

By Benoît Gailly, 17 January 2018

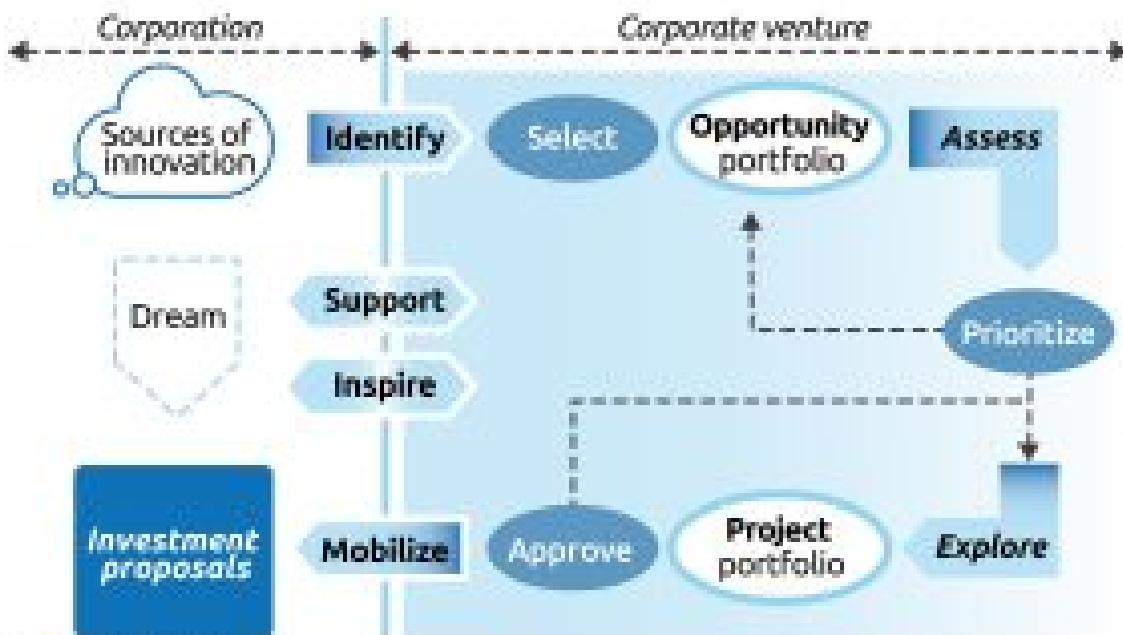
Build and manage innovation-ready organizations: how some elephants can dance



Innovation-ready organizations are not innovative for the sake of it. They combine operational efficiency with both the corporate culture required to continuously exploit and do things in new ways - innovative mindset - and the corporate structures required to explore and sometimes do completely new things - innovative ventures.

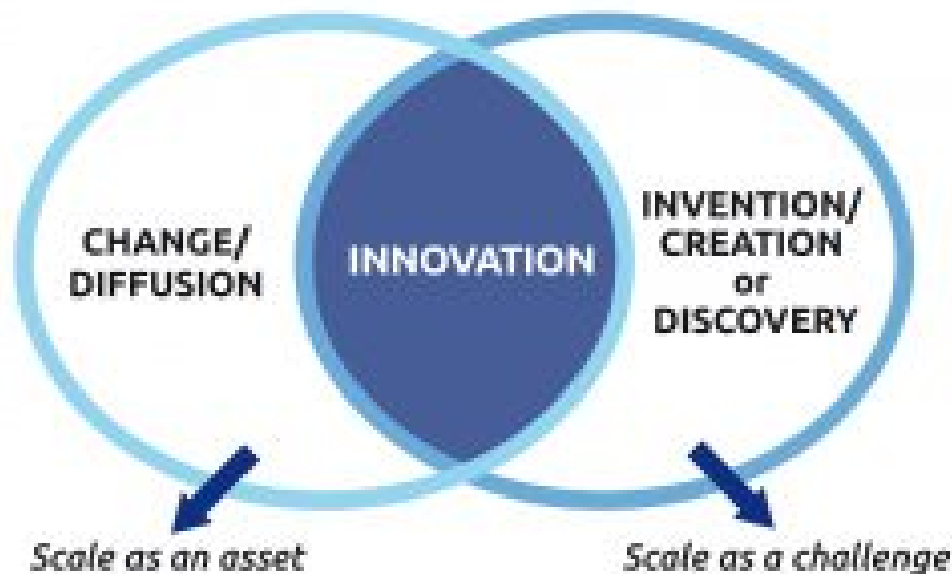


Innovative organizations manage to develop a leadership and a corporate culture that fosters trust, learning and exchanges in order to **do things in new ways** and overcome the traditional organizational barriers to corporate entrepreneurship.



© Prof. Rainer Güll, University of Management

Innovative organizations can create dedicated structures where completely new **corporate ventures** can be nurtured and parented, leveraging their corporate assets while freeing “teenage” ventures from organizational inertia.



© Prof. Brent Davis, Lecture: Strategic Management

Ambidextrous organizations are designed and managed to retain the innovation agility of many small firms, such as flexibility, engagement and autonomy, while capturing the managerial efficiency of large corporations with their scale, assets and power.

Bibliography

Innovation-ready organizations: mindset and ventures

Keywords: *innovation metrics, innovativeness, innovative organizations*

- (Book) Almquist, E., Leiman, M., Rigby, D., & Roth, A. (2013). [*Taking the measure of your innovation performance*](#). Bain & Company.
- (Book) Davila T., Epstein M.J. and Shelton R. (2006) [*“Organizing for innovation” in Making innovation work*](#). Wharton School Publishing,
- (Book) [*Globalization*](#) (2010). OECD Economic Globalization Indicators.
- (Video) The Orchestra Experience - Leadership and Collaboration in Organizations. Dominic Aldis. <http://www.musicandmanagement.com>
- (Video) [*The Jazz Experience - Creativity and Teamwork in Organizations*](#). Dominic Aldis. <http://www.musicandmanagement.com>
- (Article) Adams, R., Bessant, J., & Phelps, R. (2006). ‘Innovation management measurement: A review. *International Journal of Management Reviews*, 8, 21-47.
- (Article) Armbruster, H., Bikfalvi, A., Kinkel, S., & Lay, G. (2008). ‘Organizational

