

A trialogical way for innovation management

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Our research topics

- The place of human change in changing organization
- The place of communication and relationship in change
 1. About quality improvement
 2. About alliances, specially SME
 3. About innovation and sustainability

Special focus about participative innovation and learning organization.

ERPI

- Understand innovative processus
 - Innovative capacities and capabilities
 - Innovation skills and compétences
 - Use a fablab to observe these processus

- For example : **48H to innovate**

a training module that fits into a broader educational project on entrepreneurship and innovation.

Plano de apresentação

- Business challenges
 - Sustainability
 - Business eco-system
 - Systemics approach
- Innovation process
 - Innovation typology
 - Capability model applied to innovation
- How to innovate
 - Change resist
 - Building trust
 - Towards triologic approach

Evolução da Empresa

- Objetividade
- Critérios de competitividade
- Produção
- Organização

- Recursos Humanos
- Gestão das Pessoas
- Políticas de Treinamento

- Percepção do trabalho
 - Visão do Cliente e do Acionista
- Comunicação
- Sustainability
 - Social responsibility

1900

2000

Ansoff, Godet.

Contexto Empresarial:

- intensidade da competição
- exposição a competição internacional
- necessidade de adicionar valor
- ser capaz de mobilizar recursos técnicos
- ser capaz de mobilizar conhecimento
- mudanças no panorama econômico

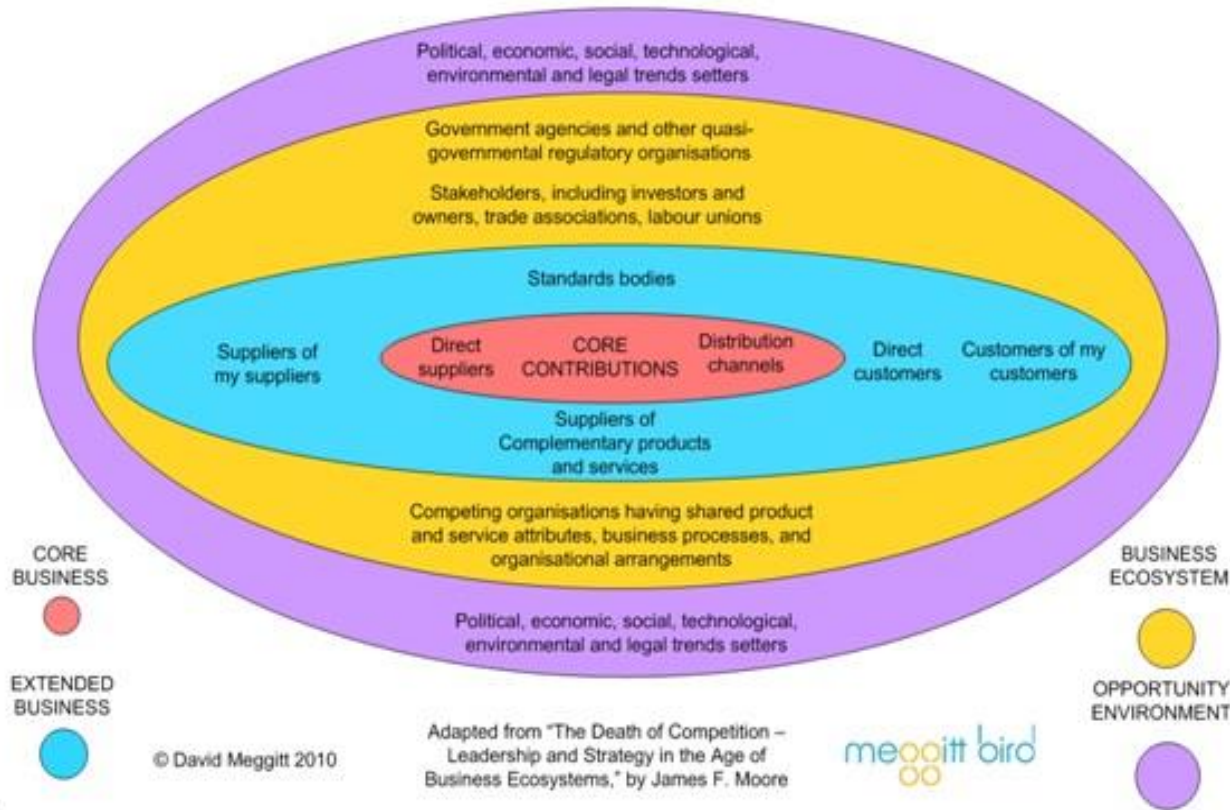
Novos níveis de eficiência e produtividade exigem soluções criativas

