

Ambidextrous approach

a design approach that incorporates structures and management processes that are appropriate to both the creation and the implementation of innovation.

Change process

the way in which
changes occur in an
organization.

Creative departments

departments that
initiate change,
such as research
and development,
engineering, design,
and systems analysis.

Creativity

the generation of novel ideas that may meet perceived needs or respond to opportunities.

Culture change

change in the values,
attitudes, expectations,
beliefs, and behavior of
employees.

Dual-core approach

an organizational change perspective that identifies the unique processes associated with administrative change compared to those associated with technical change.

Horizontal coordination model

a model of the three
components of
organizational design
needed to achieve new
product innovation:
departmental
specialization,
boundary spanning,
and horizontal
linkages.

Idea champions

organization members who provide the time and energy to make change happen; sometimes called *advocates*, *intrapreneurs*, and *change agents*.

Idea incubator

a safe harbor in which ideas from employees throughout the organization can be developed without interference from company bureaucracy or politics.

Large group intervention

an approach that brings together participants from all parts of the organization, often including key stakeholders from outside the organization as well, in an off-site setting to discuss problems or opportunities and plan for change.

New-venture fund

a fund that provides financial resources for employees to develop new ideas, products, or businesses.

Open innovation

an approach that extends the search for and commercialization of new products beyond the boundaries of the organization.

Organization development (OD)

a behavioral science field devoted to improving performance through trust, open confrontation of problems, employee empowerment and participation, the design of meaningful work, cooperation between groups, and the full use of human potential.

Organizational change

the adoption of a new
idea or behavior by an
organization.

Organizational innovation

the adoption of an idea or behavior that is new to the organization's industry, market, or general environment.

Product and service change

change that pertains
to the product or
service outputs of an
organization.

Skunkworks

a separate, small, informal, highly autonomous, and often secretive group that focuses on breakthrough ideas for the business.

Strategy and structure change

change that pertains
to the administrative
domain in an
organization.

Switching structures

an organization creates an organic structure when such a structure is needed for the initiation of new ideas and reverts to a more mechanistic structure to implement the ideas.

Team building

activities that promote
the idea that people
who work together can
work as a team.

Technology change

change in an organization's production process, including its knowledge and skill base, that enables distinctive competence.

Time-based competition

competition based on delivering products and services faster than competitors, giving companies a competitive edge.

Venture teams

a technique used to foster creativity within an organization by setting up a small team as its own company to pursue innovations.