- innovation: The challenge of measuring non-technical innovation in large-scale surveys'. *Technovation*, 28, 644-657.
- (Article) Bhattacharya, M., & Bloch, H. (2004). Determinants of innovation. *Small Business Economics*, 22(2), 155-162.
 - (Article) Birkinshaw, J. (1997). Entrepreneurship in multinational corporations: The characteristics of subsidiary initiatives. *Strategic Management Journal*, 207-229.
 - (Article) Blindenbach-Driessen, F., Van Dalen, J., & Van Den Ende, J. (2010). Subjective performance assessment of innovation projects. *Journal of Product Innovation Management*, 27(4), 572-592.
 - (Article) Bock, A. J., Opsahl, T., George, G., & Gann, D. M. (2012). The effects of culture and structure on strategic flexibility during business model innovation. *Journal of Management Studies*, 49(2), 279-305.
 - (Article) Cooper, R. G., Edgett, S. J., & Kleinschmidt, E. J. (2004). Benchmarking best NPD practices—I. *Research-Technology Management*, 47(1), 31-43.
 - (Article) Cooper, R. G., Edgett, S. J., & Kleinschmidt, E. J. (2004). Benchmarking best NPD practices—II. *Research-Technology Management*, 47(3), 50-59.
 - (Article) Cooper, R. G., Edgett, S. J., & Kleinschmidt, E. J. (2004). Benchmarking best NPD practices—III. *Research-Technology Management*, 47(6), 43-55.
 - (Article) De Jong, J. P., & Vermeulen, P. A. (2006). Determinants of product innovation in small firms: A comparison across industries. *International Small Business Journal*, 24(6), 587-609.
 - (Article) De Visser, M., de Weerd-Nederhof, P., Faems, D., Song, M., Van Looy, B., & Visscher, K. (2010). Structural ambidexterity in NPD processes: A firm-level assessment of the impact of differentiated structures on innovation performance. *Technovation*, 30(5-6), 291-299.
 - (Article) Donate, M. J., Peña, I., & Sanchez de Pablo, J. D. (2016). HRM practices for human and social capital development: effects on innovation capabilities. *The International Journal of Human Resource Management*, 27(9), 928-953.
 - (Article) Dougherty, D., & Hardy, C. (1996). Sustained product innovation in large, mature organizations: Overcoming innovation-to-organization problems. *Academy of Management Journal*, 39(5), 1120-1153.
 - (Article) Evanschitzky, H., Eisend, M., Calantone, R. J., & Jiang, Y. (2012). Success factors of product innovation: An updated meta-analysis. *Journal of product innovation management*, 29, 21-37.
 - (Article) Glynn, M. A. (1996). Innovative genius: A framework for relating individual and organizational intelligences to innovation. *Academy of Management Review*, 21(4), 1081-1111.
 - (Article) Griffin, A., & Page, A. L. (1993). An interim report on measuring product development success and failure. *Journal of Product Innovation Management*, 10(4), 291-308.
 - (Article) Griffin, A., & Page, A. L. (1996). PDMA success measurement project: recommended measures for product development success and failure. *Journal of Product Innovation Management*, 13(6), 478-496.
 - (Article) Gupta, A., Tesluk, P., & Taylor, M. (2007). 'Innovation at and across multiple levels of analysis'. *Organization Science*, 18, 885-897.
 - (Article) Hagedoorn, J., & Cloudt, M. (2003). Measuring innovative performance: is there an

- advantage in using multiple indicators?. *Research Policy*, 32(8), 1365-1379.
- (Article) Hamel, G. (2006). The why, what, and how of management innovation. *Harvard Business Review*, 84(2), 72.
 - (Article) Hurley, R. F., & Hult, G. T. M. (1998). Innovation, market orientation, and organizational learning: an integration and empirical examination. *The Journal of Marketing*, 42-54.
 - (Article) Kristiansen, J. N., & Ritala, P. (2018). Measuring radical innovation project success: typical metrics don't work. *Journal of Business Strategy*. 39(4), 34-41.
 - (Article) Miller, D. (1983). The correlates of entrepreneurship in three types of firms. *Management Science*, 29(7), 770-791.
 - (Article) Pakes, A. (1985). On patents, R & D, and the stock market rate of return. *Journal of Political Economy*, 93(2), 390-409.
 - (Article) Prajogo, D. I., & Ahmed, P. K. (2006). Relationships between innovation stimulus, innovation capacity, and innovation performance. *R&D Management*, 36(5), 499-515.
 - (Article) Richtnér, A., Brattström, A., Frishammar, J., Björk, J., & Magnusson, M. (2017). Creating better innovation measurement practices. *MIT Sloan Management Review*, 59(1), 45.
 - (Article) Roper, S., Du, J., & Love, J. H. (2008). Modelling the innovation value chain. *Research Policy*, 37(6-7), 961-977.
 - (Article) Stopford, J.M., & Baden-Fuller, C.W. (1994). Creating corporate entrepreneurship. *Strategic Management Journal*, 15(7), 521-536.
 - (Article) Verhees, F. J., & Meulenbergh, M. T. (2004). Market orientation, innovativeness, product innovation, and performance in small firms. *Journal of Small Business Management*, 42(2), 134-154.
 - (Article) Wang, Pervaiz, (2004) "The development and validation of the organisational innovativeness construct using confirmatory factor analysis", *European Journal of Innovation Management*, Vol. 7 Iss: 4

Doing things in new ways: innovation mindset

Keywords: entrepreneurial orientation, innovation culture, leadership, mindset, not-invented-here, organizational barriers, silos, top management team (TMT), trust