Evolução da Empresa

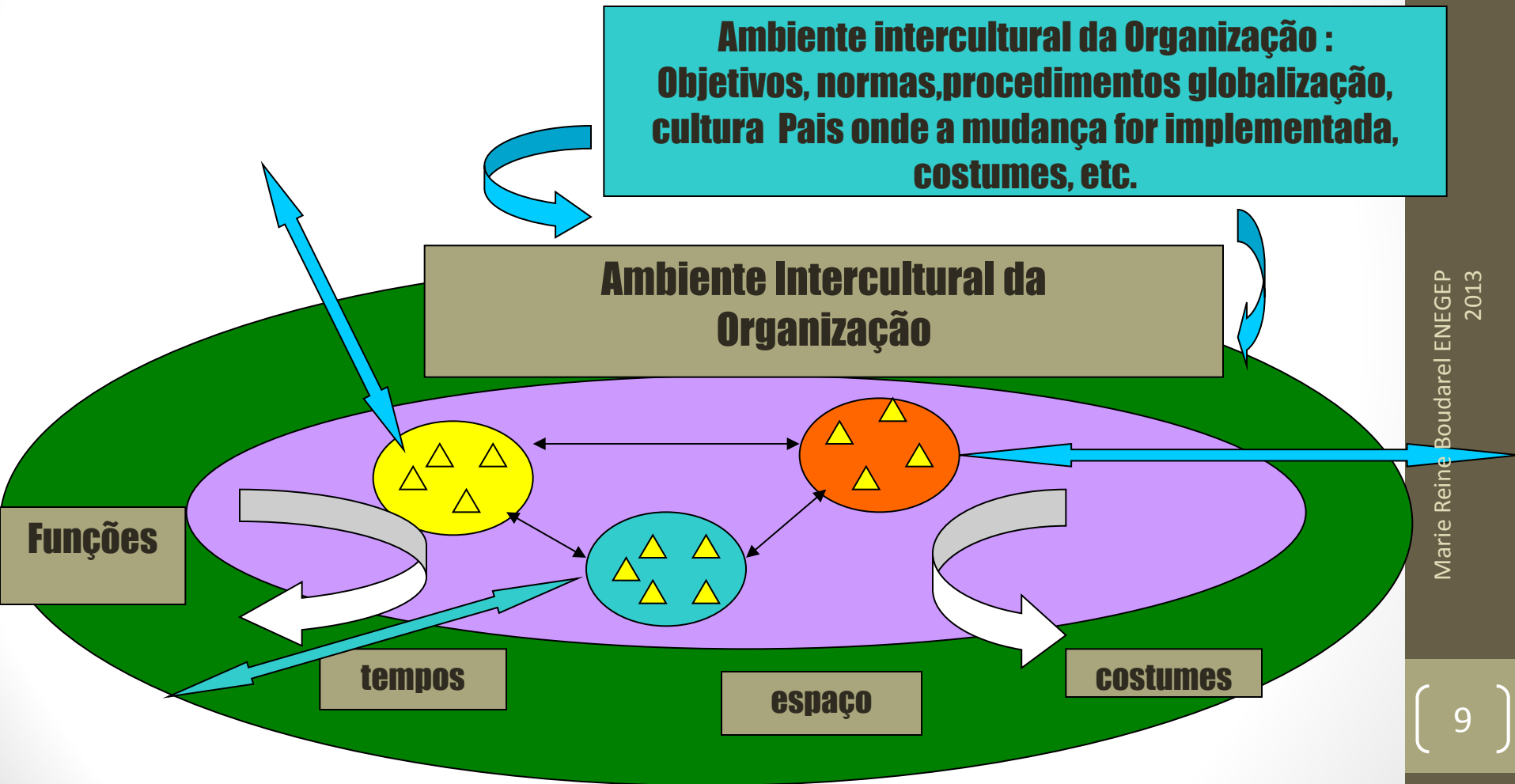
- **Taylorism: 1910...** (time measurement, flux and activity modeling, cost management)
- **operations research 1945...** (stocks, programming, marketing opérationnel..)
- **Planing/Control/ information systems, 1960...** (Pert, MRP, Logistic, product life cycle ,ERP...)
- **Quality et just in time (TQM, lean, 1975)**
- **Knowledge, innovation, R&D, Design management 1990...**
- **Web based...**

Business ecosystem

Typical contributors for a *value network* view of the business and its ecosystem in co-creating new microeconomics and new wealth



