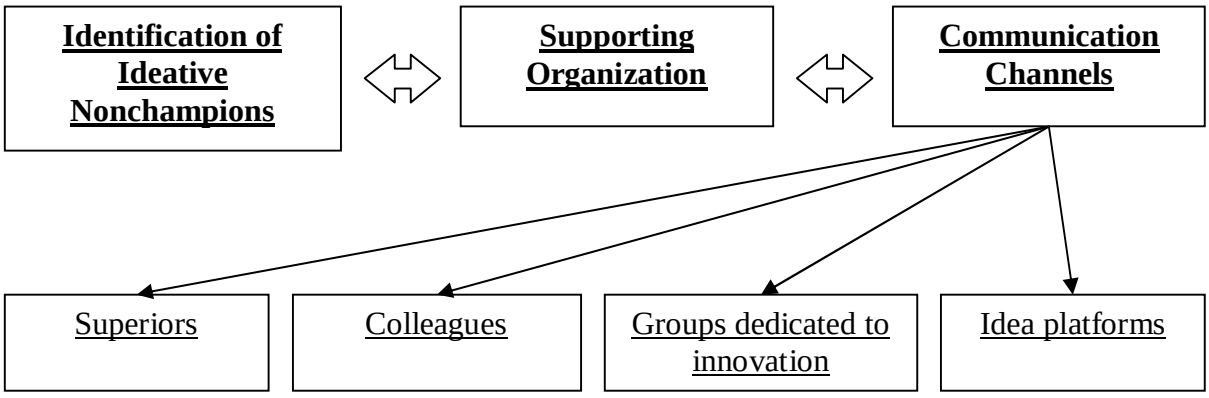

Figure 13 Communication channels

Although the communication channels are meant for expressing ideas, they do work the other way around as well. It is important that superiors show their commitment to innovation. The communication with peers can be one-on-one conversation with the

[4] Original source: O'Reilly, Ch.A. - Chatman, J.A. (1996) Culture as social control: corporations, cults and commitment. Research in Organizational Behaviour, Vol. 18, 157-200.

closest colleagues, but it can also happen in a more formal form, by contacting colleagues operating as innovation officers or innovation midwifes. Different groups dedicated to innovation, such as idea support groups, an office of innovation and idea brokering teams represent the third communication channel. These groups support the idea generator by helping him/her to develop the idea by guiding the generator through the various steps of the innovation process.

Idea platforms offer a discussion forum for members in different organisations or functions who would not normally interact (compared to innovative groups which are formed from specific persons of different functions). These channels offer a place to present ideas that are perhaps not related to ones own field of work (and the person does not know who to contact in order to present this idea) or to comment other persons ideas. It gives a chance for everyone to participate, even the ones who would not have been asked to join such commenting groups; a good channel for an ideative nonchampion who is willing to contribute, but not stand up from the crowd.

4.6 Combined theoretical framework

The chapters 2, 3 and 4 have provided a theoretical framework to identify and support the ideative nonchampions. This framework is presented in Figure 14.

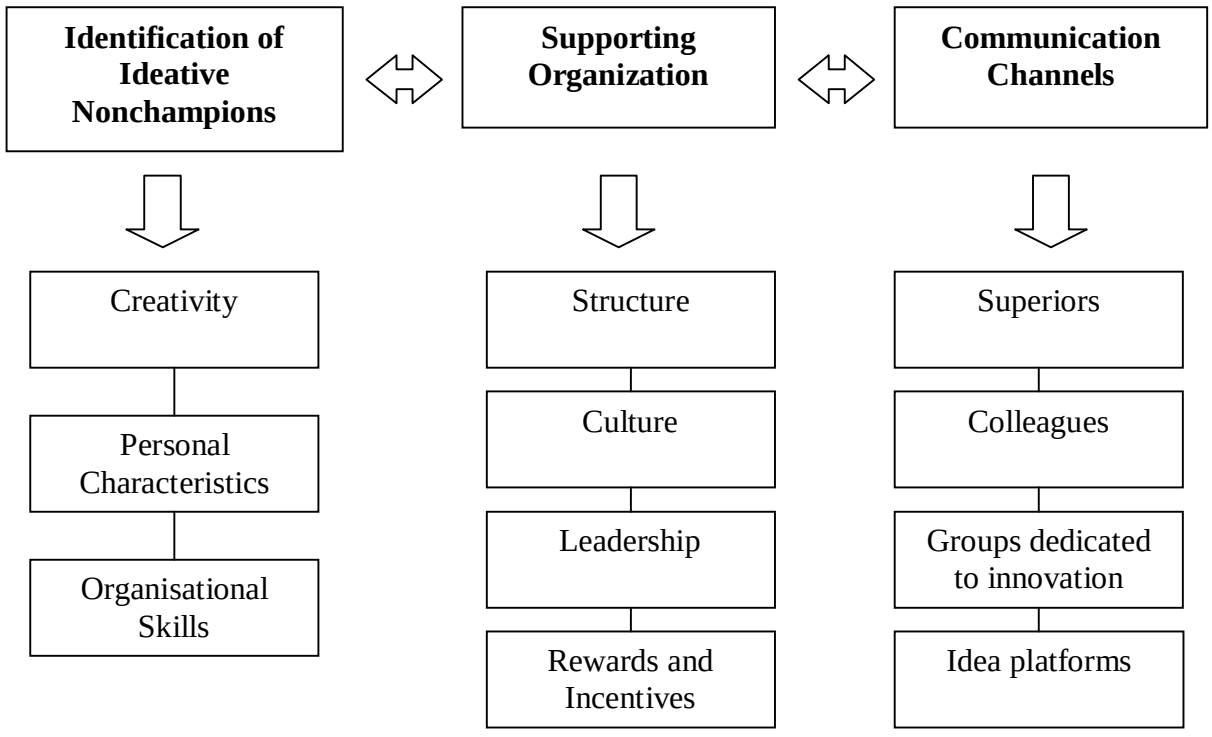

Figure 14 Theoretical framework

As has been discussed on the previous chapters, innovativeness requires commitment from the entire organisation, but especially from the managerial level. Employees are not ready to share their ideas and thoughts without encouragement and a possibility that the ideas might actually lead into better products or processes. The ideative nonchampions are a group that requires special attention. They represent an idea generating power that leaders cannot afford to leave without recognition. By understanding the interaction between the characteristics of the ideative nonchampions as well as the importance of a supportive organization and different communication channels, leaders are able to identify and support these invisible idea generators.

However, a theory also needs empirical data. The following chapter discusses the research design and explains how the empirical data was collected and analysed.

5 RESEARCH DESIGN

Research is done in order to answer questions proposed by theoretical considerations (Bryman & Bell 2007,11). According Marshall and Rossman (2006, 23) *"…research is a process of trying to gain a better understanding of the complexities of human experience, and, in some genres of research, take action based on that understanding."* Since the purpose of this study is to find out how leaders can identify and support the ideative nonchampions, the research also aims to give guidelines for further actions. It is done by answering the three subquestions:

- How can leaders identify the ideative nonchampions?
- How can the ideative nonchampions be encouraged to bring out new ideas?
- What are the channels through which the ideative nonchampions can communicate their ideas in an organization?

The research design of the study is described in Figure 15.

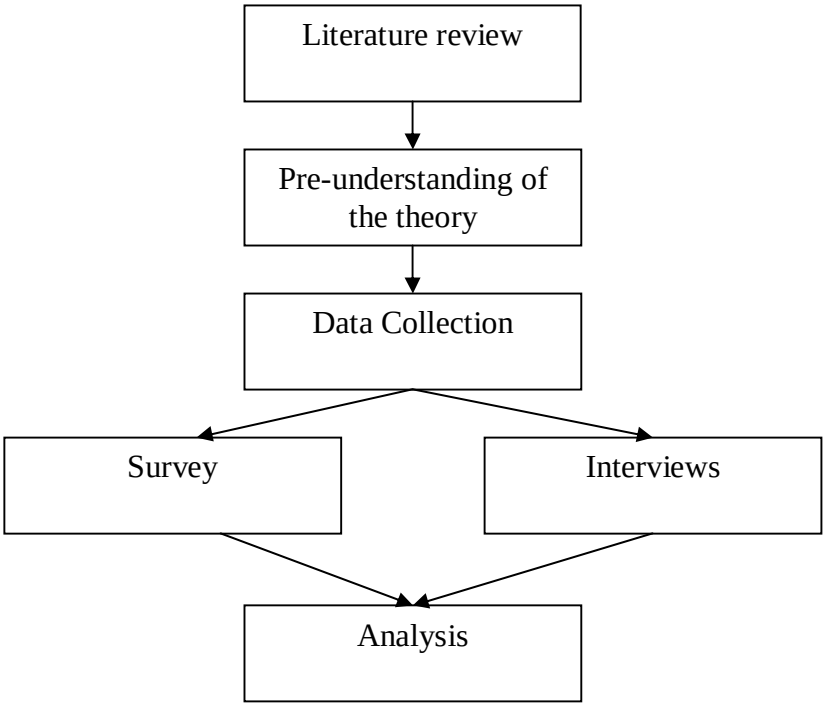

Figure 15 Research design

This study is based on deductive reasoning. It starts from general principles from which the deduction is made proceeding to a conclusion (Malthotra & Birks 2007, 161). Another way to describe deduction is to say that conclusions are drawn through logical reasoning (Ghauri & Grønhaug 2002, 13). Flick (2002, 41) has stated that the researcher's starting point is the theoretical knowledge taken from earlier empirical findings or the literature. So is the case also in this study. Relevant books and articles were read in order to form a theoretical base for the empirical study as well as to gain a

pre-understanding of the subjects in question. The present knowledge allows for structuring the research problem so that the researcher is aware what to look for and what factors are relevant (Ghauri & Grønhaug 2002, 29). The researcher must have a firm grasp of the issues being studied in order to reduce the relevant events and information to sought (Yin 2003, 59).

After the research purpose and the subquestions had been structured, a case company was contacted in order to agree on collecting the empirical data to support the theoretical work. The data collection was done in parts; first a survey was conducted and after that interviews were made. Then the data was analyzed in order to answer the research questions. The findings of the analysis are presented on chapter 6. The case company, data collection, data analysis and evaluation of the research are further discussed on the following sections.

5.1 Case study and the selection of the case company

In this thesis a case study approach was selected for the empirical data collection. A case study is the preferred strategy when "how" and "why" questions are being posed (Yin 2003, 1). Since the title of the thesis is "How can leaders identify and support the ideative nonchampions", the case study approach suits this study well. Another reason for choosing a case study approach was that "*A case study is a useful method when the area of research is relatively less known*" (Ghauri 2004, 109) as is the case with ideative nonchampions.

The case company in this thesis was Orion Corporation which is the parent company of the Orion Group and represents the pharmaceuticals business of the Orion Group. Orion is "*a Finnish stock exchange company which develops, manufactures and markets pharmaceuticals, active pharmaceutical ingredients and diagnostic tests for global markets*" (Orion Group). In year 2007 the Orion Group's turnover was EUR 683,6 million. The Group employs approximately 3160 employees out of which 2675 work in Finland. (Tilinpäätöstiedote 2008.) In the Finnish market, Orion is among the leading pharmaceutical companies followed by AstraZeneca, GlaxoSmithKline and Pfizer (Lääketeollisuus 2008). In global markets, the company ranks in the top 70, the leader being Pfizer[5] (Orion, Business environment.) The core therapy areas in the company's product and research strategy are central nervous system, cardiology and critical care and urological and oncological therapies. The largest products by sales are Stalevo and Comtess/Comtan for Parkinson's Disease. (Orion Group.) This research

[5] In year 2006 the net sales of Pfizer (www.pfizer.com) were over 48 billion US dollars. The pharmaceutical sales of Orion were ca. EUR 600 million. (Orion, Business environment).

was a part of the company's the Business Excellence – Leadership theme and "Best R&D Organisation in the world by 2017" project. The target group of the study was the personnel of the Pharmaceutical Research and Development unit.

Critics often claim that single cases offer a poor basis for generalizing compared to multiple cases (Yin 2003, 37). However the single-case design is justifiable if the case symbolizes a representative of a typical case (Yin 2003, 45–46). According to Ghauri (2004, 114) a single case is appropriate when a particular case is critical and the researcher wants to use it to explain an established theory. Case is critical because it meets all the conditions necessary to confirm or extend the theory (cf. Ghauri 2004, 114). In single case study the emphasis is on uniqueness – understanding the particular case itself (Stake 1995, 8). Another reason for selecting a single-case is the feasibility or access; an organization is willing to be the subject of a case study (cf. Yin 1993, 34). It is necessary to pick a case which is easy to get to and hospital to the inquiry (Stake 1995, 4). These before mentioned reasons were also the ones why Orion was selected as the single representative. First of all the nature of the study had exploratory elements, therefore it would be wise to start with only one case company. Secondly, the company was willing to participate in the research and it also represented an industry highly reliant on successful Research & Development. Furthermore another, practical, reason that also supported the selection of just one case study, was the question of researcher's limited resources. Selecting multiple case companies would have taken more financial resources as well as required more time although multiple cases had also provided a chance to compare different organizations.

