

(Library ebook) Creating the Innovation Culture: Leveraging Visionaries, Dissenters and Other Useful Troublemakers

## Creating the Innovation Culture: Leveraging Visionaries, Dissenters and Other Useful Troublemakers

*Frances Horibe*

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**Frances Horibe : Creating the Innovation Culture: Leveraging Visionaries, Dissenters and Other Useful Troublemakers** before purchasing it in order to gage whether or not it would be worth my time, and all praised Creating the Innovation Culture: Leveraging Visionaries, Dissenters and Other Useful Troublemakers:

0 of 0 people found the following review helpful. Managing creative dissentersBy Bill GodfreyThis is another example of the material for an excellent article expanded into a book that is best skimmed rather than read in depth. The thesis is simple - good innovation relies on people who are not committed to the status quo. The advice on how to handle dissenters from the status quo who have original minds is sound but sometimes a bit tedious and obvious.

However, we need to remember Tom Peters dictum 'Obviously, the obvious is not so obvious', as Horibe demonstrates how often corporations shoot themselves in the foot. The author's starting point is the vital necessity of innovation to the health and survival of corporations and the fact that innovation - good ideas carried through to market success - is typically disruptive to existing business and typically driven by people who are not wedded to the corporate status quo. Senior executives and the corporate structure itself on the other hand, tend consciously or unconsciously to make life difficult for these dissenting innovators. The book is about relationships between the dissenters and the corporate 'establishment' and how these relationships can be managed productively. She points out the critical difference between continuous improvement and true innovation, which is frequently disruptive. Neither the drive for efficiency nor the trend to team working contribute directly to innovation in the wider sense and both may in fact work against it. She builds the case that it is dissenting individuals who have the vision and the passion to carry genuinely new ideas through to market success, but that typically in a large corporation they do not have the power to do so. The core of the book is devoted to an analysis of the nature of dissent, how it is typically suppressed and what is needed for the management of an organization to recognize, support and encourage potentially productive dissent, while also maintaining sensible boundaries of authority. Each chapter ends with a summary and statement of key points. My advice is to start with these and, if they are not obvious to you or you want further explanation, go back to the main text. The points made are well set out and logically developed, but I found the explanations and illustrations unnecessarily long-winded. Managing dissenters is, of course, only one aspect - an important one - of the complex question of how to build and maintain a successful strategy of continuous innovation, supported by culture of innovation. A listing of books on the subject can be found on my site. 0 of 0 people found the following review helpful. Many Minds Are Better Than One !By Roger Peter Marec This is a great book for the times as it exposes bare the efficiency/innovation dichotomy as the necessary yin/yang of organizational life. Innovators are often viewed derogatorily as dissenters. These 'dissenters' are culled from a larger group of 'complainers'. They are in fact quite valuable to the company if handled right. Corporate cultures rife with their emphasis mainly on 'best methods' have suppressed the innovators of tomorrow's ideas. Unfortunately this suppression drives the innovator 'underground'. Underground dissension causes many problems in the corporate culture, the worst of these being whistle-blowing. This book covers in detail the innovation killers. The types and characteristics of dissenters. How to be a 'political handler' of dissenters. How to coach dissenters. How to actively foster dissent and innovation. New concepts that enable this movement. How to surface existing dissent. How to manage the dissenter. Remember that 7 out of 10 employees surveyed said they would not correct their boss even when they knew he/she was wrong. Five Stars

Why dissenters can be an organization's most valuable asset and how to transform dissent into innovation Innovation is essential to competitive survival in today's global marketplace. But in the majority of traditional organizations, innovators are perceived as counter-productive dissenters, single-minded troublemakers who are difficult to manage and politically naive. Written by a leading international expert on change management, this groundbreaking book explores the vital link between the need for innovation in the e-business world and the new role of dissenters as agents for constructive change. With the help of numerous case examples and anecdotes, Frances Horibe helps managers appreciate the value that dissent can bring to an organization, and she provides proven strategies and hands-on advice on how to encourage innovation and manage creative dissent, while avoiding paralyzing conflicts. Readers learn about the new role of managers as political handlers who help develop and support new ideas and sell them to senior management, and much more.