- (Book) Bass, B. M., & Stogdill, R. M. (1990). *Bass & Stogdill's handbook of leadership: Theory, research, and managerial applications*. Simon and Schuster.
- (Book) Geus, A. [The Living Company: Growth, Learning and Longevity in Business](#)
- (Book) Diamond, J. (1998), [Guns, Germs and Steel: A Short history of everybody for the last 13000 years](#), Vintage, London
- (Book) Laloux, F. (2015) *Reinventing organizations*. Lannoo Meulenhoff-Belgium.
- (Book) Schmidt, E., & Rosenberg, J. (2014). [How google works](#). Hachette UK.
- (Book) Schein, Edgar H. [Organizational culture and leadership](#). Vol. 2. John Wiley & Sons, 2010.
- (Book) Yukl, G. A. (2002). *Leadership in organizations*.
- (Video) [The Innovative Culture of 3M](#)
- (Video) McKinsey [The eight essentials of innovation](#)

- (Video) [Defining an Innovation Culture](#) by Kuczmariski Innovation (on Vimeo)
- (Video) Old vs. New Leadership Mindsets and How It Affects Innovation by Kuczmariski Innovation (on Vimeo)
- (Article) Ahmed, P. K. (1998). Culture and climate for innovation. *European Journal of Innovation Management*, 1(1), 30-43.
- (Article) Ahuja, G., & Morris Lampert, C. (2001). Entrepreneurship in the large corporation: A longitudinal study of how established firms create breakthrough inventions. *Strategic Management Journal*, 22(6-7), 521-543.
- (Article) Alexiev, A. S., Jansen, J. J., Van den Bosch, F. A., & Volberda, H. W. (2010). Top management team advice seeking and exploratory innovation: The moderating role of TMT heterogeneity. *Journal of Management Studies*, 47(7), 1343-1364.
- (Article) Amabile, T. M. (1997). Motivating creativity in organizations: On doing what you love and loving what you do. *California Management Review*, 40(1), 39-58.
- (Article) Amabile, T.M., Conti, R., Coon, H., Lazenby, J., & Herron, M. (1996). Assessing the work environment for creativity. *Academy of Management Journal*, 39(5), 1154-1184.
- (Article) Anderson, B. S., Covin, J. G., & Slevin, D. P. (2009). Understanding the relationship between entrepreneurial orientation and strategic learning capability: An empirical investigation. *Strategic Entrepreneurship Journal*, 3, 218-240.
- (Article) Anderson, N., Potocnik, K., & Zhou, J. (2014). 'Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework'. *Journal of Management*, 40, 1297-1333.
- (Article) Bantel, K. A., & Jackson, S. E. (1989). Top management and innovations in banking: Does the composition of the top team make a difference?. *Strategic Management Journal*, 10(S1), 107-124.
- (Article) Bartel, C., & Garud, R. (2009). 'The Role of Narratives in Sustaining Organizational Innovation'. *Organization Science*, 20, 107-117.
- (Article) Bessant, J., & Francis, D. (1999). Developing strategic continuous improvement capability. *International Journal of Operations & Production Management*, 19(11), 1106-1119.
- (Article) Büschgens, T., Bausch, A., & Balkin, D.B. (2013). Organizational culture and innovation: A meta-analytic review. *Journal of Product Innovation Management*, 30(4), 763-781.
- (Article) Cannella Jr, A. A., Park, J. H., & Lee, H. U. (2008). Top management team functional background diversity and firm performance: Examining the roles of team member colocation and environmental uncertainty. *Academy of Management Journal*, 51(4), 768-784.
- (Article) Chandler, G. N., Keller, C., & Lyon, D. W. (2000). Unraveling the determinants and consequences of an innovation-supportive organizational culture. *Entrepreneurship Theory and Practice*, 25(1), 59-76.
- (Article) Covin, J.G., & Lumpkin, G.T. (2011). Entrepreneurial Orientation Theory and Research: Reflections on a Needed Construct. *Entrepreneurship Theory and Practice*, 35(5), 855-872.
- (Article) Damanpour, F. (1991). 'Organizational innovation- a meta-analysis of effects of determinants and moderators'. *Academy of Management Journal*, 34, 555-590.
- (Article) Damanpour, F., & Schneider, M. (2006). Phases of the adoption of innovation in organizations: effects of environment, organization and top managers 1. *British Journal of*

- Management*, 17(3), 215-236.
- (Article) Dess, G. G., & Lumpkin, G. T. (2005). The role of entrepreneurial orientation in stimulating effective corporate entrepreneurship. *Academy of Management Perspectives*, 19(1), 147-156.
 - (Article) Denti, L., & Hemlin, S. (2012). Leadership and innovation in organizations: A systematic review of factors that mediate or moderate the relationship. *International Journal of Innovation Management*, 16(03), 1240007.
 - (Article) Deschamps, J. P. (2005). Different leadership skills for different innovation strategies. *Strategy & Leadership*, 33(5), 31-38.
 - (Article) D'Este, P., Iammarino, S., Savona, M., & von Tunzelmann, N. (2012). What hampers innovation? Revealed barriers versus deterring barriers. *Research Policy*, 41(2), 482-488.
 - (Article) Dweck, C. (2016). What having a "growth mindset" actually means. *Harvard Business Review*, 13.
 - (Article) Ekvall, G. (1996). Organizational climate for creativity and innovation. *European Journal of Work and Organizational Psychology*, 5(1), 105-123.
 - (Article) Elenkov, D. S., Judge, W., & Wright, P. (2005). Strategic leadership and executive innovation influence: an international multi-cluster comparative study. *Strategic Management Journal*, 26(7), 665-682.
 - (Article) Elenkov, D. S., & Manev, I. M. (2005). Top management leadership and influence on innovation: The role of sociocultural context. *Journal of Management*, 31(3), 381-402.
 - (Article) Eshima, Y., & Anderson, B.S. (2017). Firm growth, adaptive capability, and entrepreneurial orientation. *Strategic Management Journal*, 38(3), 770-779.
 - (Article) Ghoshal, S., & Bartlett, C. A. (1994). Linking organizational context and managerial action: The dimensions of quality of management. *Strategic Management Journal*, 15(S2), 91-112.
 - (Article) Gregory, B. T., Harris, S. G., Armenakis, A. A., & Shook, C. L. (2009). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of Business Research*, 62(7), 673-679.
 - (Article) Grinza, E., & Quatraro, F. (2019). Workers' replacements and firms' innovation dynamics: New evidence from Italian matched longitudinal data. *Research Policy*, 48(9), 103804.
 - (Article) Hansen, Morten T., and Nitin Nohria. "How to build collaborative advantage." *MIT Sloan Management Review* 46.1 (2004): 22.
 - (Article) Hargadon, A. B., & Bechky, B. A. (2006). When collections of creatives become creative collectives: A field study of problem solving at work. *Organization Science*, 17(4), 484-500.
 - (Article) Hartnell, C., Yi Ou, A., & Kinicki, A. (2011). 'Organizational Culture and Organizational Effectiveness: A Meta-Analytic Investigation of the Competing Values Framework's Theoretical Suppositions'. *Journal of Applied Psychology*, 96, 677-694.
 - (Article) Hayton, J. C., & Cacciotti, G. (2013). Is there an entrepreneurial culture? A review of empirical research. *Entrepreneurship & Regional Development*, 25(9-10), 708-731.
 - (Article) Herzog, P., & Leker, J. (2010). Open and closed innovation-different innovation cultures for different strategies. *International Journal of Technology Management*, 52(3/4), 322-343.
 - (Article) Hirshleifer, D., Low, A., & Teoh, S. H. (2012). Are overconfident CEOs better