5.2 Data collection

The empirical data was collected by using a mixed methods design. Case studies can be based on any mix of qualitative and quantitative evidence (Yin 2003, 15). Quantitative and qualitative approaches produce different types of data often complimenting each other (Hurmerinta-Peltomäki & Nummela 2004, 175–176). Another term for a mixed methods design is triangulation, which is one of the critical features of a case study referring to a collection of data through different methods (Ghauri 2004, 115). Triangulation is useful to capture the best of both approaches; qualitative and quantitative (Creswell 2003, 22). The reason why a mixed methods design was chosen was that the research target group, the ideative nonchampions, is not recognised in the academic literature. Therefore it can be said that the study is descriptive and normative, but it also contains exploratory elements. The strengths of qualitative studies are demonstrated for research that is descriptive or exploratory and that emphasizes the importance of context and participants' frames of reference (Marshall & Rossman 2006,

54). However since a descriptive research is typically based on large representative samples (Malhotra & Birks 2007, 73), also the use of a quantitative approach is justifiable.

A quantitative research was conducted first in order to get an overview of the attitudes and opinions of the population (cf. Creswell 2003, 153). It was done with a help of a survey. After that interviews were conducted to build a deeper understanding based on the interviewees' ideas (cf. Creswell 2003, 30). Through face-to-face interaction deeper perspectives can be captured in cases that involve feelings, thoughts, values and beliefs (Marshall & Rossman 2006, 53) as was the case with the ideative nonchampions.

5.2.1 Quantitative research

The quantitative research was done by using a survey. Survey was chosen because it was considered to be the easiest way to reach the wide target group; 732 employees. The questionnaire (see appendix 1) was designed together with the three contact persons of Orion. The questionnaire was also commented by both of the thesis supervisors as well as two other teachers of Turku School of Economics. A pilot group, that included employees of the case company, tested the questionnaire before it was sent to the entire personnel. The members of the pilot group were asked to comment on the instructions, the length of the survey, the wording of the questionnaire, the given options as well as the general appearance of the questionnaire. According to the received comments, slight modifications were made to improve the appearance (spelling mistakes, choice of words to avoid misunderstandings, instructions) as well as the appropriateness of the questionnaire (the order of the questions).

The case company wanted the survey to be conducted electronically, by using the e-mail in order to reach all the members of the Research & Development (R&D) unit. Therefore the questionnaire was done by using W-pol-programme[6]. Because of the international organization - the personnel was situated both in Finland and in the United Kingdom – the questionnaire was available both in Finnish and in English. A pilot group which included members of the R&D organisation tested both versions. Also the equivalence of translations was checked. The questionnaire consisted of 54 questions out of which 46 were for all the employees and the extra 8 questions for the superiors (line managers and team leaders). The questions were single-answer questions, multiple choice questions, scaling questions or open questions. In single-answer questions the

[6] The W-pol is a software tool developed by a company called Webropol Oy. For further information; www.webropol.com

participant was asked to choose only one of the given options where as in multiple choice questions the participant was able to choose more than one option. In scaling questions the participant was asked to indicate his/her opinion about the given statement[7]. The open questions provided a possibility to freely answer and give comments without given options. Majority of the questions were mandatory to insure as reliable results as possible. The Operationalisation table of the survey is presented in next section. Since the case company wanted to get as much information as possible from this survey, some of the questions, such as the question 38 "Please indicate the area that you mostly work for", are more relevant to the company than to this research. The researcher herself was more interested in the results received from the entire organisation in stead of comparing the differences of areas and functions.

The population of the survey was the entire personnel of Research and Development business unit; 732 persons. Women present the majority of the population; 76% (557 persons) compared to men; 24% (157 persons). The personnel is situated in four cities out of which three are in Finland; Espoo, Kuopio and Turku and one in the United Kingdom; Nottingham. The personnel was informed in fore hand about the survey as well as the entire research on their Intranet.

The survey was sent to the personnel via e-mail by one of the contact persons of the company on the 23rd of October 2007. The recipients were asked to answer latest on the 5th of November. They were reminded twice via e-mail to answer the survey; on the 30th of October and the 2nd of November again via e-mail. During this time, three persons contacted the researcher in order to comment on the slowness of the technical solutions and the privacy of the respondents. The response rate was 72%; 524 persons returned the questionnaire compared to 208 persons who choose not to participate. Out of the 524 participants 75% (393 persons) were female and 25% (131 persons) were male as can be seen from Table 1.

Table 1 Participation rate

Gender	Number of personnel (20.11.2007)	Number of participants	Participants (%)
Female	557	393	75%
Male	175	131	25%
Total	732	524	100%

[7] The given options were; strongly agree, agree, neither agree nor disagree, disagree or strongly disagree (no answer) / extremely well, well, neither well or bad, badly or extremely badly / too much, adequately, too little or not at all.

Regarding the position of respondents, the participation rate was exactly the same. Most of the respondents, 75%, are not in a managerial position, where as the rest, 25%, are line managers, team leaders or hold both of these positions (appendix 2). Because the number of team leaders is not known, it is not possible to identify the participation rate of the persons in managerial positions.

The largest age group was from 31 to 40 years; 40% of respondents belong to this group. Second largest age group was from 41 to 50 years; 33%. Employees who were over 51 years represented 16% and employees who were under 31 years represented 11%. When these figures are compared to the actual situation (Table 2), all the age groups are presented fairly well. Most of the non-participants are from the age group 31–40.

Table 2 Age groups of the survey participants

Age groups	Actual situation in the population (20.11.2007)	Participants of the survey
19–30	13%	11%
31–40	33,5%	40%
41–50	33,5%	33%
51–65	20%	16%
Total	100%	100%

What comes to company experience (appendix 2), 35% of respondents have been working Orion 5 years or less. The second largest group, with a share of 31%, had worked for the company from 6 to 10 years. A bit less than one third (25%) has been members of this organization more than 15 years. The smallest group (8%) was formed from persons who had from 11 to 15 service years behind them. The information about the actual company experience of the employees was not available. Therefore a comparison between the experience years of the respondents and the non-respondents cannot be made. Still it can be stated that the participants represent well the employees of Orion Pharmaceutical R&D unit.

5.2.2 Qualitative research

To get a more thorough understanding of the research topic, after the survey, 11 interviews were made. The interviewees were selected by the case company's Innovative leadership-team in cooperation with the R&D management group, but

otherwise the case company was not involved in the interviews. The selected interviewees were assumed to be ideative nonchampions[8] from different parts of the R&D organisation. This is why the choice of interviewees was left to the case company. Without personal knowledge of the organisation and its members, the researcher could not have found the suitable candidates. When the number of interviewees is thought, "enough" is an interactive reflection of every step of the interview process. (Seidman 2006, 55). It is different for each researcher and study (Seidman 2006, 55). For this study 11 interviews was an adequate number because it included at least one member of each of the six main functions and also the essential themes of this study could be clearly recognised already from these given answers. By interviewing a number of participants, their experiences can be connected and comments checked against those of others (Seidman 2006, 24). Saturation is reached when the same things keep repeating during the interviews (Hirsjärvi, Remes & Sajavaara 2004, 171).

The questions were designed by the researcher and commented by the supervisors from the Turku School of Economics. The Operationalisation table of the interviews as well as the survey is presented below (Table 3).

[8] In the case company's internal communication, the term "potential ideators" was used in stead of ideative nonchampions.

Table 3 Operationalisation table – quantitative and qualitative research

Research Problem	Sub problems	Theoretical Background	Survey questions	Interview questions
How can leaders identify and support the ideative nonchampions?	1. How can leaders identify the ideative nonchampions?	Personnel theories; creative persons -> innovative champions -> ideative nonchampions	1–7, 36–43	2–10, 23, 41–43
	2. How can nonchampions be encouraged to bring out new ideas?	Organizational theories; structure, culture, leadership, communication, incentives	13–18, 24–35, 44–49, 52, 54	17–21, 37–40, 44–45, (46–53)
	3. What are the ways of nonchampions to communicate their ideas in an organization?	Organizational theories; structure, culture, leadership, communication	8–12, 19–23, 50, 51, 53	11–16, 22, 24–36,

Structured interview is the mode of choice when the interviewer knows what type of information to look for, therefore the questions can be framed appropriately to find out this information (Lincoln & Guba 1985, 269). All the interviewees were asked the same questions (appendix 3). During the interview phase some of the questions proved to be more relevant than others which encouraged the researcher to do slight modifications on the original questions. Approximately half of the interviewees had also participated on the survey.

All the originally pointed interviewees agreed to meet the researcher. The dates of the interviews were 18th of December 2007, 19th of December, 20th of December, 7th of January 2008 and 17th of January. The duration of the interviews varied from 34 minutes to 1 hour 53 minutes. The interviews were conducted either in Turku or in Espoo. All the interviewees were Finnish. The interviews were done in Finnish although the interviewees had the opportunity to select either English or Finnish for the language of the interview. Out of the 11 interviewees 6 were females and 5 males. They had been working for Orion from less than one year to 20 years. The detailed information of the interviews is presented in Table 4.

Table 4 Details of the interviews

Interview and Date	Duration	Worked for company x
1. / 18.12.2007	54 minutes	1,5 years
2. / 18.12.2007	1 hour	5 years
3. / 18.12.2007	1 hour 1 minute	11 years
4. / 19.12.2007	48 minutes	5,5 years
5. / 19.12.2007	40 minutes	bit more than a year
6. / 19.12. 2007	34 minutes	less than a year
7. / 20.12.2007	1 hour 6 minutes	5,5 years
8. / 20.12.2007	1 hour 53 minutes	15 years
9. / 20.12.2007	1 hour 2 minutes	10 years
10. / 7.1.2008	1 hour	18 years
11. / 17.1.2008	55 minutes	20 years

The interviewees who had worked for the case company for a short period of time were asked to limit their answers to describe only the time they had spent in this specific company. Therefore they were not able to answer questions related to past experiences in the organization. The ages of the interviewees varied from less than 30 years to 50 years. Nearly all of the interviewees were employees who were neither team leaders nor line managers.

Also the interviewees represented quite well the employee structure of Orion what comes to age and experience years. However the percentual share of men was higher among the interviewees (45%) than among the entire personnel (24%) or the participants of the survey (25%). Also all the interviewees were Finnish working in Finland.

5.3 Data analysis

The literal meaning of an analysis is to break up something into its component parts and to explain the whole in terms of the properties of the parts which make it up (Byrne 2002, 1). The primary objective of analysis is to reduce the data and to simplify it by summarizing and structuring the data (Malthotra & Birks 2007, 251). According to Miles and Huberman (1984, 21) analysis consists of three activities: data reduction, data display and conclusion drawing. Coding links the data fragments to a particular concept or idea (Coffey & Atkinson 1996, 27).

The quantitative data was first collected in an Excel-file which was created by the W-pol programme. The data of the Excel-file was then coded from a text form into a

numerical form and after that it was copied to a SPSS-file. The data was then reorganized by using the features of the SPSS-programme. Since the purpose of this study is to find out how *leaders* can identify and support the ideative nonchampions, the identification of the ideative nonchampions was done by comparing the survey statement 6.1 "I have presented my ideas to my superior" and question 7 "Are you able to get other interested in your ideas?" (see Table 5 below).

Table 5 Identification of the ideative nonchampions

Question 7. Are you able to get others interested in your ideas?					
Statement 6.1. I have presented my ideas to my superior		Yes, it is easy	It is not easy nor difficult	It is difficult	Total
	Agree	39%	54%	7%	100% (428)
	Neither agree nor disagree	18%	**65%**	**17%**	100% (71)
	Disagree	8%	**72%**	**20%**	100% (25)
	Total	34% (180)	57% (298)	9% (46)	100% (524)

The employees who had answered that they have not presented their ideas to their superiors or who have given a neutral answer (neither agree nor disagree) and who also find it difficult or neutral to get others interested in ideas, present the target group; possible passive idea generators or in other words the possible ideative nonchampions (PINs). Out of the entire population, this group presents 15% (81 persons). These persons are marked in bold on the Table 5. The reason why the persons are called possible ideative nonchampions is that this group could also include nonchampions. Without personally meeting the participants the identification cannot be entirely sure.

The answers of the possible ideative nonchampions were compared to the answers of the other employees (OEs). This group is formed from different kinds of employees, among them most probably both nonchampions as well as innovation champions. However since this study concentrates on ideative nonchampions, the empirical data was not designed to identify any other groups. Therefore the possible ideative nonchampions have only one comparison group – the other participants of the study. Figure 16 presents the position of ideative nonchampions among the entire personnel. The cross-comparison was used in order to find this group of people among the entire population.

