

THE FIVE INNOVATION CLUSTERS: A SYSTEMS PERSPECTIVE ON ORGANISATIONAL READINESS FOR ENHANCED INNOVATION BEHAVIOUR

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The five innovation clusters: A systems perspective on organisational readiness for enhanced innovation.



Innovation – Innovator – Innovate – Innovative

Background and Problem statement



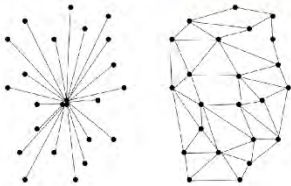
General Problem: Innovation as an **emergent process** within an organisation comprises various elements that when studied through classical theories and methods fail to explain the process as a whole. An **alternative theory** and method is needed if innovation is to be understood as a complex, dynamic and non-linear phenomenon.

Zoned-in: categorising the system states in which innovative behaviour emerges.





Making sense of organisational systems



Complexity
Systems thinking



Non-linearity | Dynamism | Emergence | Interconnectedness | Patterns | Synchronicity

Methodology

Sequential exploratory mixed method

Phase 1: Quant – ANN Kohonen Self organising maps (SOM) – 400K + iterations

Phase 2 : Qual – Expert interpretation (ICA)

Sample

2595 (overall) :12 Industries, 43 organisations.

Degree/Diploma + 70 %

Technical/Academically qualified + 77 %



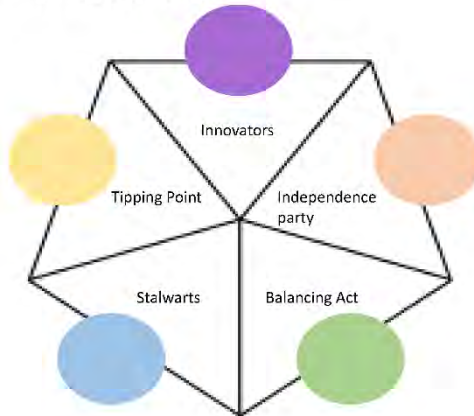
Utilities	National Government	Mining	Information Technology
14.87%	12.18%	11.33%	8.63%
Manufacturing	Construction	Legal	Trade
12.60%	8.56%	4.32%	4.08%
Finance	Provincial Government	Transport	Community and Social
12.32%	5.51%	4.20%	2.16%

Variables

Figure 17 Overall Means of all responses of all variables

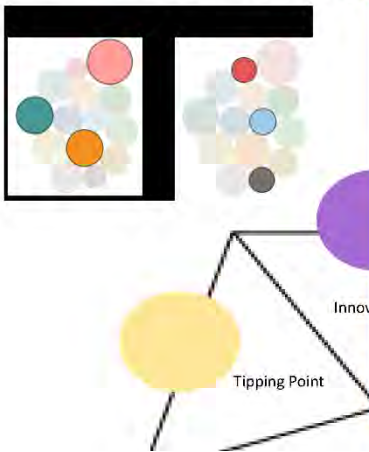


Findings – 5 Clusters





Cluster 1 [the tipping point]



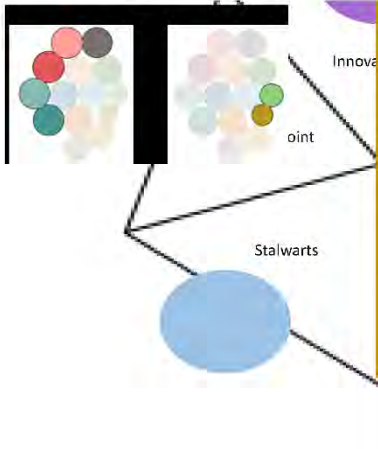
ICT

62% Support Staff | 70% Non-Management

↑ Time Availability | Performance Management

← Innovation 1&2 neither strong/weak

Cluster 2 [the stalwarts]



Utilities | Finance

Youngest cluster (36,54)

40% more non-managers

↑ Time Availability | HR aspects

↓ Innovation 1&2

6th International Conference on ICGSM
“ESG Standards and Securing Strategic Industries”

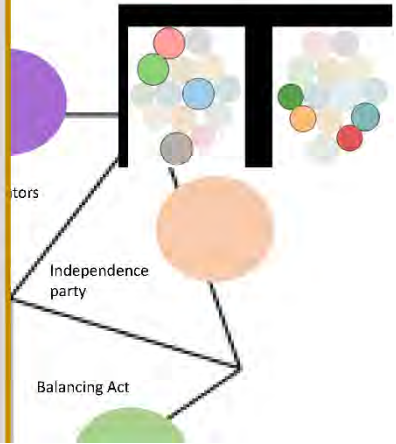
Utilities | Mining | National Government

30% + non-managers

↑ Individual IB | Org Boundaries | Work Discretion | Time Availability

↓ Info sharing | Sup support | Rewards

Cluster 3 [the ind party]



Finance | Manufacturing

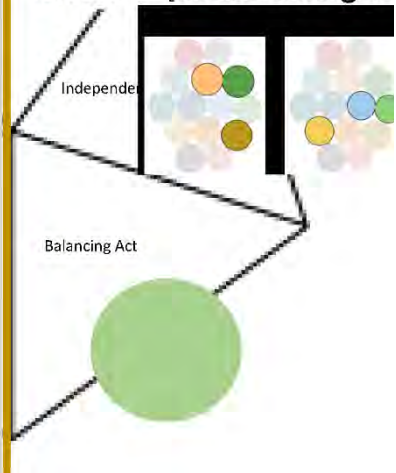
30% + non-managers

Core > Support (Only cluster)

↑ Strong and equal emergence

↓

Cluster 4 [the balancing ac]





Cluster 5 [the innovators]

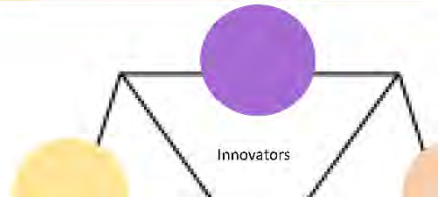
Finance | Manufacturing | National Government

Flat Structure

Innovation embedded in their doings
An innovative way of being

↑ Innovation 1 & 2

↓ Time availability
Performance
Management



Limitations



Organisational practices not included

Self-reporting bias

Phase 2 expert bias