- innovators?. *The Journal of Finance*, 67(4), 1457-1498.
- (Article) Hogan, S., & Coote, L. (2014). 'Organizational culture, innovation, and performance: A test of Schein's model'. *Journal of Business Research*, 67, 1609-1621.
 - (Article) Hughes, D. J., Lee, A., Tian, A. W., Newman, A., & Legood, A. (2018). Leadership, creativity, and innovation: A critical review and practical recommendations. *The Leadership Quarterly*, 29(5), 549-569.
 - (Article) Hunter, S. T., Bedell, K. E., & Mumford, M. D. (2007). Climate for creativity: A quantitative review. *Creativity Research Journal*, 19(1), 69-90.
 - (Article) Ireland, R.D., Kuratko, D.F., Morris, M.H. (2006). 'A health audit for corporate entrepreneurship: innovation at all levels: part I'. *Journal of Business Strategy*, 27(1), 10-17.
 - (Article) Isaksen, S. G., Lauer, K. J., Ekvall, G., & Britz, A. (2001). Perceptions of the best and worst climates for creativity: Preliminary validation evidence for the situational outlook questionnaire. *Creativity Research Journal*, 13(2), 171-184.
 - (Article) Jassawalla, A. R., & Sashittal, H. C. (2002). Cultures that support product-innovation processes. *Academy of Management Perspectives*, 16(3), 42-54.
 - (Article) Jia, X., Chen, J., Mei, L., & Wu, Q. (2018). How leadership matters in organizational innovation: a perspective of openness. *Management Decision*, 56(1), 6-25.
 - (Article) Jung, D., Wu, A., & Chow, C. (2008). 'Towards understanding the direct and indirect effects of CEO's transformational leadership on firm innovation'. *The Leadership Quarterly*, 19, 582-594.
 - (Article) Kuratko, D. F., Montagno, R. V., & Hornsby, J. S. (1990). Developing an intrapreneurial assessment instrument for an effective corporate entrepreneurial environment. *Strategic Management Journal*, 49-58.
 - (Article) Lampe, J., Kraft, P. S., & Bausch, A. (2019). Mapping the Field of Research on Entrepreneurial Organizations (1937-2016): A Bibliometric Analysis and Research Agenda. *Entrepreneurship Theory and Practice*, 1042258719851217.
 - (Article) Leavy, B. (2005). A leader's guide to creating an innovation culture. *Strategy & Leadership*, 33(4), 38-45.
 - (Article) Lopez-Cabrales, A., Pérez-Luño, A., & Cabrera, R. V. (2009). Knowledge as a mediator between HRM practices and innovative activity. *Human Resource Management*, 48(4), 485-503.
 - (Article) Lubatkin, M.H., Simsek, Z., Ling, Y., & Veiga, J.F. (2006). Ambidexterity and performance in small-to medium-sized firms: The pivotal role of top management team behavioral integration. *Journal of Management*, 32(5), 646-672.
 - (Article) Lumpkin G.T., & Dess, G.G. (1996). Clarifying the entrepreneurial orientation construct and linking it to performance. *The Academy of Management Review*. 21(1), 135-172.
 - (Article) Lumpkin, G. T., & Dess, G. G. (2001). Linking two dimensions of entrepreneurial orientation to firm performance: The moderating role of environment and industry life cycle. *Journal of Business Venturing*, 16(5), 429-451.
 - (Article) Malagueño, R., Lopez-Valeiras, E., & Gomez-Conde, J. (2018). Balanced scorecard in SMEs: effects on innovation and financial performance. *Small Business Economics*, 51(1), 221-244.
 - (Article) Martins, E. C., & Terblanche, F. (2003). Building organisational culture that stimulates creativity and innovation. *European Journal of Innovation Management*, 6(1), 64-74.