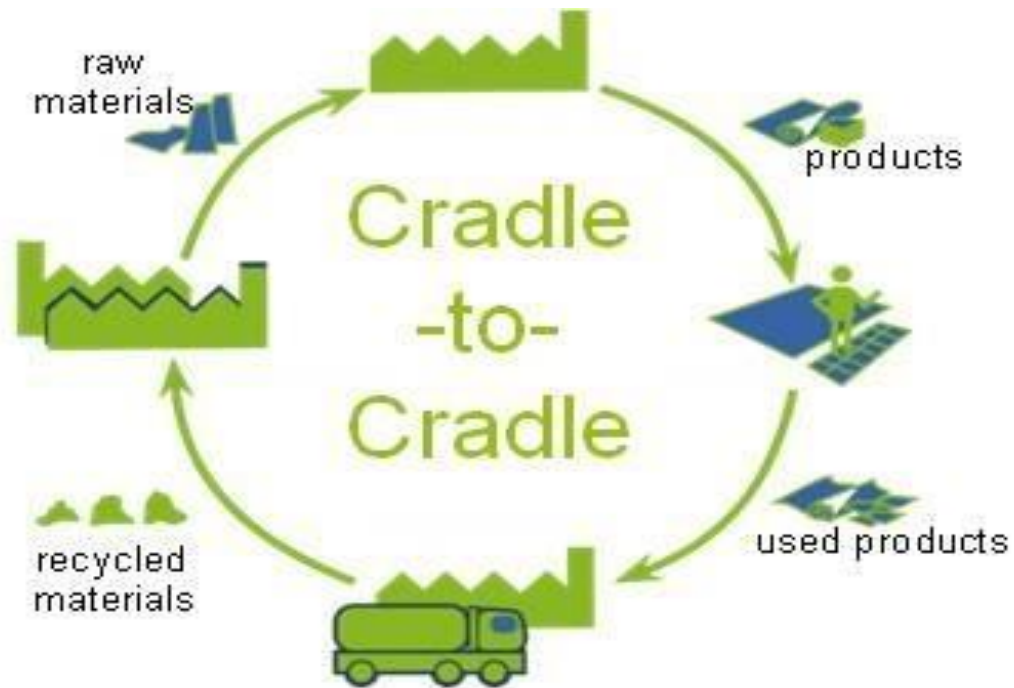
A Implementação da Inovação representa um sistema complexo