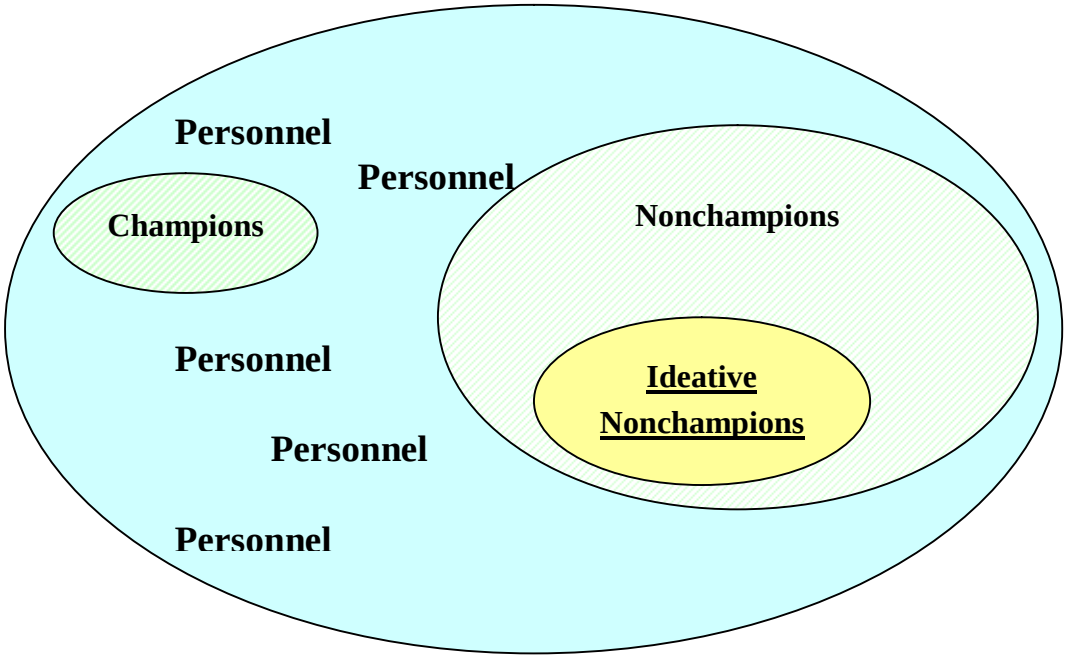

Figure 16 The position of ideative nonchampions among the entire personnel

The qualitative data, the interviews, were first recorded either to a digital recorder from which the files were copied into a computer or recorded directly into the computer. After that the interviews were carefully listened and transcribed manually word for word by the researcher. Data reduction is the process of selecting, focusing, simplifying and transforming the "raw" data (Miles & Huberman 1984, 21). After the data reduction, the data are coded. Codes are categories that derive from research questions, hypothesis, key concepts or important themes (Miles & Huberman 1984, 56). Codes are organizational devices that allow the researcher to spot, pull out and cluster all the segments related to the particular question, hypothesis, concept, or theme. (Miles & Huberman 1984, 56). An important part of the process is to search for common or conflicting themes in data, and look for themes and trends related to the research questions in order to identify relationships between different themes and research questions (Pervez 2004, 119).

In this study the raw data of the interviews was divided under 11 themes that were drawn from the theoretical background presented in section 4.6. These themes were creativity, personal characteristics, organizational skills, (organizational) structure, (organizational) culture, leadership, rewards & incentives, (communicating with) superiors or colleagues, groups (as a communication channel) and idea platforms, mentioned on Table 6.

Table 6 Coding themes

<table>
<tr><th>Research Problem</th><th>Sub problems</th><th>Themes</th><th>Related survey questions</th><th>Interview data</th></tr>
<tr><td rowspan="10">How can leaders identify and support the ideative nonchampions?</td><td rowspan="3">1. How can leaders identify the ideative nonchampions?</td><td>Creativity</td><td>1–5</td><td rowspan="10">Answers organised by sentences under relevant themes</td></tr>
<tr><td>Personal characteristics</td><td>6, 7, (36–43), 45</td></tr>
<tr><td>Organizational skills</td><td>-</td></tr>
<tr><td rowspan="4">2. How can nonchampions be encouraged to bring out new ideas?</td><td>Structure</td><td>13</td></tr>
<tr><td>Culture</td><td>34, 52</td></tr>
<tr><td>Leadership</td><td>29, 31–33, (44), 46</td></tr>
<tr><td>Rewards & incentives</td><td>14, 16, 18, (24–26), 27, 28, 47–49</td></tr>
<tr><td rowspan="4">3. What are the ways of nonchampions to communicate their ideas in an organization?</td><td>Superiors</td><td rowspan="4">6, 8–12, 19–23, 50–51</td></tr>
<tr><td>Colleagues</td></tr>
<tr><td>Groups</td></tr>
<tr><td>Idea platforms</td></tr>
</table>

Regarding the analysis of the interviews the same table was also used. The relevant quotes from the transcripts were put under the theoretical themes mentioned on Table 6. The question numbers are not mentioned on table due to the fact that one answer could have been divided under several different themes although originally the question was meant for one specific area.

After the empirical data was categorized under the themes, it was further studied in order to find both similarities as well as differences to the theoretical framework. After that the conclusions were made.

5.4 Evaluation of the research

The origin of the research questions lay in the researcher's social context as well as personal biography. The decision about a specific question depends on the researcher's interests and involvement in certain social and historical context. (Flick 2002, 48.) However the researcher has to also remember that when people adjust their routines and priorities to the help the researcher, they are giving of themselves. Therefore the

researcher is indebted and should be sensitive to this. (Marshall & Rossman 2006, 81.) Researcher has a moral responsibility to explain and find answers to the research questions accurately and honestly. It is also necessary to point out the strengths of the used methods and models but also to be aware of and inform the reader about the weaknesses and reliability of the results. (Ghauri & Grønhaug 2002, 18.) The general way to approach the reliability problem is to make as many steps as operational as possible and to conduct research as if someone was always looking at your shoulder (Yin 2003, 38). Triangulation improves the probability that findings and interpretations are found credible (Lincoln & Guba 1985, 305). The trustworthiness of the survey and the interviews are discussed on the following sections.

5.4.1 Trustworthiness of the survey

In using questionnaires, a researcher relies totally on the accuracy and honesty of participants' responses (Marshall & Rossman, 2006, 125). This was also the case in this study especially since the participants returned the surveys anonymously with out a possibility to go through the answers together with the participants. In order to protect the anonymity, all the given answers were seen only by the researcher. However the answers were also given to the case company for their own research purposes, but without the following personal information: age, gender and location to prevent the recognition of the participants.

The questionnaires were available in Finnish and in English. The translation was done by the researcher, but it was checked by a medical writer from the case company in order to correct both the language mistakes as well as to see the equivalence of used terms, titles and phrases. Therefore there should not be any language barriers in filling the questionnaire. Before the participants were able to see the questionnaire, they had to read through a cover letter that informed them about the nature of the study as well as the anonymity. The aim of the anonymity was to ensure more open and honest answers of the participants thus increasing the trustworthiness of the survey. The cover letter also gave instructions how the questionnaire should be filled and contact information for both the researcher as well as the one of the contact persons inside Orion.

People vary in the way they respond. Some people tend to use the extreme ends of response scales, while other people tend to centre their answers around the midpoints. (Ghauri & Grønhaug 2002, 67.) The response may be influenced by temporal personal factors such as mood. Other factors that may influence the answers are situational factors, for example time pressure or mechanical factors such as checkmark in wrong box or incorrectly coded responses. (Ghauri & Grønhaug 2002, 68.) The researcher was able to influence on the time pressure by providing the participants a possibility to

discontinue filling the questionnaire when ever needed. The participants could then return to the questionnaire later on. Also the response time was 2 weeks giving the participants a possibility to select a time frame most suitable for them.

The answers were first reported in written form, so they had to be changed in a numeric form for the SPSS-programme. The changes were double checked in order to avoid any mistakes. The results were also compared to the results provided by the Webropol Oy. The interpreting of the results relied on the Operationalisation table (Table 6) therefore strengthening the internal validity i.e. whether the results of the study are true (cf. Ghauri & Grønhaug 2002, 55). However it is possible that some of the concepts, for example "idea" and "innovation" were understood differently by the participants than what the researcher and the team designing the survey had originally meant. Still this does not affect the results of the survey since the research concentrates on the identification and support of the ideative nonchampions.

Survey research relies on statistical generalization, where as case studies rely on analytical generalization. In analytical generalization, the researcher is trying to generalize a particular set of results to a broader theory. (Yin 2003, 37.) The number of participants was large; 72% of the entire population, therefore it can be said that the results can be generalized to apply the entire population. As discussed in section 5.2.1 the participants presented well the employees of the Pharmaceutical R&D organization of Orion. However it is possible that a higher response rates in all age groups might have had an impact on the results. In this study the total number of respondents was 525 persons, but since one of the respondents had not replied to all of the questions, all the answers of this person were ignored. Therefore the total number of respondents was 524 persons. Out of the 208 persons who did not participate in the survey 79% were women and 21% were men.

Although most of the questions were mandatory (the participant was not able to continue filling in the questionnaire until all the previous questions had been answered), part of the participants clearly choose not to answer the questions that were not mandatory. Missing data arise when respondents fail to reply to a question, either by accident or because they simply do not want to answer the question (Bryman & Bell 2007, 353). In some cases the previous response was the main factor in determining which one of the following questions was the next to follow. Therefore the total number of responses was not in all of the questions the same.

Structured questions and fixed-response alternative questions may result in loss of validity for beliefs and feelings (Malthotra & Birks 2007, 266). Because of this reason the participants also had the opportunity to write down their own responses in most of the questions. Part of the questions were also open, without fixed-response alternatives. In order to further understand the feelings and beliefs as well as to find out explanations

behind the answers to the multiple choice questions, the study was continued by interviewing 11 employees.

5.4.2 Trustworthiness of the interviews

In qualitative research the investigator him/herself is the main instrument of data collection; what is observed and heard and also what the researcher decides to concentrate upon (Bryman & Bell 2007, 423). The most important aspect of the interviewer's approach is conveying the participant that his/her views are valuable and useful (Marshall & Rossman 2006, 101). Lincoln and Guba (1985, 256) have also recognised that building and maintaining trust is an important task for a researcher. In order to build the trust between the interviewees and the research, the researcher informed the interviewees that the interviews will be recorded already when the interviewees were contacted for the first time. They were also informed about the purpose of the study as well as the way the results would be used. Therefore the interviewees had the possibility to refuse from the interview. Before the actual interviews, the digital recorder and the computer recording were tested in order to achieve an excellent recording quality. The interviews were conducted either at the interviewees own offices or in a negotiation rooms according to the interviewees own preference. Before the interview, the interviewer explained how the interview is recorded, that the tapes or transcriptions will not be shown to anyone else. They were also advised to say if they want to have a break, of if they wish not to talk a certain issue. Recording errors arise due to errors in hearing, recording or interpreting the answers given by the respondents (Malthotra & Birks 2007, 85). However in this case the quality of the recordings was excellent because of the possibility to use digital recording as well as private, undisturbed office spaces. Also all the interviewees had reserved enough time for the interviews, therefore any signs of haste or pressure was avoided.

People who are interviewed are not meant to be representatives of population. Instead the findings of qualitative research are to be generalized to theory instead of populations. (Bryman & Bell 2007, 424). A few of the questions of the interviews as well as the survey were similar. The reason for this was to more deeply understand whether the interviewees actually were the correct ones – the ideative nonchampions. Since the fact that this group is unknown to the employer as well, affected the selection. The interviewees could not be directly seen as the ideative nonchampions, but they presented employees closest to them since nearly all of them had had experiences with working with ideative nonchampions. Thus it can be said that the interviewees are known to have been involved in a particular situation (Merton & Kendall 1946, 541). Or

that the individuals are selected according to their expected level of new insights for the developing theory (Flick 2002, 64).

At the root of interviewing is an interest in understanding the lived experience of the interviewees and the meaning they make of that experience (Seidman 2006, 9). Qualitative findings rely much on the researcher's often unsystematic views about what is significant and important (Bryman & Bell 2007, 423). External reliability means the degree to which a study can be replicated (Bryman & Bell 2007, 411). In this study the external reliability is affected by the fact that the interviewees were conducted anonymously. Therefore it is not possible for readers to identify or check the credibility of the comments or results drawn from the interviews.

According to Coffey and Atkinson (1996, 77) "*Qualitative analysis is as much about "how things are said" as about what is said*." Quotations are excellent for capturing the nuances and subtleties of a situation, but these may be lost when the quotations are translated into another language (Macdonald & Hellgren 2004, 272). Since all the interviews were conducted in Finnish, the decision was made to use direct quotes as little as possible. In qualitative research validity and reliability rely largely on the skills of the researcher (Miles & Huberman 1984, 46). Researcher needs to reflect upon his/her own attitudes and values, the factors that may bias the way he/she perceives and what he/she observes (Malthotra & Birks 2007, 233). Since the interviewing skills of the researcher were minor compared to her level of eagerness the planning of the questions, comments received from the supervisors as well as the transcriptions helped to compare the answers of the different interviewees. Still it can be that a more experienced interviewer might have been able to get more objective information from the interviews. Now the interviewees were met only once, but a second interview might have also increased the trust level between the interviewer and the interviewees. However the similar answers given by the interviewees confirmed that also one interview per person was enough to get the desired information.

