

*Paper submission for conference theme:*

**Inter-Organizational Knowledge Creation through Informal Organizing**

*Title:*

**Considering Change From Within - The Concept Of Innovation Driven Change**

*Abstract:*

Innovation is a very powerful vehicle to trigger organizational development and change. In this paper I argue that most organizations are not short of new and valuable ideas. They simply lack to implement them or to take them to market early enough.

As research and practical experience has shown implementing new organizational forms is not sufficient to turn an organization into an "inventive enterprise" (see Roser et al. 2006).

Furthermore, idea creation and change management, as well as the development of new organizational forms and ways of organizing remain insufficiently connected.

As innovation also means taking risks, many organizations find it difficult to overcome system and culture specific barriers that have initially hindered their development. Indeed, many organizations are more concerned with adapting to changing markets and to follow existing trends rather than to consequently re-shape the environment in which they are operating. One of the main reasons for this can be found in the way we practice innovation in organizations.

On the one hand, conventional approaches to innovation take a linear perspective. As a consequence, most R&D activities remain detached from the value chain and lack to focus on the development of products and services that systematically add value to the customer (Love, 2001). On the other hand, most approaches to innovation focus either solely on the development of ideas or the development of new transitional forms that aim to make an organization more innovative (see e.g. Fenton & Pettigrew, 2001).

I argue that, in order to enable change and innovation we have to work with the existing organizational forms, processes and practices rather than against them.

In order to change by innovation the concept of Innovation Driven Change consequently connects idea creation, social networking and cross-functional collaboration with strategy and controlling. Further, new ideas and practices are promoted through innovation events that trigger stories of innovation and learning.

*Key words: ideation, project-based collaboration, networking and change management*

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