- (Article) Matzler, K., Abfalter, D. E., Mooradian, T. A., & Bailom, F. (2013). Corporate culture as an antecedent of successful exploration and exploitation. *International Journal of Innovation Management*, 17(05), 1350025.
- (Article) Meindl, J. R. (1995). The romance of leadership as a follower-centric theory: A social constructionist approach. *The Leadership Quarterly*, 6(3), 329-341.
- (Article) Menz, M. (2012). Functional top management team members: A review, synthesis, and research agenda. *Journal of Management*, 38(1), 45-80
- (Article) Miller, D. (2011). Miller (1983) Revisited: A Reflection on EO Research and Some Suggestions for the Future. *Entrepreneurship Theory and Practice*, 35(5), 873-894.
- (Article) Murray, F., & O'Mahony, S. (2007). Exploring the foundations of cumulative innovation: Implications for organization science. *Organization Science*, 18(6), 1006-1021.
- (Article) Patel, P., Kohtamaki, M., Parida, V., & Wincent, J. (2015). Entrepreneurial orientation-as-experimentation and firm performance: the enabling role of absorptive capacity. *Strategic Management Journal*, 36, 1739-1749.
- (Article) Patterson, M. G., West, M. A., Shackleton, V. J., Dawson, J. F., Lawthom, R., Maitlis, S. & Wallace, A. M. (2005). Validating the organizational climate measure: Links to managerial practices, productivity and innovation. *Journal of Organizational Behavior*, 26(4), 379-408.
- (Article) Rao, J., & Weintraub, J. (2013). How Innovative Is Your Company's Culture?. *MIT Sloan Management Review*, 54(3), 29.
- (Article) Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial orientation and business performance: An assessment of past research and suggestions for the future. *Entrepreneurship Theory and Practice*, 33(3), 761-787.
- (Article) Rosenbusch, N., Rauch, A., & Bausch, A. (2013). The Mediating Role of Entrepreneurial Orientation in the Task Environment-Performance Relationship: A Meta-Analysis. *Journal of Management*, 39(3), 633-659.
- (Article) Rosing, K., Frese, M., & Bausch, A. (2011). Explaining the heterogeneity of the leadership-innovation relationship: Ambidextrous leadership. *The Leadership Quarterly*, 22(5), 956-974.
- (Article) Saeed, S., Yousafzai, S.Y., & Engelen, A. (2014). On Cultural and Macroeconomic Contingencies of the Entrepreneurial Orientation-Performance Relationship. *Entrepreneurship Theory and Practice*, 38(2), 255-290.
- (Article) Sarros, J. C., Cooper, B. K., & Santora, J. C. (2008). Building a climate for innovation through transformational leadership and organizational culture. *Journal of Leadership & Organizational Studies*, 15(2), 145-158.
- (Article) Sattayaraksa, T., & Boon-itt, S. (2018). The roles of CEO transformational leadership and organizational factors on product innovation performance. *European Journal of Innovation Management*.
- (Article) Shalley, C. E., Gilson, L. L., & Blum, T. C. (2000). Matching creativity requirements and the work environment: Effects on satisfaction and intentions to leave. *Academy of Management Journal*, 43(2), 215-223.
- (Article) Shalley, C. E., Zhou, J., & Oldham, G. R. (2004). The effects of personal and contextual characteristics on creativity: Where should we go from here?. *Journal of Management*, 30(6), 933-958.
- (Article) Shipton, H., Fay, D., West, M., Patterson, M., & Birdi, K. (2005). Managing people to promote innovation. *Creativity and Innovation Management*, 14(2), 118-128.

- (Article) Shipton, H., West, M. A., Dawson, J., Birdi, K., & Patterson, M. (2006). HRM as a predictor of innovation. *Human Resource Management Journal*, 16(1), 3-27.
- (Article) Soda, G., Stea, D., & Pedersen, T. (2019). Network structure, collaborative context, and individual creativity. *Journal of Management*, 45(4), 1739-1765.
- (Article) Storz, C., Riboldazzi, F., & John, M. (2015). 'Mobility and innovation: A cross-country comparison in the video games industry'. *Research Policy*, 44, 121-137.
- (Article) Talke, K., Salomo, S., & Rost, K. (2010). How top management team diversity affects innovativeness and performance via the strategic choice to focus on innovation fields. *Research Policy*, 39(7), 907-918
- (Article) Talke, K., Salomo, S., & Kock, A. (2011). Top management team diversity and strategic innovation orientation: The relationship and consequences for innovativeness and performance. *Journal of Product Innovation Management*, 28(6), 819-832.
- (Article) Teece, D. J. (1996). Firm organization, industrial structure, and technological innovation. *Journal of Economic Behavior & Organization*, 31(2), 193-224.
- (Article) Tian, Xuan, and Tracy Yue Wang. "Tolerance for failure and corporate innovation." *Review of Financial Studies* 27.1 (2014): 211-255.
- (Article) Tsai, W., & Ghoshal, S. (1998). Social capital and value creation: The role of intrafirm networks. *Academy of Management Journal*, 41(4), 464-476.
- (Article) Uhl-Bien, M., Marion, R., & McKelvey, B. (2007). Complexity leadership theory: Shifting leadership from the industrial age to the knowledge era. *The Leadership Quarterly*, 18(4), 298-318.
- (Article) Wang, X., & Dass, M. (2017). Building innovation capability: The role of top management innovativeness and relative-exploration orientation. *Journal of Business Research*, 76, 127-135.
- (Article) Yang, L., Holtz, D., Jaffe, S., Suri, S., Sinha, S., Weston, J., ... & Teevan, J. (2022). The effects of remote work on collaboration among information workers. *Nature human behaviour*, 6(1), 43-54.
- (Article) Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, 53(1), 107-128.
- (Article) Zhou, Y., Hong, Y., & Liu, J. (2013). Internal commitment or external collaboration? The impact of human resource management systems on firm innovation and performance. *Human Resource Management*, 52(2), 263-288.
- (Article) Zhou, J., & George, J. M. (2003). Awakening employee creativity: The role of leader emotional intelligence. *The Leadership Quarterly*, 14(4-5), 545-568.