6 IDENTIFICATION AND SUPPORTING OF IDEATIVE NONCHAMPIONS

"*Raw data have no inherent meaning; the interpretive act brings meaning to those data and displays that meaning to the reader through the written report*" (Marshall & Rossman 2006, 157). Although the researcher has developed a clear idea of the research question, it is still important to remain open to new and perhaps surprising results (Flick 2002, 46). Organized assembly of information permits conclusion drawing and action taking (Miles & Huberman 1984, 21). Regarding the quantitative data the basic aim is to describe and explain statistically the variability of specific features in a population (Marshall & Rossman 2006, 125). However before the conclusions are drawn, the empirical data are first presented. The data from the survey as well as the interviews are combined in this chapter. The data are divided under sections that are based on the theoretical model explained on chapter 4.6.

6.1 Identification of ideative nonchampions

Identification of the ideative nonchampions requires that leaders understand what is meant by being creative, what the personality traits of the ideative nonchampions are and what type does their organizational membership present. Although the interviews brought up the importance of team work in idea generation – it might be difficult to say who was the first one to present a specific idea – it is also important for leaders to find the right persons for the right job. When a person finds his/her work interesting and suitable for his/her skills, the job itself becomes rewarding. The identification of the ideative nonchampions is discussed in the following three sections; being creative, personality traits and organizational membership.

6.1.1 Being creative

When people think or make something new or combine existing elements in a new way, they are creative. This is also the basic assumption of this study, especially since the participants of it are from the Research & Development business unit. As was discussed in section 2.1, individual creativity is a basic requirement for company creativity. In the case of Orion, this requirement is well covered since out of all the survey participants 87% had been involved in a project or other business related activities aimed to create new information or new courses of action. Out of the possible ideative nonchampions (PINs) 77% had been involved in these activities (appendix 2). For both, the possible

ideative nonchampions as well the other employees (OEs) the most enjoyable thing in these activities has been an interesting topic or project. It is worth while to notice that for the PINs it has been slightly more important since 61% of them chose it as the main reason compared to the 52% of the other employees (Table 7). This was also confirmed by the interviewees. One of them commented that it is nice to participate in developing new things that are reasonable and well justified. Another interviewee continued that a foundation for inventing is created if people are given a possibility to influence on things.

Table 7 The most enjoyable thing in a new project or activity

2. What was most enjoyable in this project or activity?	Other employees	Possible ideative nonchampions (PIN)	Total
Group spirit	6%	3%	6% (26)
Interesting topic/project	**52%**	**61%**	54% (245)
Possibility to introduce my own ideas	15%	8%	14% (66)
Common goal	24%	21%	23% (106)
Something else	3%	7%	3% (15)
Total	100% (396)	100% (62)	100% (458)

For the PINs the possibility to introduce one's own ideas was not as significant as for the other employees since only 8% compared to 15% chose it as their most enjoyable reason in a project or an activity. Both comparison groups thought that generally all ideas are good (appendix 3), but OEs also valued ideas that improve the way Orion functions as a company compared where as the PINs focused more on improving the way a team functions. However when the participants were asked what topics their ideas are related to only 26% of the PINs said that their ideas were aimed at improving the team's work compared to the other employees out of which 46% said that they also have ideas that benefit the team. In both groups most of the ideas were targeted at improving the person's own work. Still "inventing" and "innovating" seem to be a bit vague concepts. It is difficult to separate what can be called inventing and what is a part of the employee's every day job since as researchers they are expected to invent ideas. As one of the interviewees said; "*I try to see how the processes could be done better, but still I would not call it inventing.*"

The PINs seem to be eager to participate in interesting projects where they can work to benefit the team. However their ideas are mostly aimed at improving their own work efficiency instead of the team's efficiency. Perhaps due to this the PINs are not willing to share their ideas as often as the OEs; 30% of the OEs always share their ideas compared to the 5% of the PINs. At the other end of the scale the figures are opposite; only less than 2% of OEs share their ideas seldom compared to the 25% of PINs.

6.1.2 Personality traits

According to team leaders and line managers people who have ideas are interested in multiple things. They are open to new things and willing to question the current working methods. Usually these kinds of people are initiative and bring out their ideas in meetings and problem situations. They discuss their ideas openly and are dedicated to their work. However if a person is quiet, then the recognition is not as easy. Then the role of the superior becomes emphasized. A lot of good ideas can be brought out by asking questions, giving problems to solve and having private conversations. These conversations also create a base for knowing the employees. Once you know the people, then it is easy to tell who you should turn to in order to get answers and who has good ideas, but is just not willing to bring them out. From a superior's point of view it is then easy to see who welcomes the new ideas and who is more scared of them. Experienced superiors have an advantage compared to the ones who have just started. The longer a manager has worked for the company, the easier it is to know other people's strengths. Also if the superior does not exactly know what the employees do, then it is difficult to identify the PINs or know even in general level if someone is doing a good job or not.

When the interviewees were asked how quiet but skillful colleagues could be recognized, the answers were very much alike. Although the PINs might be quiet, they think things carefully through. They are committed to their work and deeply interested in different things. They are the type of people who always provide the answers when asked. However it is also worth while to understand that although a person might be social among the colleagues or in one's own team, it does not mean that the same person is willing or "brave enough" to bring out the ideas to the higher level of the organization. Then the idea presentation depends greatly on the superior's willingness to present the ideas for example to the management team.

The joined opinion of the interviewees was that it is under the superior's responsibility to know his or her subordinates and the way the subordinates work. The reputation of quiet, skilful professionals will go through the grapevine to superiors and co-workers; if you are good in something, it will be acknowledged and appreciated. According to the survey (appendix 2), 70% of the PINs have presented their ideas to

their colleagues (OEs; 96%), 52% have presented their ideas in unofficial gatherings (OEs; 68%) and 48% have had the courage to turn to their team members (OEs; 78%). This is also shown in one of the voluntary questions (question 24) of the survey. When the respondents were asked to name from their business unit 1–2 persons who have good ideas, 122 different names came up. The total quantity of names was 256. This figure represents a wide innovation power.

Based on the empirical data, the personal characteristics of the ideative nonchampions are mostly the ones that are mentioned on Figure 3 (section 2.2.1). The ideative nonchampions are achievers with individual consideration, innovativeness and broad range of interest. They are also good observers and listeners. Most of all they seem to be very quiet and therefore they are a challenge to the superiors. The PINs need to "digged up" either by knowing the subordinated extremely well; their strengths and their weaknesses or then listening to other people. After all colleagues who work closely together might hold the kind of tacit knowledge that the superior would also need.

6.1.3 Organizational membership

From the survey responses as well as from the interviewees it became clear that especially in meetings people tend to have earlier defined roles. If a person's image is shy and quiet right from the start, it is difficult to change it later. For a louder person meetings are places to present their ideas and give comments where as for a quieter person meetings are an easy place to hide and stay in the back. However being quiet does not always mean that a person is not willing to bring out ideas or develop them. It just seems that breaking up from the role is difficult, especially if the general opinion is that being creative and innovative is reserved only for certain group of people with a specific position or specific characteristics.

However if an idea has been presented, the background of the idea generator should not be an influencing factor on the decision making process. The most important thing should be the idea itself. For a person who has worked longer for the company and gained some sort of respect, it is easier to get the ideas through. If you have reached a certain position, people will listen to you more willingly.

As also discussed in section 2.2.2, for some people suggesting ideas by e-mail is much easier than face-to-face contacts. They might send their ideas to colleagues or superiors for example after meetings to suggest a solution to a problem discussed during the meetings. However the rest of the results do not support the theory of section 2.2.2. Although the PINs generally are quite invisible, they seem to have a certain ability to use their gained networks; when they do not want to be the ones bringing out new ideas,

they turn to colleagues and ask them to speak up in meetings without mentioning whose idea they are actually presenting. They seem to have the ability to use their knowledge and their closest personal networks. The networks are used as a channel to bring out ideas that the PINs consider worth while mentioning.

6.2 Encouraging factors

Innovations and innovativeness seem to divide the opinions of people. While others are already tired of the whole topic, others are excited and hopeful to see changes for better. Especially the interviewees had understood the importance of new ideas to their own organizations and to the corporation. According to one of them it is important to encourage people to innovate and to understand that innovating is part of everyone's daily routines, especially in a company that is greatly dependent on successful Research & Development. More important than just to say that all ideas are good, would be to have a corporate culture that encourages employees to express their own ideas. However incentives are also needed in order for people to actually innovate and not just think that it is something "extra". The issues of organizational structure, cultures, leadership and rewarding are discussed more deeply in the following sections.

6.2.1 Organizational structure

Organizations that value innovation have stronger orientation toward it. However according to the study only one third of the PINs (OEs; 48%) thought that the working environment encourages them to bring out their ideas either to a great extent or a lot[9] (appendix 2). The same message was conveyed in the interviews. According to the interviewees the current organization of Orion does not encourage communicating with colleagues from different functions because the organization is too scattered. Because teams and team members are changing all the time, it is difficult to know to whom the ideas should be presented. Also if the structure and the members of a team are changed all the time, it is difficult to get the team to function as well as it could. Therefore it might be good to reconsider the organization structure also from the innovation point of view; does the current structure truly give the kind of results that the company is looking for, especially since the organizational form should match with the selected type of innovation.

[9] The options were "to a great extent", "a lot", "nor a lot nor little", "little" and "very little".

As a part of the suitable organizational form is also the co-location. The empirical data was accordance with the theory since it seems that the longer the distance from a colleague or superior, the more difficult it is to approach them spontaneously with ideas compared to co-workers who are sitting close to you. The same applies to the used language; expressing ideas is easier with one's own mother tongue. A foreign language could hinder the free expression of ideas, especially with people who are not comfortable in using the language in the first place.

One of the elements of an organizational structure is the availability of resources; management, time and capital. These three factors were all present in a comment by one the interviewees who said that although the superior is encouraging the subordinates to go to a laboratory and experiment new ideas, there just simply is not time or even a budget to do that. Also another thing that sets barriers to inventing is the fact that getting feedback takes a long time. Although an idea is acknowledged to be good, it might wait for a management group decision for a long time leaving the idea generator frustrated – will the idea be implemented or not. A quick, positive feedback from the management side would also be appreciated in situations when a project is cancelled. The projects are seldom cancelled because of bad work; usually the cancellation has more to do with the allocation of resources.

6.2.2 Organizational culture

Regarding the statement related to organizational culture the general atmosphere was considered more positive among the OEs than among the PINs (appendix 2). The biggest difference was in "full of ideas" and "encouraging", the smallest in "positive attitude toward change" and "everyone's opinion is valued". This could indicate that the PINs need a lot of encouragement but also that they cannot see the value of presented ideas or they do not even take part in the idea conversations and therefore are not aware of the ideas presented by other members of the organization. In the interviews the comments about atmosphere were quite divided. Some people saw the general attitude towards innovation as positive where as others did not. Therefore it is easy to agree with one the interviewee who commented that "*I feel that Orion is innovation positive…. It is more of a question of people. Some people accept the challenges and other's do not.*"

Both comparison groups thought that lack of time was the greatest barrier in creating new and inventing ideas (appendix 2). It was also commented that innovating should be equivalent to the work load. Under constant work pressure, the ability to create new or to promote ideas is not an option. Both groups also agreed on the second important matter which was lack of encouragement. This was also emphasized by the interviewees. The word "innovation" is already considered quite scary; it is only

reserved for certain people in the organization. Usually these people are thought to be more experienced, louder and male. Therefore it would be important to create a sense of "professional pride" that would help everyone to think that the work that they are doing is really important. Some of the interviewees pointed out that professionalism would also come up in situations where people are asked to invent and develop new things without breaking the strict rules and regulations of pharmaceutical industry that dictate how things should be done. Now it seems a bit too easy to hide behind the rules and say that they prevent innovativeness.

One of the elements of organizational culture is the possibility to experience and fail without a fear of punishment. When the interviewees were asked about the current situation in Orion, the opinions were divided. Some of the interviewees commented that if a project is failed, the failure is accepted as a part of the every day business, where as some said that a failure causes an indirect search for a guilty one; you should have known better. If it is always necessary to find someone to blame, it quickly destroys the voluntary risk taking which in the case of the ideative nonchampions is very low anyhow.

6.2.3 Current leadership

One of the most important tasks of a leader is to provide example and inspiration to others as well have a favorable attitude towards divergent thinking. Leaders are the key persons to encourage their team members. Therefore the participants were asked what kind of feedback they have received from their superior during the past six months before the survey. OEs seemed to have a better relationship with their superiors than the PINs since the OEs give their managers better estimations than the PINs in every option. The OEs had received more positive feedback, less negative feedback, more constructive and encouraging as well as less unpleasant feedback than their counterparts. One of the reasons for this might be that since the PINs are not eager to share their ideas with the superiors, giving feedback is also difficult for the superiors. Also the given feedback might not be based on a realistic situation because of the low communication level between the superior and the PIN.

