

New skills

The framework in Figure 1.9 underpins the way managers need to view the management of innovation. Many of the old traditional approaches to management need to change and new approaches need to be adopted. Increasingly, managers and those who work for them are no longer in the same location. Gone are the days when managers could supervise the hour-to-hour work of individuals. Often complex management relationships need to be developed because organisations are trying to produce complex products and services and do so across geographic boundaries. Cross-functional and cross-border task forces often need to be created.

And managers have to manage without authority. In these circumstances, individual managers need to work with and influence people who are not their subordinates and over whom they have no formal authority. Frequently, this means leadership must be shared across the team members. An important part of getting work done without authority is having an extensive network of relationships. In today's complex and virtual organisations, managers need information and support from a wide range of individuals. To summarise, then, new skills are required in the following areas:

- virtual management;
- managing without authority;
- shared leadership;
- building extensive networks.

Pause for thought



Surely all innovations start with an idea and end with a product; so does that not make it a linear process?