

## Chapter 11 Glossary

### **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 changes**

changes 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.

### **management innovation**

refers to the adoption and implementation of a management practice, process, structure, strategy, or technique that is new to the organization and is intended to further organizational goals.

### **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**

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 changes**

changes that pertain 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 changes**

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 changes**

changes in an organization's production process, including its knowledge and skill base, that enable 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.