The open answers as well as the interviewees both praised superiors as well as criticized them depending on the answer in question. It seems that for some superiors giving feedback comes very easy and naturally where as for others it is more difficult. Still employees seem to long for feedback since quite a few mentioned that they do not get any feedback at all. The same trend is also noticeable in the way the two groups describe their superiors. The OEs describe their superior in more positive terms than the PINs, who have mostly chosen a neutral answer. The biggest difference is in

"encouraging" and "inspiring", the smallest difference in "positive attitude toward change".

If employees are a bit afraid of the word "innovation", so seem to be the leaders according to one of the interviewees. The same person continued that leaders in Orion are not very innovative, charismatic or encouraging. They are rather insecure and not willing to take risks. However innovativeness depends greatly on them, because if they do not believe in it and commit to it, then there is no point in trying to be innovative at all. If there is no willingness to take risks, some good ideas may not be found. No one is willing to run one's head against a brick wall over and over again in order to get his/her voice heard. Therefore it is easier to talk to people who are interested in different things. Even if the idea is rejected, reasonable justification is an acceptable answer compared to a rejection that was justified by saying that "we have always done it this way".

When the participants were asked how line managers could better support innovative atmosphere, the answers were divided into three groups; the first group did not have any suggestions, the second group informed that their superiors already are very innovative and supportive where as the third group was not at all satisfied with the superior. The unsatisfied employees were asking for the superior's time or presence, open-mindedness towards new ideas, feedback, encouragement, willingness to promote the presented ideas as well as information what has happened to these ideas, fair rewarding, arrangement of idea meetings or unofficial brainstorms, simply just being interested in what the employees are doing.

6.2.4 Rewarding

When thinking the ideative nonchampions and rewarding, the most important thing is that the reward should be the kind that the ideative nonchampions appreciate and recognize as a reward. This once again emphasizes the relationship between the superior and the subordinate; how well the leaders know their employees. In order to know what is the current situation in Orion regarding incentives and rewards, the participants of the survey were asked which of the incentives the employees were aware of and which of them they had had experiences (Table 8).

Table 8 Incentives that the participants are aware of and incentives that the participants have had personal experiences

Incentives	I am aware of this incentive; % of the OEs who chose this alternative	I am aware of this incentive; % of the PINs who chose this alternative	I have had personal experiences on this incentive; % of the OEs who chose this alternative	I have had personal experiences on this incentive; % of the PINs who chose this alternative
Suggestion scheme system	68%	64%	7%	5%
Bonus system	55%	52%	32%	21%
Quick rewards as goods	33%	27%	14%	6%
Quick rewards as money	30%	30%	8%	7%
Encouraging written or verbal feedback from the superior	47%	40%	**50%**	**17%**
Team rewards	16%	9%	6%	5%
Wage increase	32%	23%	19%	5%
Participation in brainstorming or lessons learned	46%	44%	**38%**	**19%**
Participation in new development projects	43%	38%	**42%**	**21%**

The current situation seems to be that the employees are not very well aware of the available incentives. Both comparison groups are most aware of the suggestion scheme system as well as the bonus scheme system, but still the “experience” rates are quite low, especially regarding the suggestion scheme system. In general both the knowledge as well as the personal experiences regarding incentives are quite similar with PINs and OEs. However the differences appear in “encouraging feedback” and “participation in brainstorming or lessons learned” as well as in “participation in new development

projects". Only 17% of the PINs have received encouraging feedback from the superior compared to the 50% of the OEs. Also fewer of the PINs have been invented to participate in development projects, brainstorms or lessons learned. This confirms the invisible role of the ideative nonchampions; since they are not comfortable in stepping forward with their ideas, they are not known by the superior. Therefore they do not receive encouraging feedback nor are they seen as good candidates for new projects. The vicious circle is thus ready.

The Table 8 showed the opinions of the employees regarding the current rewarding system indicating that there is still a lot of room for improvement. However according to the leaders 67% of them have rewarded their subordinates (who have presented their ideas) at least occasionally[10]. The most used rewards have been verbal or written rewards or traditional Finnish "coffee with cake". The most important reasons for not rewarding someone was that there are no proper tools for rewarding; rewarding has not been the way to operate in Orion and also that the presented ideas have been part of the job description.

What are then the rewards that the employees would appreciate? The research showed that there are as many attractive rewards and incentives as there are different types of people. On the survey the participants were asked to choose three most interesting ones of these options; recognition from the superior, recognition from the colleagues, public recognition, possibility to get a promotion, possibility to get new, interesting assignments, possibility to improve your own work, quick rewards as good (for example a t-shirt or a bottle of wine), quick rewards as money, wage increase, bonus system and something else. Figure 17 shows how the answers are divided among the PINs and OEs. The percentages indicate how many of the PINs and OEs have chosen this particular incentive as one of the three main options.

In both comparison groups the popularity of the options goes hand in hand. The most intriguing options are wage increase, possibility to improve one's own work and the possibility to get new, interesting assignments. For the OEs the least attractive option was the quick rewards as goods whereas the PINs had chose "public recognition" as their least desirable incentive. Although all the options had received support and the differences between the two groups were quite low, the monetary incentives seemed to be a bit more popular among the PINs than the OEs. However both the open answers as well as the interviews still broadened the picture. Besides the given options the employees would appreciate shorter days, better training possibilities or a possibility to have longer (paid) holidays. Some of them even preferred intrinsic rewards saying that the best reward is to see a team functioning well or the satisfaction when one's own idea is implemented.

[10] The options were; always, nearly always, occasionally, seldom and never.

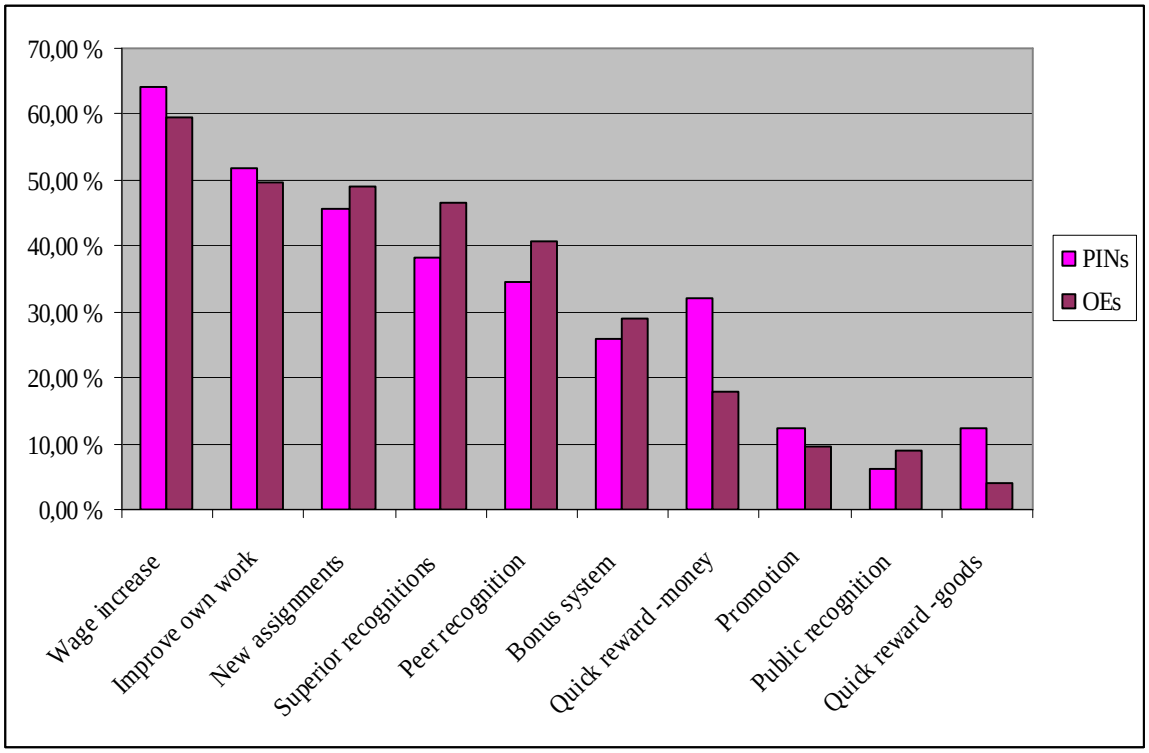

Figure 17 Incentives that encourage the employees to present their ideas

The interviewees also valued the intrinsic rewards. As one of the interviewees said; "*To me most rewarding is to work with a nice team and with nice people. Monetary rewards are easily forgotten.*" For some people the most encouraging thing would be if someone actually took the time to listen and do something about the presented ideas. The satisfaction then comes from inventing something worth trying for. The inventing is even more rewarding if the outcome is positive. Also an honest feedback and a recognition of a job well done were brought up as rewarding factors.

Regarding the current situation, the participants were not sure whether the correct persons were rewarded if Orion has benefited from an idea. Out of the PINs 70% did not know if this was the case or not. Among the OEs the figure was 55%. Still 23% of the OEs believed that the correct persons are rewarded either always or usually. Among the PINs the same figure was only 12%. Because the largest groups were the "ignorants", the company should think how to better inform about success stories that have originated from an employee's idea in order to improve the awareness level of fair rewarding. It would also act as an encouraging factor to others. The respondents in both groups also agreed that the main reason for not rewarding the correct persons is that the employer is not aware of the originator of the original idea. People also commented that "it has not been a habit to reward people in Orion", especially if innovating is considered to be a part of job description.

6.3 Ways of communication

The theoretical background suggests that there are four different communication channels for ideative nonchampions; the superiors, the colleagues, the groups dedicated to innovation and idea platforms. Getting feedback is essential especially in inventing, so the communication channels are not just for presenting and promoting ideas. They are also for giving and getting feedback.

As has been discussed on the previous sections, the interviewees emphasized the importance of quick feedback but also the possibility to express oneself freely. It is important to get the ideas expressed without having to wait for example two weeks before the next meeting. Besides the time, another thing that facilitates idea expression is the language; if the Finnish is not the language used in meeting it may prevent the conversation takes place during the meeting. Another reason why a person might not be willing to express one's ideas is the possible future workload, especially if the idea is still on a development phase. Ideas are expressed via superiors, colleagues, groups and idea platforms. The empirical data related to these four communication channels are further discussed in the following sections.

6.3.1 Superiors

Managers have the power but also the responsibility to promote and implement good ideas. If the manager has not believed in the idea and has given a good explanation why it is not realizable at the moment, the rejection is accepted by the subordinates. However, if the given reason is not adequate, then a "rebellion mind" might come up and the idea is tested in secrecy. It is not self evident that the ideas are told to the superiors. Although the relationship between a superior and a subordinate would not have any problems, still the superior might not be considered as familiar as the close-by colleagues. This is the case especially if the superior is located in another city. The threshold to approach the superior is then higher, especially if the ideas are considered small. Also if the ideas can be implemented with out a superior interference, then there is no point to burden him/her.

Quite a few of the interviewees said that before the idea is presented to the superior, it should be carefully planned. The way the ideas are accepted depends on the audience and how well the idea is expressed; did it just happen to pop into one's mind now or if it is something that the person has thought for a longer time. Still it might be difficult to get the message through as can be seen from these quotes:

"I had to work really hard for months before the persons who made the decisions understood and accepted that I was right…[…]… Everyone now and then I felt really frustrated; do they believe me at all?"

"If everyone sees that this is a good idea, then it is easy to get it implemented. if the quality of the idea is more of a matter of taste then it is more difficult."

"*If you have a bad day, then you are too tired to push the ideas through*."

If a person truly believes in his/her idea, just presenting it once is not enough; it demands several e-mails and conversations. The person has to be really persistent, in fact an innovation champion. Very seldom anyone says spontaneously "that was a really good idea". If a person wants a change, he/she has to be ready to work for them. If an extra work is not wanted, the new ideas are not brought up. However the ideas are still not forgotten since as much as 44% of the PINs and 15% of the OEs have stated that they have not presented their ideas to others, but still they have used them to improve their work performance. However if the ideas were presented they might be valuable to someone else as well and the superior would be aware of the ideative power of these persons.

6.3.2 Colleagues

Colleagues are the first ones to whom the ideas are presented, even before any official meetings. If colleagues think that the idea is worth trying, then it will be presented to the superior as well. Still not all the colleagues have an equal status on the idea generator's mind. It is easier to communicate with the persons who sit close to you. There are also persons who are easy to approach and who would immediately give feedback on the presented ideas. On the other hand there are also people who are pessimistic and do not take the ideas seriously and therefore they are not the first ones to be contacted.

Although according to the survey the threat of someone steeling an idea is not seen a very serious one – 84% of OEs and 65% of PINs were not afraid of idea steeling (appendix 2) – the interviews revealed that this sort of behaviour has happened. Still one of the interviewees thought that the most important thing is that the ideas will be implemented regardless of who invented the original idea.

If some people are too shy to speak publicly in larger meetings, they can use other people to bring out ideas. If there is a meeting with 20–30 persons, they talk to someone before the meeting and ask that person to bring out the idea. Sometimes the ideas can be

presented via the e-mail either to the superior or the colleagues. If the ideas are related to the current work of a project, it might be easier to simply e-mail the ideas to other people in stead of talking to them face-to-face. Sometimes the best ideas as well as the best information come during the coffee breaks. In coffee rooms the conversation is free and without boundaries and people from different organisations take part in it.