Doing completely new things: corporate ventures

Keywords: *breakthrough, corporate venturing, internal ventures, new business development, parenting, spin-off, steering committee*

- (Book) Hargadon, A. (2003). [How breakthroughs happen: The surprising truth about how companies innovate](#). Harvard Business Press.
- (Book) O'Connor, G. C., Leifer, R., Paulson, A. S., & Peters, L. S. (2008). [Grabbing lightning: Building a capability for breakthrough innovation](#). San Francisco, CA: Wiley & Sons.
- (Book) Schilling M.A. (2006) [Strategic Management of Technological Innovation \(2d ed.\)](#)

- McGraw-Hill, Irwin(Book) Teece, D. (2009) [*Dynamic Capabilities and Strategic Management*](#), Oxford University Press
- (Video) [Sonaca aircraft](#)
 - (Video) [Solvay Solar impulse](#)
 - (Article) Agarwal, R., Echambadi, R., Franco, A. M., & Sarkar, M. B. (2004). Knowledge transfer through inheritance: Spin-out generation, development, and survival. *Academy of Management Journal*, 47(4), 501-522.
 - (Article) Birkinshaw, Julian and Hill, Susan A. (2003) 'Corporate venturing performance: An investigation into the applicability of venture capital models', in *Academy of Management 2003 best paper proceedings*, Academy of Management, pp. B1-B6
 - (Article) Birkinshaw, J., & Hill, S. A. (2005). Corporate Venturing Units:: Vehicles for Strategic Success in the New Europe. *Organizational Dynamics*, 34(3), 247-257.
 - (Article) Burgelman, R.A. (1984) Designs for corporate entrepreneurship in established firms, *California Management Review*, 26/3, 154-166
 - (Article) Burgelman, R. A., & Välikangas, L. (2005). Managing internal corporate venturing cycles. *MIT Sloan Management Review*, 46(4), 26.
 - (Article) Burgers, J. H., Jansen, J. J., Van den Bosch, F. A., & Volberda, H. W. (2009). Structural differentiation and corporate venturing: The moderating role of formal and informal integration mechanisms. *Journal of Business Venturing*, 24(3), 206-220.
 - (Article) Chesbrough, H. (2003). The governance and performance of Xerox's technology spin-off companies. *Research Policy*, 32(3), 403-421.
 - (Article) Corley, K.G., & Gioia, D.A. (2004). Identity ambiguity and change in the wake of a corporate spin-off. *Administrative Science Quarterly*, 49(2), 173-208.
 - (Article) Fryges, H., & Wright, M. (2014). The origin of spin-offs: a typology of corporate and academic spin-offs. *Small Business Economics*, 43(2), 245-259.
 - (Article) Garud, R., & Van De Ven, A. H. (1992). An empirical evaluation of the internal corporate venturing process. *Strategic Management Journal*, 13(S1), 93-109.
 - (Article) Gemünden, H. G., Salomo, S., & Krieger, A. (2005). The influence of project autonomy on project success. *International Journal of Project Management*, 23(5), 366-373.
 - (Article) Govindarajan, V., & Trimble, C. (2005). Building breakthrough businesses within established organizations. *Harvard Business Review*, 83(5), 58-68.
 - (Article) Govindarajan, V., & Trimble, C. (2010). Stop the innovation wars. *Harvard Business Review*, 88(7/8), 76-83
 - (Article) Hellmann, T., & Perotti, E. (2011). The circulation of ideas in firms and markets. *Management Science*, 57(10), 1813-1826.
 - (Article) Hill, S.A., & Birkinshaw, J. (2008). Strategy-organization configurations in corporate venture units: Impact on performance and survival. *Journal of Business Venturing*, 23(4), 423-444.
 - (Article) Hill, S. A., & Birkinshaw, J. (2014). Ambidexterity and survival in corporate venture units. *Journal of Management*, 40(7), 1899-1931.
 - (Article) Hobday, M. (2000). The project-based organisation: an ideal form for managing complex products and systems?. *Research Policy*, 29(7-8), 871-893.
 - (Article) Johnson, K. L. (2012). The role of structural and planning autonomy in the performance of internal corporate ventures. *Journal of Small Business Management*, 50(3), 469-497.
 - (Article) Kanter, R. (1985). Supporting innovation and venture development in established

- companies. *Journal of Business Venturing*, 1(1), 47-60.
- (Article) Leifer, R., O'Connor, G. C., & Rice, M. (2001). Implementing radical innovation in mature firms: The role of hubs. *Academy of Management Perspectives*, 15(3), 102-113.
 - (Article) McGrath, R. G., Keil, T., & Tukiainen, T. (2006). Extracting value from corporate venturing. *MIT Sloan Management Review*, 48(1), 50.
 - (Article) Narayanan, V. K., Yang, Y., & Zahra, S. A. (2009). Corporate venturing and value creation: A review and proposed framework. *Research Policy*, 38(1), 58-76.
 - (Article) O'Connor, G. C., & Ayers, A. D. (2005). Building a radical innovation competency. *Research-Technology Management*, 48(1), 23-31.
 - (Article) O'Connor, G. C., Paulson, A. S., & DeMartino, R. (2008). Organisational approaches to building a radical innovation dynamic capability. *International Journal of Technology Management*, 44(1-2), 179-204.
 - (Article) Parhankangas, A., & Arenius, P. (2003). From a corporate venture to an independent company: a base for a taxonomy for corporate spin-off firms. *Research Policy*, 32(3), 463-481
 - (Article) Rawley, E., Godart, F. C., & Shipilov, A. (2018) How and When do Conglomerates Influence the Creativity of their Subsidiaries? *Strategic Management Journal*. 39, 2417-2438
 - (Article) Tellis, G.J., Prabhu, J.C., & Chandy, R.K. (2009). Radical innovation across nations: The preeminence of corporate culture. *Journal of Marketing*, 73(1), 3-23.
 - (Article) Thornhill, S., & Amit, R. (2001). A dynamic perspective of internal fit in corporate venturing. *Journal of Business Venturing*, 16(1), 25-50.
 - (Article) van Burg, E., de Jager, S., Reymen, I. M., & Cloudt, M. (2012). Design principles for corporate venture transition processes in established technology firms. *R&D Management*, 42(5), 455-472.
 - (Article) Van de Vrande, V., Lemmens, C., & Vanhaverbeke, W. (2006). Choosing governance modes for external technology sourcing. *R&D Management*, 36(3), 347-363.
 - (Article) Van de Vrande, V., Vanhaverbeke, W., & Duysters, G. (2009). External technology sourcing: The effect of uncertainty on governance mode choice. *Journal of Business Venturing*, 24(1), 62-80.
 - (Article) Vanhaverbeke, W., & Peeters, N. (2005). Embracing innovation as strategy: Corporate venturing, competence building and corporate strategy making. *Creativity and Innovation Management*, 14(3), 246-257.
 - (Article) Veryzer Jr, R. W. (1998). Discontinuous innovation and the new product development process. *Journal of Product Innovation Management*, 15(4), 304-321.
 - (Article) Wolcott, R. C., & Lippitz, M. J. (2007). The four models of corporate entrepreneurship. *MIT Sloan Management Review*, 49(1), 75.
 - (Article) Zahra, S. A., Nielsen, A. P., & Bogner, W. C. (1999). Corporate entrepreneurship, knowledge, and competence development. *Entrepreneurship Theory and Practice*, 23(3), 169-189.