". This is a book which every conventional manager should read." (Modern Management, February 2002) "Frances Horibe's insightful narrative is both thought-provoking and entertaining. Creating the Innovation Culture is a vital part of any library; especially for those of us who toil daily to harness and encourage creativity. In business today, innovation is everything. This book is an exploration of the delicate balance between innovation and dissidence." — Derek Burney, President and CEO, Corel Corporation "It was George Bernard Shaw who once remarked with undeniable logic that all progress has to depend on the 'unreasonable man' because they are the ones who don't adapt to the world as it is. This, of course, makes perfect sense, but only up to the point where one is faced with having to deal with the reality of it in an organization. "Whether you're one of the dissenters, someone managing dissent, or merely an observer, there's something in Creating the Innovation Culture for everyone; an understanding of dissent and innovation, advice, new ideas, and a hint of the consequences if we don't learn to deal with those 'unreasonable men.'" — David Carlson, Vice President, Americas, Quality Customer Relations, Alcatel "In this lively, well written book, Horibe helps us realize that we need to get comfortable with being uncomfortable. She wisely points out that great leaders seek out and encourage people who will challenge them and their rules. This book is full of great tips on how to be this type of leader so you, too, can help innovation flourish in your organization." — Susan Robinson, Senior Vice President, Human Resources, Manulife Financial "Creating the Innovation Culture shows us how to manage the most creative behaviour in an organization; dissent. It accurately and effectively describes why the need for dissent is so important to stimulate innovation that we must promote, support, and manage dissent if our

businesses today are going to survive and flourish." — Geoff Smith, Vice President, Business Development, Mitel

From the Inside Flap: Leaders the world over would have no trouble agreeing that innovation is the single most important criterion for business success in the future. Organizations need to innovate to survive, and they know it. So why do most companies have such a dismal track record of trying to harness creativity? While innovation is desperately needed to survive in the new economy, it doesn't necessarily fit well into traditional organizational cultures. Much as organizations often say they want and need innovation, they often reject it when it comes. In fact, some unintentionally kill it. They hire creative people and then prevent them from using their skills. Encouraging true innovation is hard because, by definition, innovation is about different ideas that challenge traditional assumptions and ways of doing business. And, too often, being different is perceived as dissent, which leads to conflict. Dissenters of any kind are generally unwelcome. They can be difficult to deal with, single-minded, and politically naïve. But they also bring new ideas from the very fringes of the organization, and shake up the tried and true ways of doing business, sending ripples throughout the firm. They are the "wild ducks" in the organization, because they won't fly in formation. While this can be an exciting source of innovation, it can also cause many problems for managers who have to manage other people and processes. But dissenters are also an organization's greatest resource in the information economy. *Creating the Innovation Culture* gives managers at all levels practical strategies and hands-on advice for encouraging and managing innovation and dissent, while avoiding too much conflict, which can paralyze the organization. Identifies the four main things managers need to do to encourage dissent and, therefore, innovation in their organizations. Illustrates the many ways in which managers and organizations stifle dissent — even the positive things that can inhibit it. Explains how to recognize when healthy dissent crosses the line and becomes undesirable conflict. Outlines the role of the middle manager as a broker of opportunities for innovation and collaboration. Shows managers how to identify and coach dissenters, and act as their "political handler" in getting their ideas accepted in the company. Deals with processes and mechanisms that support and sustain innovation. Includes numerous examples, sample dialogues, end-of-chapter summaries, and an "Underground Dissent Quiz." *Creating the Innovation Culture* is not about suppressing conflict, but about how to surface, increase, and manage the level of healthy dissent. It's about how to foster an environment where innovation occurs because of the culture, not in spite of it.