6.3.3 Groups

The theoretical framework presented few different groups dedicated to innovation, such as the idea support groups or office of innovation. Since the current organization of Orion does not have these kinds of groups, the research concentrated on brainstorming and lessons learned meetings since these occasions are held in order to create and develop new ideas.

The majority of OEs (73%) had participated in these meetings where as the majority of PINs (54%) had not participated in them. Even larger amount of OEs (87%) would like to participate in the future either always, very frequently or occasionally. Among the PINs also higher amount of people (72%) would like to participate at least occasionally on brainstorming and lessons learned. These results indicate that there is a strong interest to contribute among both comparison groups. If new members were invited to participate in these meetings, it would break the perhaps long established roles of the other participants and bring new possibilities along.

Another organization that is currently thought to support innovativeness is the suggestion scheme system. One of the interviewees had participated in the system only to notice that the process takes a really long time. After two years of waiting, the suggestion scheme team had decided not to implement the suggestion which felt really frustrating for the interviewee. What is the point of suggesting things, if getting feedback takes such a long time?

6.3.4 Idea platforms and idea banks

During the time of the interviews a programme called “Innomanager” had just been launched for a pilot group’s test use. The programme is designed to be an ideabank where the employees would be able to send their ideas. Other people could then comment and develop them further. Some of the interviewees were already aware of the Innomanager, but with others the idea of an idea bank was discussed on a general level; whether it would be good to have this kind of a system or not.

The general opinion was that an idea bank would be good to have. Since before there has not been a common data base for ideas some things have been done twice since. In an ideabank all the good ideas and “tricks” could be collected and filed for future development. Some people even commented that it is surprising how long the company has managed without a platform where to collect and improve ideas. Sometimes it is easier to develop other people’s ideas than to come up with one yourself. However the most important thing is that someone actually reads the ideas and puts then forward to someone who can actually influence on things.

The future will show how the Innomanager is accepted by the employees. Hopefully it will be regarded as socially acceptable medium for presenting ideas, especially in cases where the ideas are related to fields outside the person’s own expertise. Innomanager would also provide a tool for persons who do not feel comfortable in presenting their ideas to their superiors or peers, especially if it is possible to participate anonymously.

7 CONCLUSIONS

Recognising new business ideas is an undervalued business skill, yet all companies need a rich portfolio of ideas where to choose the ones that will be discussed and developed further. The ideative nonchampions present a valuable addition to the idea portfolio because they are persons who have new and creative ideas, but who do not have the enthusiasm, knowledge, personal characteristics or willingness to take risks to promote and communicate these ideas inside a corporation. But before the ideas of ideative nonchampions can be added into the portfolio, these persons need to be found, therefore the first subquestion of this research was ”How can leaders identify the ideative nonchampions?”.

According to the theoretical framework presented in section 4.6 the identification is divided into three main factors; creativity, personal characteristics and organisational skills. The empirical data supported the theoretical framework well. According to the research the ideative nonchampions are quiet professionals who are creative and interested in multiple things. They are respected by their colleagues but not necessarily known by the superiors. Because of this they are not invited to attend in brainstorming or lessons learned where their creativity could be noticed. Still the research showed that the ideative nonchampions would be interested in participating in different types of idea generation meetings. Their professionalism is recognised and appreciated by the colleagues, but the leaders seem to focus more on the champion types; people who are social, who get easily exited, who are willing to participate in conversations and new development projects. Therefore it is clear that the peers posses a valuable tacit knowledge that the leaders could use in order to find the unexpected experts.

Although the ideative nonchampions are not experts in taking advantage of their organizational skills in similar ways than the innovative champions, they have developed methods of their own that help them to present the ideas. In stead of using their networks to gain personal benefits, the networks are used indirectly to promote ideas via colleagues. The colleagues are contacted either in private conversations or via e-mail and asked to present ideas on behalf of the ideative nonchampions. Still the main emphasis on the identification is the role of the superiors. They need to know their subordinates well enough to know what the motivational factors are for each of them, what are the strengths and the weaknesses of each of the employees and how the person’s expertise would be used the best way to profit both the individual him/herself as well as the corporation.

The second subquestion was “How can nonchampions be encouraged to bring out new ideas?” The theoretical framework introduced a supporting organization that was further divided into structure, culture, leadership and individual rewarding. At the moment the current organization structure does not seem to encourage idea flows

between different teams and individuals. Also the fact that the team structures change all the time is considered to be a bad thing; how to know who to contact in case of an idea that is not related to ones own field. Since the best ideas are formed in unofficial gatherings, for example during coffee breaks, where it is possible to meet other colleagues, the employees of Orion seem to miss a structure and a culture that would encourage changing of opinions between colleagues from different areas. Currently it is thought that new ideas are welcomed but they are not actively looked for. Promoting ideas requires a lot of effort from the idea generator, meaning well prepared presentations to the superior, willingness to invest a lot of time and effort into the promoting process and patience to wait for the decision. However the ideative nonchampions do not have the willingness to do this. Therefore the role of the superior and his/her people skills are once again emphasized; how well the superior is able to adjust his/her behaviour according to the subordinates. Some people need more encouraging than others; some people are braver to present their ideas than others. For the entire company the common culture for encouraging is still missing. The general attitude towards new ideas is mainly affected by the closest superior.

Encouragement goes hand in hand with leadership. Although the ideas are first checked with the colleagues, the leaders still are the ones who give the ideas either their acceptation or rejection. The rejection can be accepted if the reasons for the rejection are well justified and reasonable. Also if the idea is accepted, but the implementation process (or the response of top management if the line management has already accepted it) takes a long time, it can destroy the innovative spirit. Different people value different kinds of motivational factors; although money (wage increase) is appreciated by most of the people, employees do also value possibility to improve one's work, new assignments, social recognition and promotion. Once again it is important to find out each person's own motivational factors. However the leaders also criticised that so far the tools for rewarding have been inadequate. The company culture for rewarding is still quite young and therefore unknown by both the superiors as well as the subordinates. Also the opinions of both subordinates and superiors seem to differ from each other. The superiors think that they have rewarded their subordinates especially with encouraging verbal of written feedback where as the subordinates are asking for more feedback from the superiors.

Feedback is also related to communication and the third subquestion "What are the ways of nonchampion to communicate their ideas in an organization?" It seems that there simply cannot be too much feedback whether it is provided by superiors, colleagues, group dedicated to innovation or idea platforms. Feedback is the most encouraging factor; the lack of it hinders the presentation of innovative ideas. The employees are willing to contribute, but they also expect to get the same favour back. Colleagues are usually the ones to whom the ideas are told first. If the colleagues think

that the idea is good, then it is presented to the superiors as well. The threshold to approach the superiors is a bit higher in the case of idea presentation. The main reason for not presenting an idea for the ideative nonchampions, is the fear of being pushed forward or in the case of the other employees the expectation that the ideas will not be implemented at all. What comes to the idea platforms, a programme called Innomanager was been launched for a test use during the time of the interviews. The idea of a programme where everyone could introduce their own ideas and develop the ideas of others, was warmly welcomed. An idea platform is an excellent tool for persons who do not feel comfortable in presented their ideas face-to-face to other people. However in order for the employees and especially the ideative nonchampions to use the platform, there has to responsible contact persons who actually read the ideas and forward them to the correct persons. Once again, if an honest feedback is missing, the tool just becomes an empty promises that disencourages idea presentation.

Based on the above discussion, the theoretical framework can be modified in to the form presented on Figure 18. The important role of the colleagues in the identification process is added to support the other factors; creativity, personal characteristics and organizational skills.

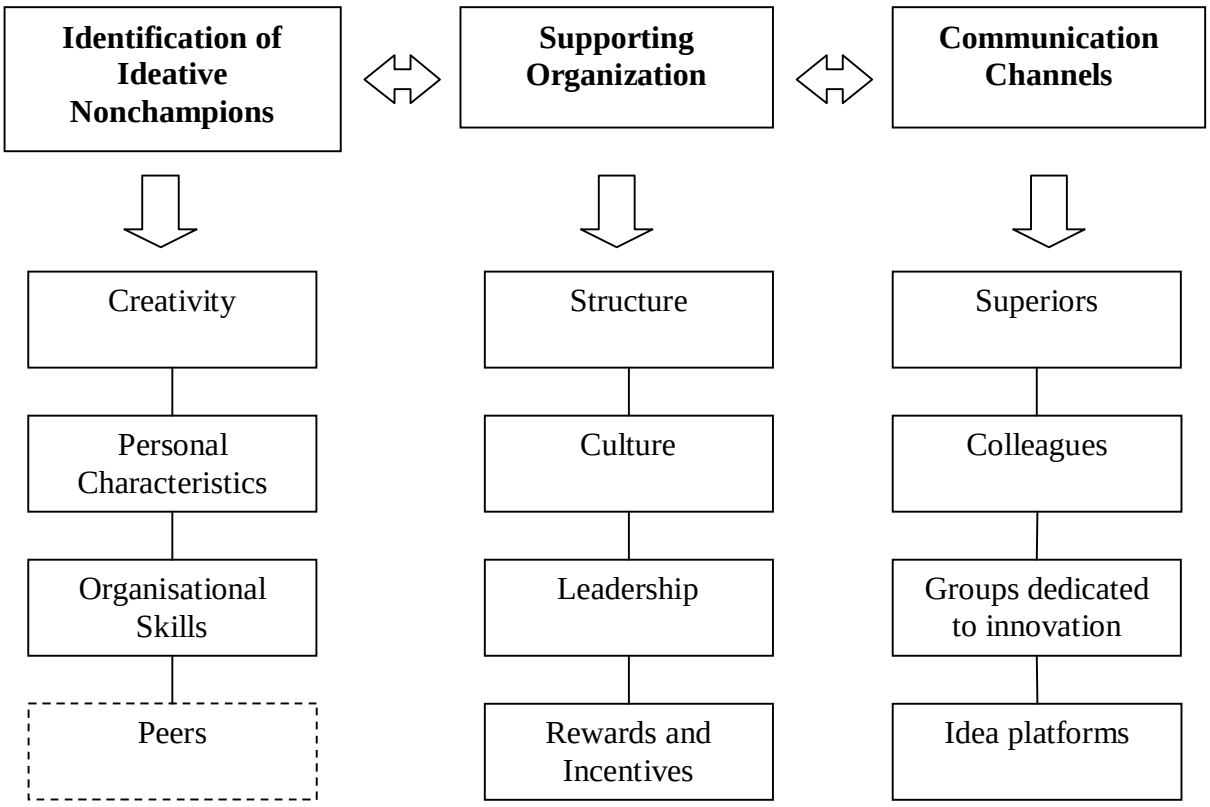

Figure 18 Innovation support framework

In case of the ideative nonchampions, it is difficult to say which comes first, the idea or the encouragement (the egg or the chicken). If the ideas exist, but they are not

presented, it is difficult for the superior to give feedback. However if the superior does not give feedback, the ideative nonchampions do not see a reason to present the ideas since they do not see the value of their ideas. They mainly concentrate in implementing them in their own field of work without realizing that the same idea might possess a value to others as well. Therefore a common corporate culture for innovation would be important; a common understanding that all ideas are equally welcomed no matter who presents them, regardless of one's age, working years, position or gender. Ideas leading to significant improvements may at first seem minor, but they are still worth sharing.

Based on the theoretical framework as well as the empirical data, *three managerial implications for further actions can be suggested.* First of all the Pharmaceutical R&D unit of Orion needs to create a "*Culture for Innovation*". What is needed especially is the change in the attitudes of the employees. They need to understand that innovating is everybody's business and that all ideas are equally important and valuable enough to be presented. Leaders are in a key position to show example by encouraging their subordinates to be ideative. It would be good to give more publicity to good ideas and successful innovations created by the employees of Orion. This would also remind them how valuable job they are doing every day. Innovative culture would also allow experiments and failures.

Second suggestion is a "*Structure for Innovation*". The Innomanager programme is a step towards more flexible structure that allows idea generating across organizational boundaries. Innomanager could be considered as an "Office of Innovation" where the employees could pass the current hierarchy. However this could be further developed by inviting more people to join the brainstorms and lessons learned. If persons, such as the ideative nonchampions, would be taken along to idea meetings, it would once again give an impulse to the organization that everyone's opinions and ideas are valued. The presence of "unexpected" colleagues would also break the possible current role models and team structures and force the other people to refresh their way of thinking.

Thirdly and perhaps most importantly the focus has to be on the "*Leaders for Innovation*". Leaders are in a key position to both encourage as well as hinder innovativeness. They need to understand the importance of leadership in finding good ideas. Some people have good people skills naturally. For them it is easy to communicate with others and gain trust. For others it is more difficult. Therefore a special training for the leaders should be developed where the emphasis is on rewarding, encouraging and giving feedback. Now it seems that before the ideas are presented to the superior, the idea needs to be quite developed and the possible outcome of the idea well justified. Therefore the threshold to approach the superiors should be lower. However the challenge comes in time management. If the managers are already busy how can they find time to get to know the subordinates? Another challenge arrives in rewarding. If it is difficult for the employees to know what ideas are particularly

innovative and worth rewarding, it must be as difficult for the superiors as well. Therefore a common culture and understanding for all of these issues is needed.