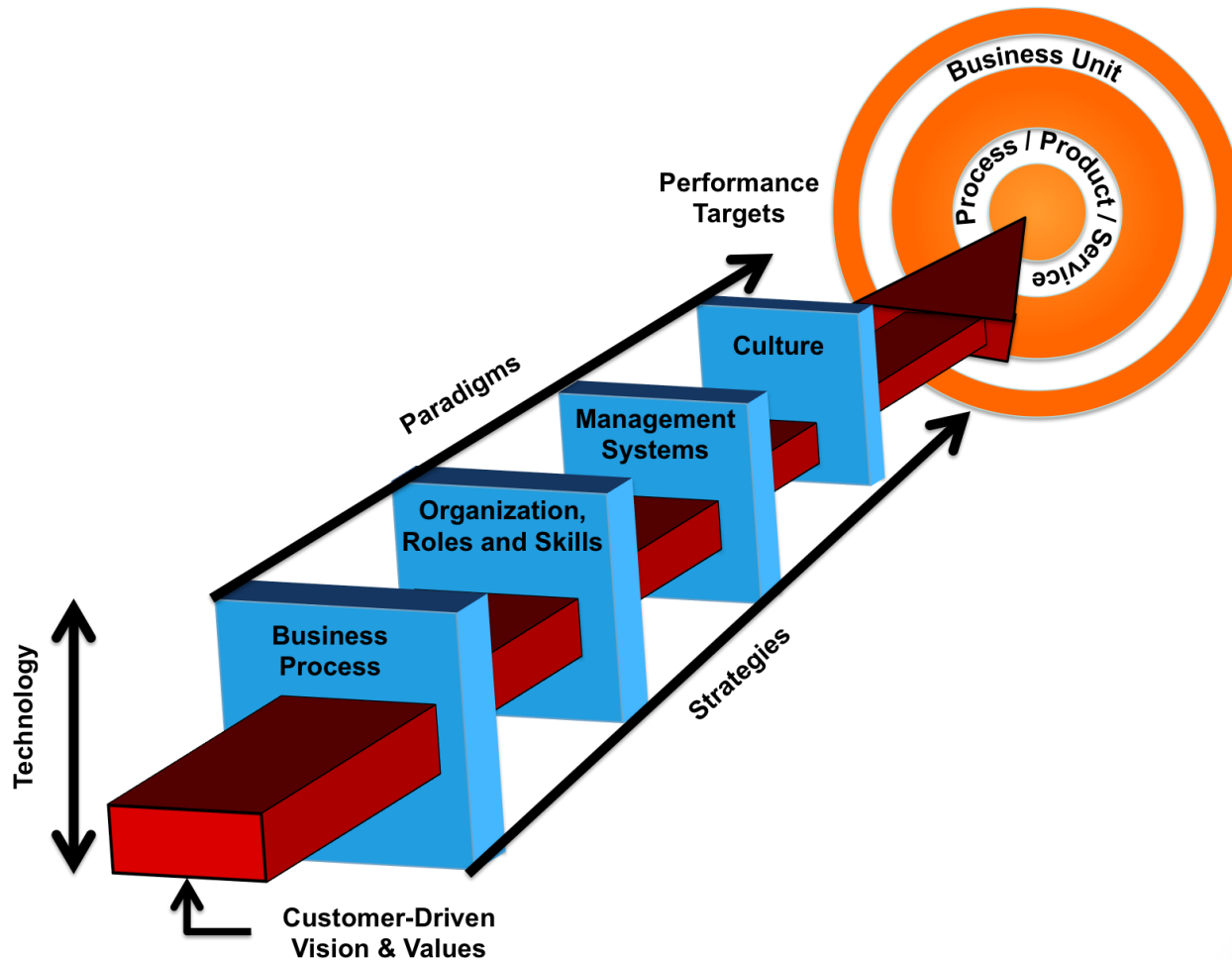
Circular economy



Cradle to cradle process

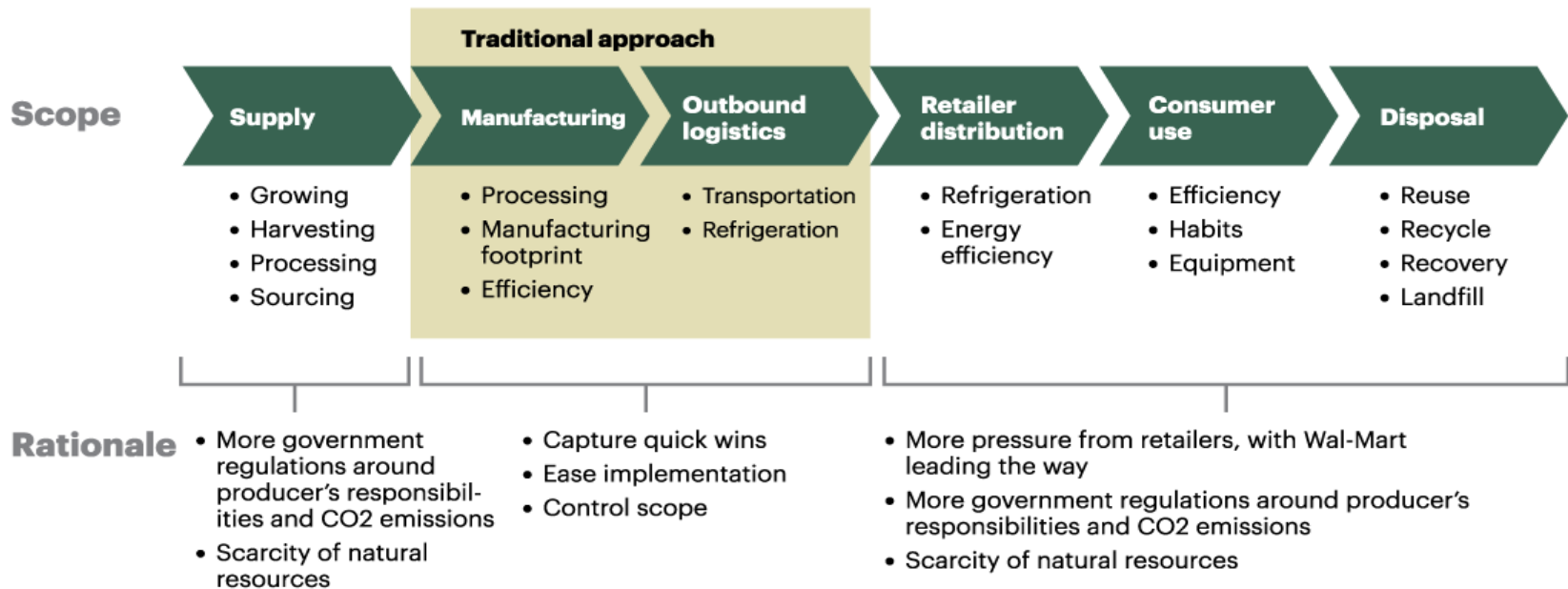


The new target for companies



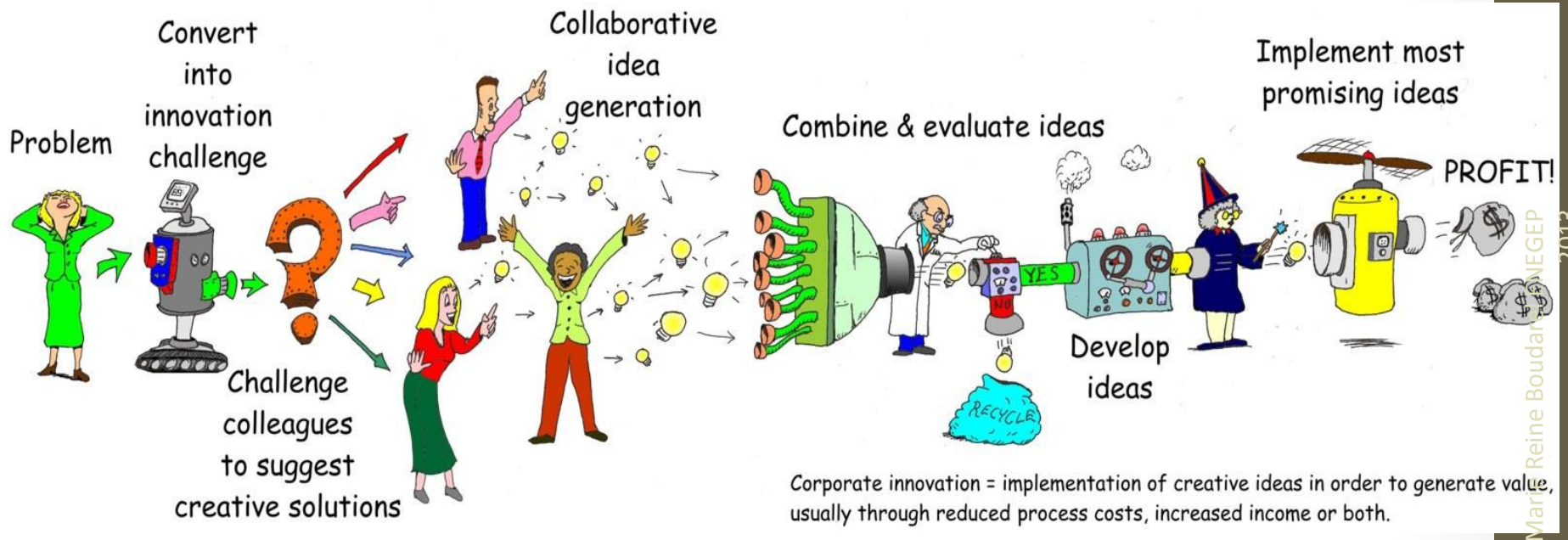
Total life cycle approach

Figure
A product life-cycle approach to sustainability



Source: A.T. Kearney analysis

Innovation process



Tipologias das Inovações



- Inovação de processo ou de procedimento
- Inovação incremental
- Inovação de ruptura
- e Inovação de transformação

Produto
Processo
Marketing

CMM (Capability maturity model) aplicado à Inovação

- Nível 1 : Inovação deficiente
- Nível 2 : Estrutura de inovação
- Nível 3 : Processos de inovação
- Nível 4 : Padrões de inovação
- Nível 5: Inovação otimizada
- Nível 6 : Inovação contínua

A Adoção da Inovação

A Curva de Adoção da Inovação de Roger



Tentar convencer a massa de uma nova idéia é algo inútil.
Concentre-se em convencer primeiro os inovadores e os primeiros seguidores (*Early Adopters*)

Fatores de sucesso na implementação de um Projeto de Mudança

Uma inter-relação necessária entre os diálogos:

Emocional – Racional

Estável - Dinâmico

Vertical – Horizontal

Individual – Coletivo

Autônomo – Grupal

Rigor – Criatividade

Tecnológico- Managerial

Para alcançar resultados no âmbito da Gestão da Complexidade

Use communication tools for innovate

Communication is a tool for knowledge improvement because to

Express : ideas, knowledge

Explain : strategy, financial needs, customer needs, stakeholders etc

Exchange to complete

Feedback to check mutual understanding

Human innovation toolbox

Consider each employee's ideas as valuable.

Encourage listening and brainstorming.

Encourage creative thinking and accept new ideas

Be clear when communicating.

Be careful to clarify directives and try to have coherent goals

Encourage trust and cooperation among employees .

Remember that the relationships team members establish among themselves are every bit as important as those you establish with them. As the team begins to take shape, pay close attention to the ways in which team members work together and take steps to improve communication, cooperation, trust, and respect in those relationships.

Encourage team members to share information. Emphasize the importance of each team member's contribution and demonstrate how all of their jobs operate together to move the entire team closer to its goal.

Human innovation toolbox

Establish team values and goals; evaluate team performance.

Talk with members about the progress they are making toward established goals so that employees get a sense both of their success and of the challenges that lie ahead.

Consider that employees are able to understand complexity and difficulties

Give time to change

Develop reflexive practice by using serious games or business game

Find objects easy to share to create a progress zone and then be able to reinforce positive outcomes

Don't be afraid by complexity and talk about dilemmas

To go to trialogical approach

The triple-bottom-line approach to sustainable business views corporate performance and success in three separate dimensions: “economic prosperity, environmental quality, and social justice.”

