

# THE 15 ORGANISATIONAL

# DRIVERS OF INNOVATION



BROUGHT TO YOU BY THOSE LOVELY PEOPLE AT THE OXFORD REVIEW

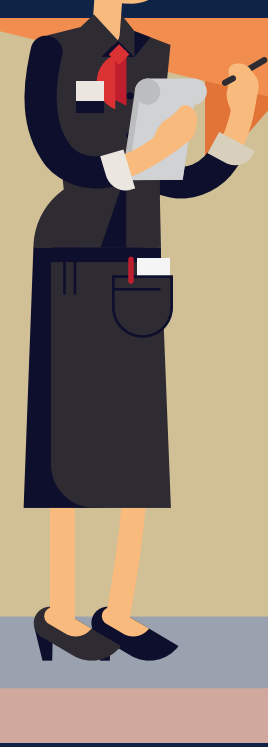
## 1. WORKERS' INVOLVEMENT AT THE FRONT LINE



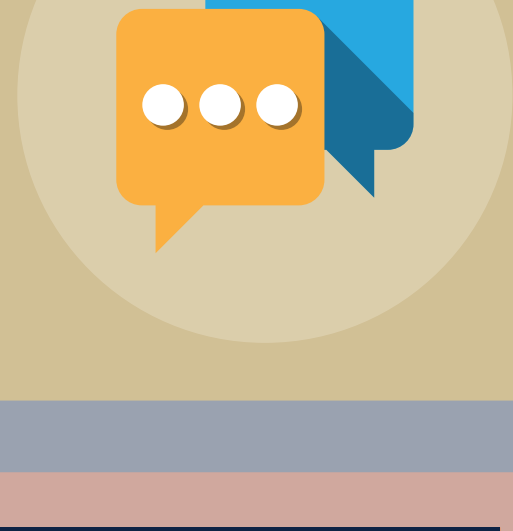
But only if they have the ability to make decisions and take direct action to meet the clients/customer needs and/or delight them without getting permission.



## 2. INFORMATION SHARING



Free-flow sharing of information between people – best if this is done across job and functional boundaries (siloes).



## 3. HAVING MULTIFUNCTIONAL TEAMS



Integration of employees with distinct and complementary skills into projects and/or work groups.



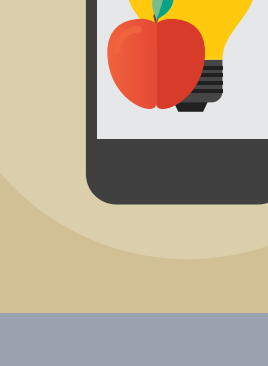
## 4. TRYING NEW WORK TOOLS



Trying and experimenting with new tools, apps and software without having to get managerial or committee signoff.



## 5. INFORMATION TECHNOLOGY LEARNING



Knowledge sharing across functions about the use, organization and flow of data and information.



## 6. INTERNAL ORGANISATION



Existence of specialised innovation areas or processes. Having task rotation and internal secondments among employees; permission to try out new ideas at the organisational level and ability to experiment with new organisational structures without senior management permission.



## 7. TRAINING AND EDUCATION



Particularly in issues like creativity, safe experimentation, decision and judgement making, business innovation processes etc.



## 8. CREATING A LEAN CULTURE



This includes manager as servant, excellence culture and thinking, and having service personalisation.



## 9. AUTONOMY OF EMPLOYEES



Employer's ability to take decisions exercising responsibility and authority, without consulting other individuals or management.



## 10. MARKET RESEARCH AND TESTS



Getting employees to survey the clients' needs to enhance understanding of the market's behaviour before and after a service is launched.



## 11. ENABLING EMPLOYEES' ABILITY TO CONDUCT RESEARCH



On work improvement and act on the findings.



## 12. STRATEGIC FOCUS



At all levels: With the ability of all to spot opportunities and essential competitive risks, and having an open vision of sustainability.



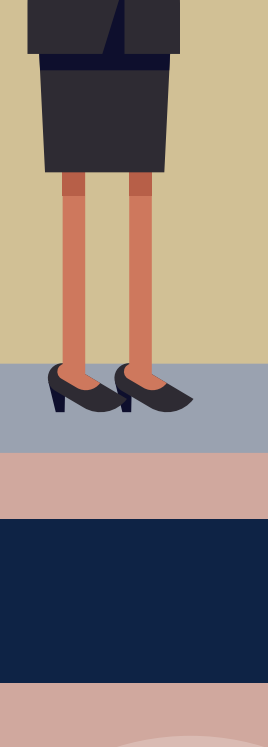
## 13. EXTERNAL CONTACTS



Using relationships with clients, providers, partners with to ask what they would like and having a system to capture and move some of these to testing and fruition.



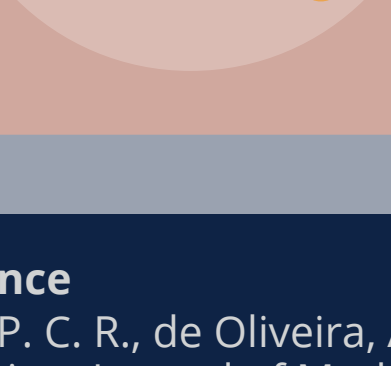
## 14. AVAILABILITY OF RESOURCES



Other resources for innovation projects such as innovation experts, management processes and methods, work standards and innovation funds.



## 15. MANAGERIAL SUPPORT



It is essential that managers support and encourage creativity in employees especially in searching for new business opportunities, motivating employees to take on risks without fear of punishment.



### Reference

Junior, P. C. R., de Oliveira, A. R., & Fujihara, R. K. (2016). Driving Factors of Organizational Innovation. *Journal of Modern Accounting and Auditing*, 12(6), 330-343.

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