The theoretical contribution of this thesis is to introduce the concept of “ideative nonchampions” and to place the concept besides the previously acknowledged “innovation champions” and “nonchampions”. The ideative nonchampions possess features from both champions as well as nonchampions, but still they are a unique group of their own. The empirical data has shown that these people do exist in an organization and that they are worth recognising and further studying.

The limitations of this study are that the results are generalizable only to apply one organisation in one company; the Pharmaceutical R&D unit in Orion. In order to receive a better understanding of the ideative nonchampions, in the future the same research could be conducted in all the business units of the case company in order to find out the differences and similarities of the organizations; do all the units posses their own secret innovative powers that the colleagues are aware of but the leaders are not. Another option for a future research would be to study the R&D units of either other pharmaceutical companies or the R&D units of different industry fields and compare the results.

8 SUMMARY

It has been estimated that in pharmaceutical industry 6000–8000 raw ideas are required for one successful commercial product. Innovations are needed to compete against the competitors and to stay in business. Innovative ideas require innovative people. When the importance of creative persons and innovations are discussed in the academic literature the emphasis in mainly on the innovative champions. So far the nonchampions have been in the background, as a comparison group for the champions. The main idea of this thesis is to introduce a new group of people who would have a lot to contribute to the world of ideas but who do not easily bring out their ideas, in other words; "How can leaders identify and support ideative nonchampions?"

The question was answered with the help of three subquestions; "How can leaders identify the ideative nonchampions"; "How can nonchampions be encouraged to bring out new ideas" and "What are the ways of nonchampions to communicate their ideas in an organization". The empirical research was based on theoretical framework - knowledge taken from literature and earlier empirical findings. After a pre-understanding of the theory was gained, the empirical data was collected in co-operation with a case company; Orion. The research was part of the case company's Business Excellence Leadership theme and "Best R&D Organization in the world by 2017" project. Therefore the target group of the study was the personnel of the Pharmaceutical R&D unit.

The identification of the ideative nonchampions is based on the creativity, personal characteristics as well as the organizational skills of these persons. For a superior the most important thing is to know his/her subordinates well. Since the colleagues posses a tacit knowledge about the expertise of their co-workers, they can also be considered as a major informative force that helps to identify the quiet, but creative professionals. Because time management clearly is a challenge for the superiors, they need a support from the organizational structure and culture in order to find the ideative nonchampions. The organizational structure should be designed to fit the required level of innovativeness. Low hierarchical structures usually encourage cross-functional information flow therefore creating new ideas based on the co-operation of different kinds of people. In Orion's case a structural change could be implemented by taking full advantage of the brainstorms and lessons learned –meetings. Since the study showed that all types of people would be more willing to participate in these meetings, the selection of participants could be wider and include also "unexpected" attendees. If the basic idea of the idea meetings is that everyone's ideas and opinions are valued, the same should also apply to the organizational culture as well in order to assure the employees that inventing is part of everyone's daily work. If the culture encourages the

expression of new ideas, it also allows experiments, divergent thinking and even failures.

Although organizational culture and structure are important factors, also leadership and individual rewarding are needed in order to create a fully supportive organization. If leaders are not committed to find and implement new ideas, a company cannot be innovative. Leaders have the possibility to lead by example, encourage and reward. These tools need to be used in a way that is equal to all different types of people. The ideative nonchampions require a different approach than the nonchampions or innovative champions. Leaders should also show the way where the company is going and where the new, fresh ideas should be targeted.

The research showed that employees are always looking for feedback. As long as the feedback is honest and well justified, it is accepted. The worst case is if there is no feedback at all. Feedback is also part of the individual rewarding. If the feedback as well as any other rewarding is immediate, it counts more than distant ones. For some people intrinsic rewards are enough and welcomed where as other people are looking for social recognition, wage increase or promotion. Once again the ability to motivate with a right kind of reward is dependent on the personal relationship that the superior has with his/her subordinates; they need to be known well in order to know what kind of rewards they would appreciate.

The study suggests that there are four different communication channels for presenting ideas; the superiors, the colleagues, the groups dedicated to innovation as well as idea platforms. Ideas are presented to the superiors, but only after they have been told to the colleagues first in order to test the quality of the ideas. Even still the ideas are further developed in order to show the possible outcome of the idea and the benefits gained from the implementation. The threshold to approach the superiors is higher than to talk about the ideas with peers during coffee breaks. Some ideative nonchampions even use their colleagues as messengers and ask them to present ideas as their own just in order to get them out in the open. If a person is not willing to use personal networks for idea presentations, another way would be to present the ideas to groups that are dedicated to innovation. The case company did not have these kinds of groups, but instead they had an idea platform called Innomanager that was in a pilot phase. The Innomanager could be used as an “Office of Innovation” where the employees would be able to send ideas without having to present them to neither their superior nor their colleagues. For the ideative nonchampions this would be an excellent communication tool since a personal contact is not needed. However also in the case of an idea platform the ideas always need to be commented and if possible forwarded to persons who are really able to influence on things.

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APPENDIX 1

Questionnaire

Dear respondent,
This survey is sent to all the employees of the Research and Development unit of Orion Pharma. The aim of the survey is to find out how it is possible to bring out ideas in your own working environment, how managers react towards new ideas and how well the presented ideas have been implemented. The survey also includes questions about brainstorming and lessons learned meetings. Part of the questions is addressed to the managerial level.

The questionnaire is returned anonymously. After you have forwarded the questionnaire, you have the possibility to participate in a prize drawing. The questionnaires and the respondents, who decide to take part in the prize drawing, cannot be linked. Individual responses cannot be identified from the survey results. For example information regarding the respondents ages and experience years will not be reported as such to Orion. This information is only for the researcher's own knowledge.

The research is part of an empirical study of a master's thesis by Kirsi Pitkänen. The results of the research will be used to support the ideativeness of the R & D organisation. They will be published in March 2008. For further information please contact either Kirsi Pitkänen (kirsi.pitkanen@tse.fi) or Taru Blom (taru.blom@orionpharma.com).

The questionnaire consists of 54 questions of which 46 questions are for all respondents. The 8 additional questions are for the line managers and team leaders. The estimated time needed to fill in the questionnaire is about 15 minutes. Please fill in the questionnaire by the 5th of November.

Majority of the questions are mandatory: you have to answer the questions in order to move forward. The mandatory questions are marked with *-sign. Voluntary questions are marked separately with the text: "This question is voluntary". The questionnaire consists of four different question types:
- single-answer questions
- multiple choice questions
- scaling questions and
- open questions.

Here is an example of a scaling question:

6) Please indicate your opinion about the following statements. *
(Strongly agree / Agree / Neither agree nor disagree / Disagree / Strongly disagree)
- I have presented my ideas to my superior *
- I have presented my ideas to my colleagues *
- I have presented my ideas to my team members *
- I have presented my ideas in unofficial gatherings, for
- example during get-togethers or coffee breaks *
- I have participated in the suggestion scheme system *

- I rather not present my ideas to others *

If necessary, you can discontinue the questionnaire and continue it later when it is more convenient for you. You can return to these instructions using “previous” button.

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1) During the past year (from September 2006 to September 2007) have you been involved in a project or in other business related activities that were aimed to create new information and/or new courses of action?*
- Yes
- No

2) What was the most enjoyable in this project or activity? *
Please choose one of the following options
- Group spirit
- Interesting topic/project, that offered a possibility to learn new
- Possibility to introduce my own ideas and know-how
- Common goal
- Something else, what?

3) How would you define a good idea? *
Please choose one of the following options
- An idea that is used to develop a new success product
- An idea that improves the way Orion functions as a company
- An idea that improves the way a team functions
- An idea that facilitates my own work
- An idea that lays foundation for other new ideas
- All ideas are good

4) How often do you invent new ideas to facilitate your own work? *
Please choose one of the following options
- Every day
- Every week
- Every month
- A few times a year
- I do not invent new ideas

5) Which topics are your ideas related to? *
Please choose one or several of the following options
- Improving my own work
- Improving the team’s work
- Improving the company’s current processes
- New products
- New working methods
- Something else, what?
- I do not have new ideas

6) Please indicate your opinion about the following statements. *
(Strongly agree / Agree / Neither agree nor disagree / Disagree / Strongly disagree)
- I have presented my ideas to my superior *

- I have presented my ideas to my colleagues *
- I have presented my ideas to my team members *
- I have presented my ideas in unofficial gatherings, for example during get-togethers or coffee breaks*
- I have participated in the suggestion scheme system*
- I rather not present my ideas to others*
- I have not presented my ideas to others, but I have used them to improve my own work performance*
- I have not had new ideas*

7) Are you able to get others interested in your ideas? *
Please choose one of the following options
- Yes, it is very easy
- Yes, it is easy
- It is not easy, nor difficult
- No, it is difficult
- No, it is extremely difficult

8) Do you share your ideas with other people? *
Please choose one of the following options
- I always share my ideas with other people
- I occasionally share my ideas with other people
- I seldom share my ideas with other people
- I never share my ideas with other people

9) Please indicate your opinion about the following statements. *
(Strongly agree / Agree / Neither agree nor disagree / Disagree / Strongly disagree)
- I do not present my ideas because I do not believe that they are good enough *
- I do not present my ideas because I do not believe that they will be implemented *
- I do not present my ideas because I do not want to be humiliated *
- I do not present my ideas because I do not want to be pushed forward *
- I do not present my ideas because I am afraid that someone else might steal them *
- I do not present my ideas because I am afraid of the future workload that the ideas would bring *
- I do not have ideas*

10) Have any of your ideas been implemented? *
Please choose one of the following options
- Yes
- No
- I have not presented my ideas
- I have not had new ideas

11) Please think one of your ideas that has not been implemented and choose a reason for it. *
Please choose one of the following options
- I have not presented my ideas
- No one was willing to listen my ideas
- I have presented the idea, but I have not received any feedback or a reply

- The idea was accepted but it was not realizable at the time
- Some other reason, what?

12) In what way have you been best able to bring out your ideas? *
Please choose one of the following options
- By presenting them to my superior
- By presenting them to my colleagues
- By participating in brainstorming or lessons learned
- By presenting them in meetings
- Some other way, what?
- I do not know, I have not been able to bring out my ideas

13)Does your working environment encourage you to bring out your ideas? *
Please choose one of the following options
- To a great extent
- A lot
- Not a lot nor little
- Little
- Very little

14) Please indicate which of the following incentives you are aware of, and if these incentives have been used to encourage you to present your ideas.
Please choose one or several of the following options
(I am aware of this incentive, I have had personal experiences on this incentive)
- Suggestion scheme system
- Bonus system
- Quick rewards as goods (for example a t-shirt or a bottle of wine)
- Quick rewards as money
- Encouraging written or verbal feedback from the superior
- Team rewards
- Wage increase
- Participation in brainstorming or lessons learned
- Participation in new development projects
- Something else, please type your answer under the question 15.

15) Please type your answer (something else) here.

16) Which of the following options would best encourage you to present your ideas? *
- Please choose three of the following options
- Recognition from the superior
- Recognition from the colleagues
- Public recognition
- Possibility to get a promotion
- Possibility to receive new, interesting assignments
- Possibility to improve your own work
- Quick rewards as goods (for example a t-shirt or a bottle of wine)
- Quick rewards as money
- Wage increase
- Bonus system
- Something else, please type your answer under the question 17

17) Please type your answer (something else) here.

18) What would be the most appropriate bonus system in general? *
Please choose one of the following options
- One that is based on personal results
- One that is based on team results
- One that is based on company results

19) Have you participated in brainstorming or lessons learned meetings? *
- Yes
- No

20) Would you like to participate in brainstorming or lessons learned meetings? *
Please choose one of the following options
- Always
- Very frequently
- Occasionally
- Rarely
- Never

21) According to your opinion do brainstorming and lessons learned meetings function as expected? *
- Yes
- No
- I do not know. I have not participated in any of them.

22) Please indicate your opinion about the following statements. *
(Strongly agree / Agree / Neither agree nor disagree / Disagree / Strongly disagree)
- Participants of brainstorming and lessons learned meetings are not well prepared for the meetings *
- Brainstorming and lessons learned meetings are a waste of time because nothing is accomplished in the meetings *
- The leaders of brainstorming and lessons learned meetings are not as good as they should be *
- The ideas and suggestions presented in brainstorming and lessons learned meetings are forgotten and changes never happen *
- The brainstorming and lessons learned meetings are organised too seldom *
- The brainstorming and lessons learned meetings are organised too often *

23) How would you improve the current brainstorming and lessons learned meetings? *

24) Please mention 1–2 persons from the Research and Development unit that have good ideas.
The question is voluntary.

25) Please mention 1–2 persons from the Research and Development unit that have been promoting ideas in the organisation.
The question is voluntary.

26) Please mention a well functioning team.
The question is voluntary.