“Ambidextrous” organizations: small is beautiful, big is powerful

Keywords: contextual vs. structural ambidexterity, economies of scale/scope, size, strategic entrepreneurship

- (Book) Govindarajan, V. and Trimble, C. (2010) [*The other side of innovation: solving the execution challenge*](#) Harvard Business Review Press
- (Book) Leifer, R. (2000). [*Radical innovation: How mature companies can outsmart upstarts.*](#) Harvard Business Press.
- (Book) Utterback J.M. (2005) [*Mastering the Dynamics of Innovation*](#), Harvard Business School Press, Boston, Massachusetts
- (Book) Zook, C., & Allen, J. (2016). [*The Founder's Mentality: How to Overcome the Predictable Crises of Growth.*](#) Harvard Business Review Press.
- (Video) [The Ambidextrous Organization: agility or a committed identity?](#)
- (Video) [The Zinnovants "Size matters"](#)
- (Article) Acs, Z. J., & Audretsch, D. B. (1988). Innovation in large and small firms: an empirical analysis. *The American Economic Review*, 678-690.
- (Article) Akcigit, U., & Kerr, W. R. (2018). Growth through heterogeneous innovations. *Journal of Political Economy*, 126(4), 1374-1443.
- (Article) Andriopoulos, C., & Lewis, M. W. (2009). Exploitation-exploration tensions and organizational ambidexterity: Managing paradoxes of innovation. *Organization Science*, 20(4), 696-717.
- (Article) Arend, R. J., Zhao, Y. L., Song, M., & Im, S. (2017). Strategic planning as a complex and enabling managerial tool. *Strategic Management Journal*, 38(8), 1741-1752
- (Article) Audretsch, D. B., & Guerrero, M. (2023). Is ambidexterity the missing link between entrepreneurship, management, and innovation?. *The Journal of Technology Transfer*, 1-28.
- (Article) Birkinshaw, J. & Gibson, C. (2004). 'Building ambidexterity into an organization', *MIT Sloan Management Review*, 45: 47-55
- (Article) Cáceres, R., Guzmán, J., & Rekowski, M. (2011). Firms as source of variety in innovation: influence of size and sector. *International Entrepreneurship and Management Journal*, 7(3), 357.
- (Article) Camison, C., & Lopez, A. (2010). 'An examination of the relationship between manufacturing flexibility and firm performance'. *International Journal of Operations & Production Management*, 30, 853-878.
- (Article) Camisón-Zornoza, C., Lapedra-Alcamí, R., Segarra-Ciprés, M., & Boronat-Navarro, M. (2004). A meta-analysis of innovation and organizational size. *Organization Studies*, 25(3), 331-361.
- (Article) Cao, Q., Gedajlovic, E., & Zhang, H. (2009). Unpacking organizational ambidexterity: Dimensions, contingencies, and synergistic effects. *Organization Science*, 20(4), 1-16.
- (Article) Chen, R. R., & Kannan-Narasimhan, R. P. (2015). Formal integration archetypes in ambidextrous organizations. *R&D Management*, 45(3), 267-286.
- (Article) Cohen, W. M., & Klepper, S. (1992). The tradeoff between firm size and diversity in the pursuit of technological progress. *Small Business Economics*, 4(1), 1-14.
- (Article) Damanpour, F. (1992). Organizational size and innovation. *Organization Studies*, 13(3), 375.
- (Article) Damanpour, F. (1996). Organizational complexity and innovation: developing and testing multiple contingency models. *Management Science*, 42(5), 693-716.
- (Article) Damanpour, F. (2010). An integration of research findings of effects of firm size and market competition on product and process innovations. *British Journal of Management* Vol.21 Issue 4. 996-1010.

- (Article) Ettlie, J. E., & Rubenstein, A. H. (1987). Firm size and product innovation. *Journal of Product Innovation Management*, 4(2), 89-108.
- (Article) Fang, C., Lee, J., & Schilling, M. A. (2010). Balancing exploration and exploitation through structural design: The isolation of subgroups and organizational learning. *Organization Science*, 21(3), 625-642.
- (Article) Fiegenbaum, A., & Karnani, A. (1991). Output flexibility—a competitive advantage for small firms. *Strategic Management Journal*, 12(2), 101-114
- (Article) Freeman, J., & Engel, J. S. (2007). Models of innovation: Startups and mature corporations. *California Management Review*, 50(1), 94-119.
- (Article) Gibson, C. B., & Birkinshaw, J. (2004). The antecedents, consequences, and mediating role of organizational ambidexterity. *Academy of Management Journal*, 47(2), 209-226.
- (Article) Hewitt-Dundas, N. (2006). Resource and capability constraints to innovation in small and large plants. *Small Business Economics*, 26(3), 257.
- (Article) Ireland, R. D., Hitt, M. A., & Sirmon, D. G. (2003). A model of strategic entrepreneurship: The construct and its dimensions. *Journal of Management*, 29(6), 963-989.
- (Article) Kanter, R. M. (1989). Swimming In Newstreams: Mastering Innovation Dilemmas. *California Management Review*, 31(4), 45.
- (Article) Katila, R. (2002). New product search over time: past ideas in their prime?. *Academy of Management journal*, 45(5), 995-1010.
- (Article) Katila, R., & Shane, S. (2005). When does lack of resources make new firms innovative?. *Academy of Management Journal*, 48(5), 814-829.
- (Article) Khanagha, S., Volberda, H., & Oshri, I. (2014). Business model renewal and ambidexterity: structural alteration and strategy formation process during transition to a Cloud business model. *R&D Management*, 44(3), 322-340.
- (Article) Kimberly, J. R., & Evanisko, M. J. (1981). Organizational innovation: The influence of individual, organizational, and contextual factors on hospital adoption of technological and administrative innovations. *Academy of Management Journal*, 24(4), 689-713.
- (Article) Lawrence, P. R., & Lorsch, J. W. (1967). Differentiation and integration in complex organizations. *Administrative Science Quarterly*, 1-47.
- (Article) Moser, K. J., Tumasjan, A., Welpe, I. M. (2017). Small but attractive: Dimensions of new venture employer attractiveness and the moderating role of applicants' entrepreneurial behaviors, *Journal of Business Venturing*, 32(5), 588-610.
- (Article) Nerkar, A., Roberts, P. (2004). Technological and product-market experience and the success of new product introductions in the pharmaceutical industry. *Strategic Management Journal*, 25, 779-799
- (Article) Nooteboom, B. (1994). Innovation and diffusion in small firms: theory and evidence. *Small Business Economics*, 6, 327-347.
- (Article) O'Reilly 3rd, C. A., & Tushman, M. L. (2004). The ambidextrous organization. *Harvard Business Review*, 82(4), 74.
- (Article) O'Reilly III, C. A., & Tushman, M. L. (2008). Ambidexterity as a dynamic capability: Resolving the innovator's dilemma. *Research in organizational behavior*, 28, 185-206.
- (Article) O'Reilly III, C. A., & Tushman, M. L. (2011). Organizational ambidexterity in action: How managers explore and exploit. *California Management Review*, 53(4), 5-22.
- (Article) O'Reilly III, C. A., & Tushman, M. L. (2013). Organizational ambidexterity: Past,