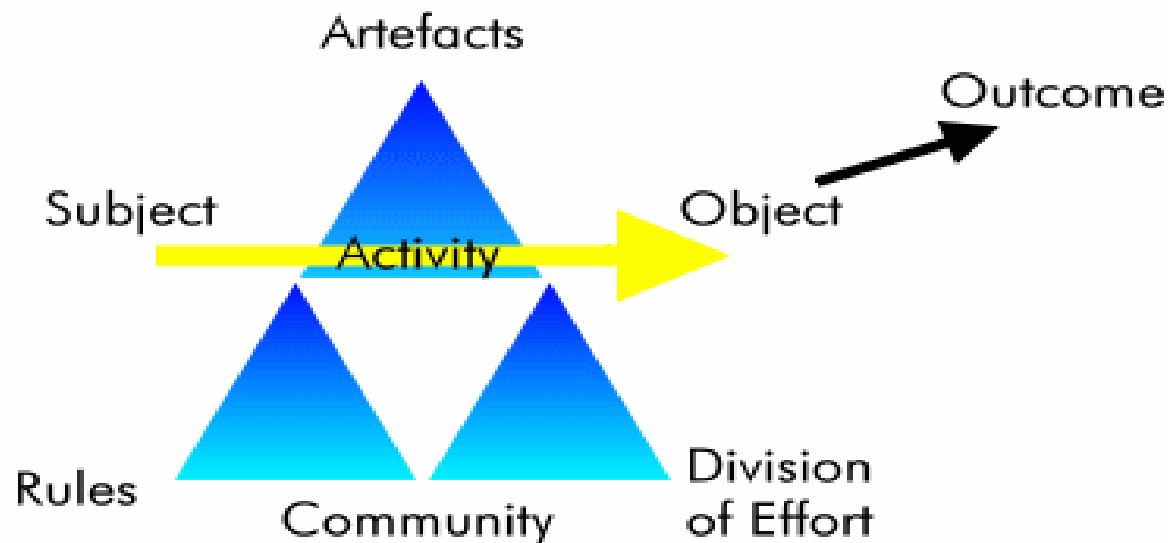
According to these ideas, we develop “eco-socio- innovation” concept : “eco” refers to return on investment, to the necessary profitability ,”socio” refers to the social responsibility of firms towards their employees, but also towards the local development : develop local employment for example, “innovation” refers to products, but also new relations with stakeholders. According to this concept, it’s important to have a circular regard on innovation and to integrate sustainability into the strategy, to find a three level business model : “macro” (planetary ecological limits), “meso” (human consumption demands), and “micro” (industry and company) level. It’s suppose to measure progress in a complex and multi-dimensional change and identify relevant indicators.

To go to a trialogical approach

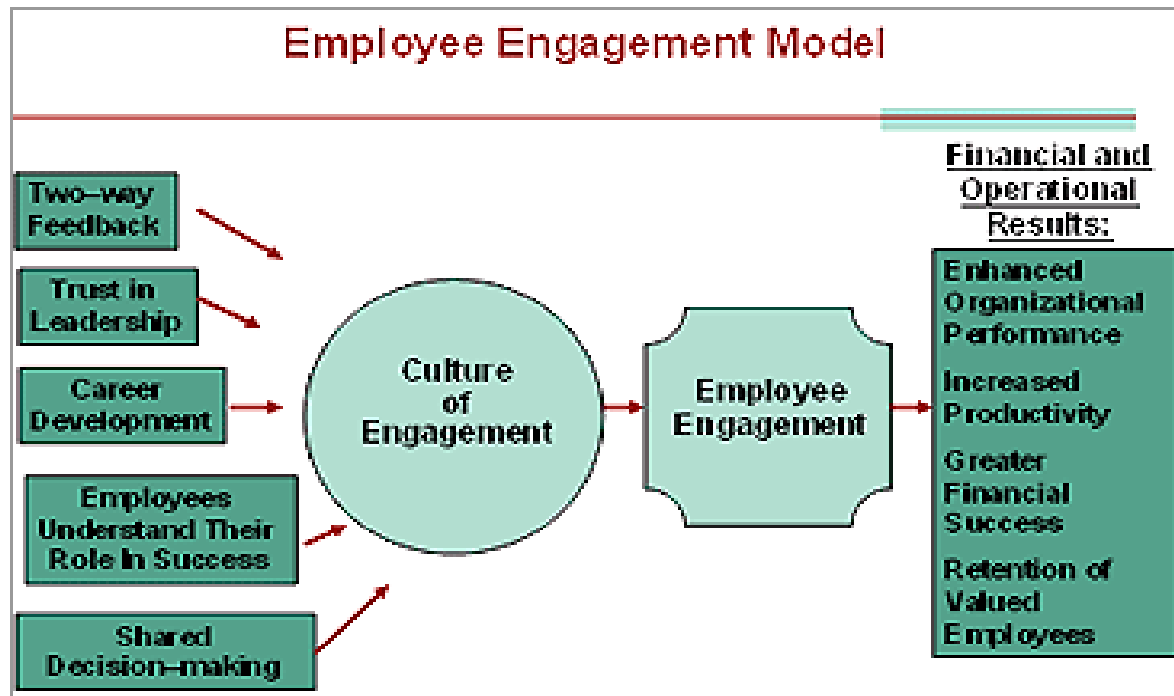
We propose to connect opposite with a kind of mediation between which could be a third way, and we call this a trialogic approach. This approach suppose empathy and co-creation, it need to relink opposite ideas and to consider interactions between different elements. We think its necessary to combine linear approach and systemic one, but we notice that its difficult in companies and we propose as Lupasco that the fundamental dualistic antagonism present in energy and accordingly in all phenomena could be formalized as a logic of an included middle with a semantics based on 'reality values' in place of truth values, because complexity reduce certainty. This approach is based on learning theory and collaborative learning

