

**BUILDING
TOMORROW'S
BUSINESS
THROUGH**



INNOVATIVE LEADERSHIP

BY J. L. BYRD, PH.D. AND JANET POLACH, PH.D.

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INTRODUCTION

In the past few years, we've watched companies transform into innovation engines – not because they suddenly had an in-flux of novel ideas, but rather because the leadership of those organizations realized that their responsibility was to lead – *to focus employees on creating the opportunities for innovation to occur.*

This book is written for everyone that is part of Innovative Leadership. You may not be the CEO of a company, or even a Vice President leading one division; however, you can lead the innovation call to action, regardless of your role, by following the concepts outlined on the following pages.

THE AUTHORS

Dr. Jacqueline Byrd is the brain behind CREATRIX™, an innovative program, assessment and patented e-coaching process designed to increase the capacity for innovation within individuals, teams and organizations. She is co-author of [The Innovation Equation](#) with Dr. Paul L. Brown.

Dr. Byrd received her B.A., M.A. and Ph.D. degrees from the University of Minnesota, and she currently teaches Strategic Management to graduate students at St. Catherine's College. Dr. Byrd was a 1998 National Association of Women Business Owners award winner. And in 2003 was awarded as Innovator of the Year by Finance and Commerce.

Dr. Byrd is a Certified Executive Coach and has coached managers in diverse companies ranging from Fortune 500 corporations to small entrepreneurial organizations.

Dr. Janet Polach is a management consultant specializing in organization effectiveness. Initially with a large consulting organization and now in her own consulting firm, People Solutions, Inc., Dr. Polach has worked extensively with senior leadership in a variety of client companies to implement organizational change and transition planning, leadership development, and organizational capabilities development programs.

Dr. Polach is a Retired Lieutenant Colonel in the United States Marine Corps, and holds a Ph.D. in human resource development from the University of Minnesota. She has taught both undergraduate and graduate-level courses in adult education, human resource development, and organization development. Dr. Polach has been published in Human Resource development Quarterly, Performance Improvement Quarterly, Human Resource Development International and Quality and Participation.

OVERVIEW

Innovative Leadership drives innovation in 4 ways:



Develops a Vision for Innovation



Develops Innovative Capacity



Sponsors Innovation Teams



Builds an Innovation Culture





Innovative Leadership Develops A Vision For Innovation

There's a lot of talk about the responsibility of leadership to set a vision for the organization. While many organizations have visions, they don't necessarily have *innovative visions!* Visions for innovation must be specific, focused, and clear to everyone who hears or reads them. They must articulate what is hoped to be gained for the entire organization by accelerating innovation.

Setting a vision for innovation causes people to do something new -- it poses the question by its very nature: how can we look at this, that, and ourselves differently?

For example, if a vision states: "To increase our sales by 10%," or "To be the product of choice," the vision statement in fact meets the requirement of stating a clear and concise goal. However, this plays out in the organization as: status quo, stay the course, work a little harder, make small shifts to the same direction. These goals don't invite employees to do things fundamentally different.

Innovative Visions get people out of their comfort zones. They challenge people to think, take risks, and become creative. A truly remarkable change will begin, as a vision is set toward answering a different question than has been asked before.

Questions to establish an innovation vision:

- ❑ What is the next big thing?
- ❑ What must we be able to do to leap frog our competition?
- ❑ What would our customers go wild over?
- ❑ What kind of company would make our employees feel inspired and challenged?

In short:

HOW CAN WE LOOK AT THIS DIFFERENTLY?