- present, and future. *Academy of Management Perspectives*, 27(4), 324-338.
- (Article) Pavitt, K., Robson, M., & Townsend, J. (1987). The size distribution of innovating firms in the UK: 1945-1983. *The Journal of Industrial Economics*, 297-316.
 - (Article) Posch, A., & Garaus, C. (2020). Boon or curse? A contingent view on the relationship between strategic planning and organizational ambidexterity. *Long range planning*, 53(6), 101878.
 - (Article) Raalskov, J., Schlichter, J., Haug, A., & Klyver, K. (2024). Organizational ambidexterity in young SMEs? The incompatibility of entrepreneurial orientation and process improvement. *Entrepreneurship & Regional Development*, 1-22.
 - (Article) Raisch, S., & Birkinshaw, J. (2008). Organizational Ambidexterity: Antecedents, Outcomes, and Moderators. *Journal of Management*, 34(3), 375-409
 - (Article) Raisch, S., Birkinshaw, J., Probst, G., & Tushman, M. L. (2009). Organizational ambidexterity: Balancing exploitation and exploration for sustained performance. *Organization Science*, 20(4), 685-695
 - (Article) Rigby, D. K., Sutherland, J., & Noble, A. (2018). Agile at scale. *Harvard Business Review*, 96(3), 88-96
 - (Article) Rivkin, J. W., & Siggelkow, N. (2003). Balancing search and stability: Interdependencies among elements of organizational design. *Management Science*, 49(3), 290-311.
 - (Article) Rogers, M. (2004). Networks, firm size and innovation. *Small business economics*, 22(2), 141-153.
 - (Article) Rothaermel, F. T., & Thursby, M. (2007). The nanotech versus the biotech revolution: Sources of productivity in incumbent firm research. *Research Policy*, 36(6), 832-849.
 - (Article) Sarkar, M. B., Echambadi, R., Agarwal, R., & Sen, B. (2006). The effect of the innovative environment on exit of entrepreneurial firms. *Strategic Management Journal*, 27(6), 519-539.
 - (Article) Simsek, Z., Heavey, C., Veiga, J. F., & Souder, D. (2009). A typology for aligning organizational ambidexterity's conceptualizations, antecedents, and outcomes. *Journal of Management Studies*, 46(5), 864-894.
 - (Article) Smith, W. K., & Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of Management Review*, 36(2), 381-403.
 - (Article) Sørensen, J. B., & Stuart, T. E. (2000). Aging, obsolescence, and organizational innovation. *Administrative Science Quarterly*, 45(1), 81-112.
 - (Article) Stevenson, H. H., & Carlos Jarrillo-Mossi, J. (1986). Preserving entrepreneurship as companies grow. *Journal of Business Strategy*, 7(1), 10-23.
 - (Article) Stock, G. N., Greis, N. P., & Fischer, W. A. (2002). Firm size and dynamic technological innovation. *Technovation*, 22(9), 537-549.
 - (Article) Stuart, T. E., Hoang, H., & Hybels, R. C. (1999). Interorganizational endorsements and the performance of entrepreneurial ventures. *Administrative Science Quarterly*, 44(2), 315-349.
 - (Article) Tether, B. S. (1998). Small and large firms: sources of unequal innovations?. *Research Policy*, 27(7), 725-745.
 - (Article) Tushman M.L. and O'Reilly C.A. (1996). "Ambidextrous organizations: Managing Evolutionary and Revolutionary Changes", *California Management Review*, 38(4), 8-31.
 - (Article) Vaccaro, I., Jansen, J., Van Den Bosch, F., & Volberda, H. (2012). 'Management

innovation and Leadership: The Moderating Role of Organizational Size'. *Journal of Management Studies*, 49, 1467-1486

- (Article) Vaona, A., & Pianta, M. (2008). Firm size and innovation in European manufacturing. *Small Business Economics*, 30(3), 283-299.
- (Article) Wang, C. L., & Rafiq, M. (2014). Ambidextrous organizational culture, Contextual ambidexterity and new product innovation: a comparative study of UK and Chinese high-tech Firms. *British Journal of Management*, 25(1), 58-76.
- (Article) Westerman, G., McFarlan, F. W., & Iansiti, M. (2006). Organization design and effectiveness over the innovation life cycle. *Organization Science*, 17(2), 230-238.

(c) Prof. Benoit Gailly, Louvain School of Management