Use Activity theory

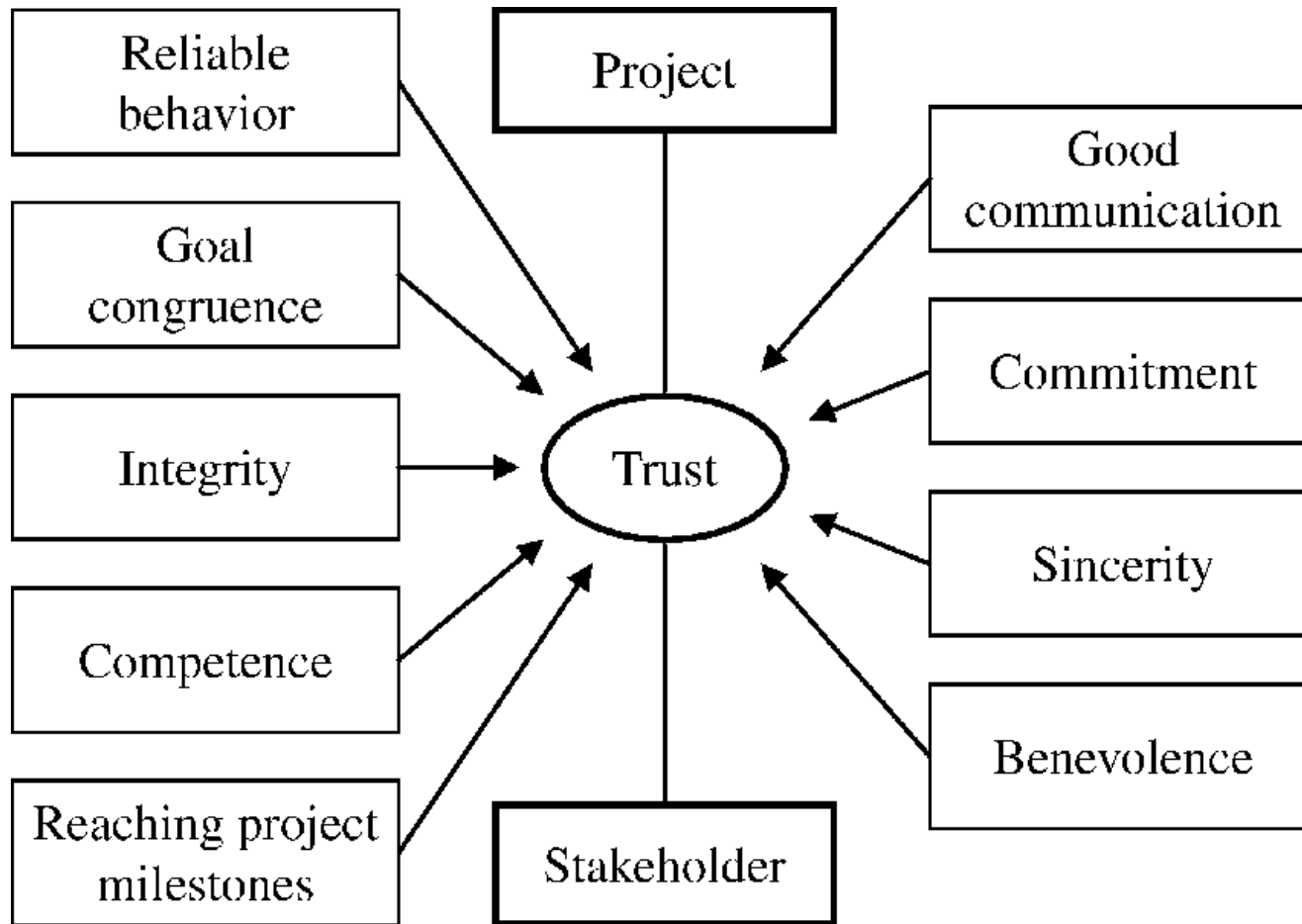
Activity System (Engestrom)



