

1. Record Nr.	UNINA9910822293303321
Autore	Robinson Alan G
Titolo	The idea-driven organization : unlocking the power in bottom-up ideas // Alan G. Robinson, Dean M. Schroeder
Pubbl/distr/stampa	San Francisco : , : Berrett-Koehler Publishers, Inc., , [2014] 2014
ISBN	1-62656-125-7 1-62656-124-9
Edizione	[1st edition]
Descrizione fisica	1 online resource (xiii, 190 pages) : illustrations
Collana	BK business book Gale eBooks
Disciplina	658.4/038
Soggetti	Suggestion systems Management - Employee participation Organizational change Organizational effectiveness Corporate culture
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Includes index.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Contents; Preface; 1 THE POWER IN FRONT-LINE IDEAS; The Clarion-Stockholm Hotel; The Impact of Front-Line Ideas: The 80/20 Principle; Creating an Idea-Driven Organization; Why Are Idea-Driven Organizations So Rare?; Realigning the Organization for Ideas; Effective Idea Processes; Getting More and Better Ideas; Idea Systems and Innovativeness; 2 A DIFFERENT KIND OF LEADERSHIP; Why Leaders Are Often Blind to Front-line Ideas; Fighting Back; Key Points; 3 ALIGNING THE ORGANIZATION TO BE IDEA DRIVEN: Strategy, Structure, and Goals; Strategy and Goal Alignment; Structuring for Ideas Key Points4 ALIGNING THE ORGANIZATION TO BE IDEA DRIVEN: Management Systems; Budgeting and Resourcing the Idea Process; Aligning Policies and Rules; Aligning Processes and Procedures; Aligning Evaluation and Reward Systems; Conclusion; Key Points; 5 HOW EFFECTIVE IDEA PROCESSES WORK; The Kaizen Teian Process; Team-Based Processes; Facilitation; Escalation; The Electronic Suggestion Box Trap; Key Points; 6 IMPLEMENTING A HIGH-

PERFORMING IDEA SYSTEM; Step 1 Ensure the leadership's long-term commitment to the new idea system
Step 2 Form and train the team that will design and implement the system
Step 3 Assess the organization from an idea management perspective; Step 4 Design the idea system; Step 5 Start correcting misalignments; Step 6 Conduct a pilot test; Step 7 Assess the pilot results, make adjustments, and prepare for the launch; Step 8 Roll out the system organization-wide; Step 9 Continue to improve the system;
Key Points; 7 WAYS TO GET MORE AND BETTER IDEAS; Problem Finding; Creating a Problem-Sensitive Organization; Key Points; 8 FRONT-LINE IDEAS AND INNOVATION
Innovations Often Need Front-Line Ideas to Work
Front-Line Ideas Create Capabilities That Enable Innovations; Front-Line Ideas Can Transform Routine Innovations into Major Breakthroughs; Front-Line Ideas Can Open Up New Opportunities for Innovation; Setting Up an Idea System Removes Many of the Barriers to Innovation; Bringing It All Together; Conclusion; Key Points; Notes; Acknowledgments; Index; A; B; C; D; E; F; G; H; I; J; K; L; M; N; O; P; Q; R; S; T; U; V; W; Z; About the Authors

Sommario/riassunto

In their much-anticipated sequel to the bestseller *Ideas Are Free* (over 50,000 copies sold), Alan Robinson and Dean Schroeder explain that employee ideas are no longer a "nice-to-have" but rather the very lifeblood of competitiveness, culture, and strategy. Their new book shows how to align every part of the organization around generating and implementing ideas at the front line.