27) If Orion has benefited from an idea presented by one of the employees, will the correct persons be rewarded? *
Please choose one of the following options
- Always
- Usually
- Seldom
- Never
- I do not know

28) Why are the correct persons not rewarded? *
Please choose one or several of the following options
- Employer is not aware of the originator of the idea
- A colleague has stolen the idea
- A superior has stolen the idea
- Some other reason, what?

29) What kind of personal feedback have you received from your line manager during the past 6 months (April 2007–September 2007)?
(Too much, adequately, too little, not at all)
- Positive *
- Negative *
- Constructive *
- Encouraging *
- Unpleasant *
- Something else, please type your answer under the question 30

30) Please type your answer (something else) here.

31) Does your own superior support innovative behaviour? *
Please choose one of the following options
- A great deal
- Much
- Somewhat
- Little
- Very little

32) How could your line manager better support innovative atmosphere? *

33) How do the following characteristics describe your own line manager? *
(Extremely well, well, neither well or bad, badly, extremely badly)
- Encouraging *
- Empowering *
- Listening *
- Inspiring *
- Positive attitude toward change *
- Good in giving feedback *
- Fair rewarder *
- Present-minded *
- Willing to focus on me when necessary *

34) What matters hinder you from inventing ideas and creating new?

(Strongly agree / Agree / Neither agree nor disagree / Disagree / Strongly disagree)

- Lack of time *
- Lack of encouragement *
- Atmosphere *
- Managerial actions *
- I do not need creativity on my daily tasks *
- The ideas that I have presented have not been implemented *
- Some other matter, what? Please type your answer under the question 35

35) Please type your answer (something else) here.

36) When did you join Orion? *
Please type your answer as a year, for example 2004.

37) Please indicate the organization that you work for. *

- Nonclinical research & development
- Pharmaceutical Product Development
- Clinical research & development
- Biostatistics and Data Management
- Global Regulatory Affairs

38) Please indicate the area that you mostly work for. *
Please choose one of the following options

- Animal health
- Proprietary products
- Specialty products
- I work for several different areas
- I do not know

39) Please indicate the town you are located in. *

- Espoo
- Kuopio
- Nottingham
- Turku

40) Please indicate the group that you are a part of. *

- Blue collar worker
- White collar worker
- Exempt
- Other type of worker

41) Please indicate your year of birth *
Please type your answer as a year, for example 1962.

42) Please indicate your gender. *

- Male
- Female

43) Are you in a managerial position? *

- Yes, I am a line manager
- Yes, I am a team leader (no direct subordinates)

- Yes, I am both a line manager and in charge of a team
- No, I am not in a managerial position

44) How do the following characteristics describe you as a line manager or team leader? * (Extremely well, well, neither well or bad, badly, extremely badly)

- Encouraging *
- Empowering *
- Listening *
- Inspiring *
- Positive attitude toward change *
- Good in giving feedback *
- Fair rewarder *
- Present-minded *
- Willing to focus on my subordinates when necessary *

45) How initiative your subordinates are? *

- To a great extent
- Somewhat
- Little
- Not at all
- I do not know

46) How do you recognise the initiative employees in your own team? *

47) Have you rewarded the employees who have presented their own ideas? *

- Always
- Nearly always
- Occasionally
- Seldom
- Never

48) What kind of rewards have you used? *
Please choose one or several of the following options

- Verbal feedback
- Written feedback
- Quick rewards as goods (for example a t-shirt of a bottle of wine)
- Quick rewards as money
- Something else, what?

49) I have not rewarded the employees who have presented their ideas because *
Please choose one of the following options

- The ideas have not been realisable
- The ideas are usually presented by the same people
- The team members have not had any ideas
- I have not had proper tools for rewarding
- Some other reason, what?

50) Have you been able to promote the ideas presented by your team in an organisation? * Please choose one of the following options

- Yes, generally
- Yes, occasionally

- No, it is difficult to get new ideas accepted
- No, because the team has not presented any new ideas to promote

51) How can the new ideas be promoted in an organization? *
Please choose one or several of the following options

- By presenting them privately to my own superior
- By presenting them in meetings
- By presenting them in unofficial gatherings, for example during get-togethers or coffee breaks
- By using the suggestion scheme
- By suggesting a new project
- I do not know because I have not been able to promote the ideas

52) Please indicate your opinion about your working environment *
(Strongly agree / Agree / Neither agree nor disagree / Disagree / Strongly disagree)

- Full of ideas *
- Positive attitude toward change*
- Relaxed *
- Encouraging *
- Willing to discuss *
- Everyone's opinion is valued *

53) Do you believe that this survey has an affect on the innovativeness of Orion? *

- Yes
- No
- It does not matter. I am only interested in winning the prizes.

54) Please type here your own idea.
The question is voluntary.

Send

APPENDIX 2

Additional Tables

Table 9 Participation rate (managerial position vs. non managerial position)

	Number of participants	Participants (%)
Non-managerial positions	394	75%
Managerial position	130	24%
Total	524	100%

Table 10 Company experience

	Number of participants	Participants (%)
5 years or less	184	35,1%
6 – 10 years	164	31,3%
11 – 15 years	44	8,4%
more than 15 years	132	25,2%
Total	524	100%

Table 11 Involvement in a project or other business related activity aimed to create new information and/or new courses of action

	All participants	%	PINs	%	OEs	%
Has been involved	458	87%	62	77%	396	89%
Has not been involved	66	13%	19	23%	47	11%
Total	524	100%	81	100%	443	100%

Table 12 Definition of a good idea

	PINs	%	OEs	%
An idea that is used to develop a new success product	11	14%	47	10,5%
An idea that improves the way Orion functions as a company	5	6%	70	16%
An idea that improves the way a team functions	14	17%	49	11%
An idea that facilitates my own work	6	7%	29	6,5%
An idea that lays a foundation for other new ideas	13	16%	59	13%
All ideas are good	32	40%	189	43%
Total	81	100%	443	100%

Table 13Topics to which ideas are related (possibility to choose one or several of the options)

	PINs	% of the PINs who chose this alternative	OEs	% of the OEs who chose this alternative
Improving my own work	65	80%	337	76%
Improving the team's work	21	26%	205	46%
Improving the company's current processes	17	21%	163	37%
New products	6	7%	74	17%
New working methods	25	31%	209	47%
Something else	1	1%	11	3%
I do not have new ideas	3	4%	0	0%

Table 14 Sharing ideas with other people

	PINs	%	OEs	%
I always share my ideas	4	5%	131	29,5%
I occasionally share my ideas	56	69%	305	69%
I seldom share my ideas	20	25%	7	1,5%
I never share my ideas	1	1%	0	0%
Total	81	100%	443	100%

Table 15 Idea presenting

	PINs Agree	PINs Neither agree nor disagree	PINs Disagree	OEs Agree	OEs Neither agree nor disagree	OEs Disagree
I have presented my ideas to my colleagues	70,3%	17,3%	12,3%	96%	3%	1%
I have presented my ideas to my team members	48%	31%	21%	78%	17%	5%
I have presented my ideas in unofficial gatherings	52%	28%	20%	68,4%	18,3%	13,3%
I have participated in the suggestion scheme system	0%	7%	93%	9%	9%	82%
I rather not present my ideas to others	6%	46%	48%	3%	15%	82%
I have not presented my ideas to others, but I have used them to improve my own work performance	44%	36%	20%	15%	25%	60%
I do not have new ideas	4%	17%	79%	1%	6%	93%

Table 16 Supporting working environment (Does your working environment encourage you to bring out your ideas?)

	PINs	%	OEs	%
To a great extent	2	3%	45	10,2%
A lot	23	28%	169	38,1%
Not a lot nor little	30	37%	170	38,4%
Little	17	21%	45	10,2%
Very little	9	11%	14	3,1%
Total	81	100%	443	100%

Table 17 Reasons for not presenting ideas

I do not present my ideas because…	PINs Agree	PINs Neither agree nor disagree	PINs Disagree	OEs Agree	OEs Neither agree nor disagree	OEs Disagree
…I do not believe that they are good enough	26%	44%	30%	10%	22%	68%
…I do not believe that they will be implemented	30,4%	39,2%	30,4%	16%	10%	74%
…I do not want to be humiliated	26%	35%	39%	10%	13%	77%
…I do not want to be pushed forward	52,2%	30,4%	17,4%	13%	10%	77%
…I am afraid that someone might steel them	17,4%	17,4%	65,2%	10%	6,5%	83,5%
…I am afraid of the future workload that the ideas would bring	22%	26%	53%	16%	19%	65%
I do not have ideas	17%	35%	48%	0%	13%	87%

Table 18 Working environment

	PINs Agree	PINs Neither agree nor disagree, no answer	PINs Disagree	OEs Agree	OEs Neither agree nor disagree, no answer	OEs Disagree
Full of ideas	23%	47%	30%	54%	36%	10%
Positive attitude toward change	43%	42%	15%	53,5 %	31,5%	15%
Relaxed	48%	33%	19%	66%	21%	13%
Encouraging	32%	48%	20%	54%	37%	9%
Willing to discuss	59%	26%	15%	71,5 %	19%	9,5%
Everyone's opinion is valued	49%	26%	25%	60%	25%	15%

Table 19 Barriers of inventing ideas and creating new

	PINs Agree	PINs Neither agree nor disagree	PINs Disagree	OEs Agree	OEs Neither agree nor disagree	OEs Disagree
Lack of time	69%	20%	11%	74%	13%	13%
Lack of encouragement	41%	41%	18%	27%	30%	43%
Atmosphere	38%	37%	25%	27%	26%	47%
Managerial actions	28%	40%	32%	17%	35%	48%
I do not need creativity on my daily tasks	11%	20%	69%	4%	8%	88%
The ideas that I have had have not been implemented	15%	53%	32%	11,5 %	33%	55,5%

APPENDIX 3

Interview Questions (original questions in Finnish)

1. Did you participate in a survey that was sent by e-mail to the personnel of the R&D unit in late October?
2. What is your title?
3. Could you please describe your daily duties? What do you do in practice?
4. How did you end up in this position?
5. For how long have you been working for Orion?
6. Have you participated in job rotation? (Have you worked in any other department? If you have, please tell where and what were your duties)
7. Do you get easily interested in new things at work/during your free time? Please give an example.
8. Do you invent new ideas easily in your work? (How often have you invented new ideas during the past six months; July – December)
9. What kind of new ideas do you have? What things are they related to?
10. Some people commented in the survey that being innovative should be included in the job description. Is it part of your own job description?
11. To whom do you present your ideas at work?
12. Have your ideas been implemented?
13. How are you able to get your ideas promoted and implemented?
14. What would hinder you from not telling your ideas?
15. What would happen if a promoted idea failed or would not meet the expectations?
16. Would the people that were involved in the project be punished?
17. Have you received feedback from your ideas?
18. What kind of feedback have you received, how soon and from whom?
19. How have you been encouraged to bring out your ideas?
20. Who has encouraged you?
21. Which incentives would encourage you the most? (Verbal, written, public recognition, monetary, promotion etc.).
22. How often the “old ideas” (that were earlier rejected) are brought back into the discussion?
23. Has anyone ever stolen your idea and promoted it as his/her own? (Have you heard these kinds of stories from other people?)
24. Do you find a common language easily with your superior and your colleagues?
25. Could you please describe your colleagues.
26. Please describe the relationship you have with your colleagues.
27. Could you please describe your superior/superiors?
28. How often do you communicate with your superior (daily, weekly, monthly)? Please describe your relationship with your superior.
29. Is it easy to approach your superior/superiors?
30. If it is not easy to approach your superior/superiors, to who would you tell your ideas to instead of him/her?
31. How often does your team have meetings?
32. Please describe the way people behave in team meetings.
33. Is it possible to bring out new ideas in meetings?
34. Are new ideas invented in meetings?

35. If someone is not willing to speak up in a meeting, are there other ways to bring up the ideas?
36. If Orion had a database (for example a computer programme where one could leave ideas and suggestions also anonymously), would you use it to bring up new ideas?
37. Does the current organisational structure (organisational chart, superiors, and subordinates) support the innovativeness (that people have new ideas and that the ideas are shared) of individuals, teams or the entire corporation? Please give an example.
38. According to your own opinion what are the ways to encourage innovativeness in this organisation?
39. How important is it?
40. A new innovation leader was appointed earlier this year. Do you know who this person is? Has the appointment changed the daily functions of this organisation?
41. How old are you?
42. What is your educational background?
43. Please describe your own personality. (quiet/talkative, social/feels comfortable at being alone, leader/follower, centre of attention/watches things from a distance)
44. If we sum up the topics of this conversation and think the idea creation process in Orion, what would be the things that already work well?
45. Since there usually is room for improvement, according to your own opinion what could be done even better in the future?

Possible extra question for superiors:

46. How initiative are your subordinates what comes to bringing up new ideas?
47. In what way have you found the persons among your subordinates who have ideas, but who are not willing to bring out the ideas themselves?
48. Please describe these people.
49. Do they have similar kinds of personal characteristics? Please give an example.
50. How do you encourage your subordinated to bring out their ideas?
51. What kind of rewards have you used?
52. According to your opinion, what rewards and incentives are the most appreciated ones?
53. (Please give an example why you have not rewarded an idea)