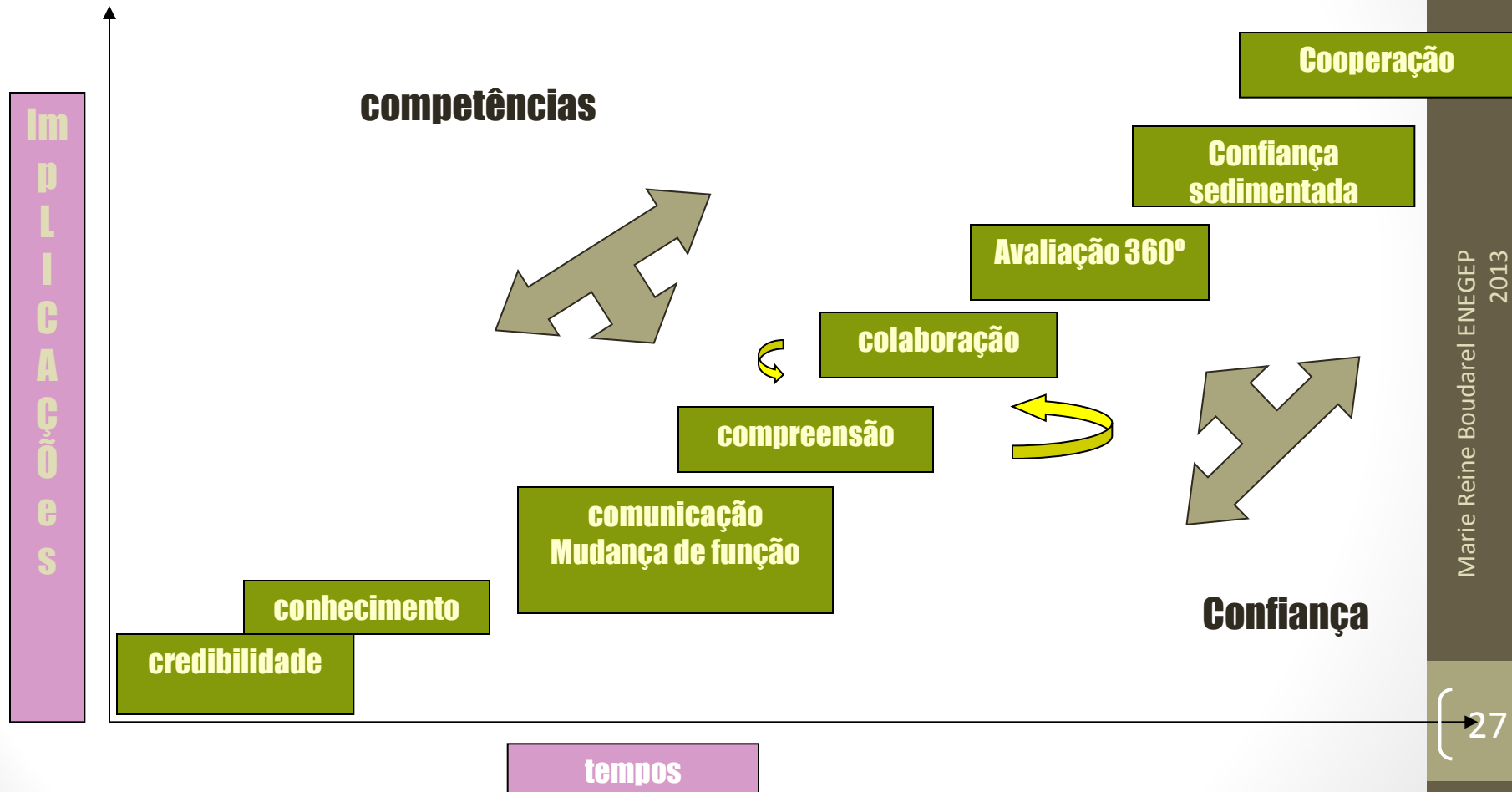
Promote employees engagement



Building trust



As etapas da dinâmica cooperativa



To conclude

- systemics goals suppose an another point of vue about problems, think global suppose also a mediation between opposite which can be a good answer to innovation needs. It's the way to reflexive practice (as Peter Senge said) and we think its possible.
- It's suppose to use value management to produce solutions creatively and economically by: identifying unnecessary expenditure ,challenging assumptions ,generating alternative ideas ,promoting innovation , optimising resources ,saving time, money and energy ,simplifying methods and procedures, eliminating redundant items and add social criteria