



SOUTH AFRICAN METAL CASTING CONFERENCE 2017



*WORLD CAST IN AFRICA -
INNOVATE FOR SUSTAINABILITY*

14 - 17 MARCH 2017 . EMPERORS PALACE, GAUTENG, SOUTH AFRICA

LEADERSHIP FOR CREATING A CULTURE OF INNOVATION

Dr Willie Visser

Organizational Psychologist

Phone: +27 (21) 8652092

Cell: +27 (82) 3725308

Email: wav@icon.co.za

PO Box 3330
Matieland
Stellenbosch
South Africa
7602

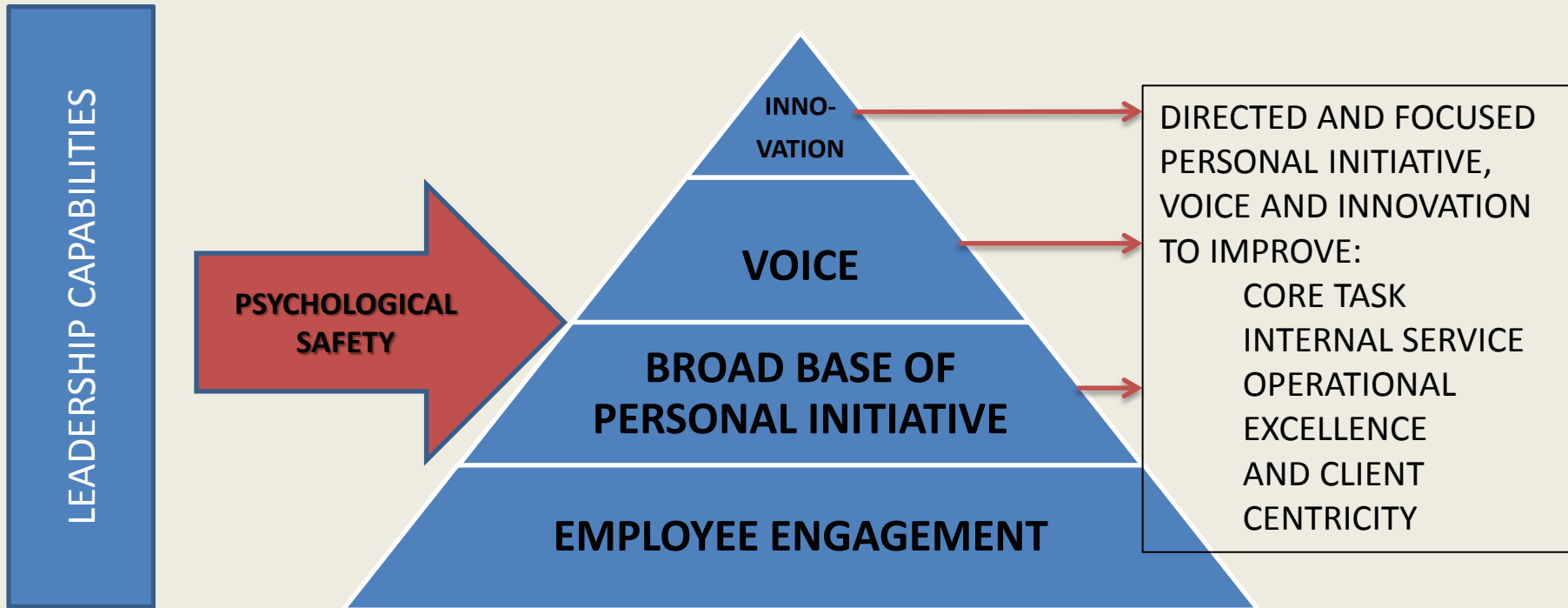
DEFINING INNOVATION

- Innovation is the ***introduction of new and improved ways of doing things at work***. Implicit in this definition of innovation are the following:
 - Innovation is ***intentional*** - it is deliberate, planned for and intended. It is purposeful and it won't just happen on its own by default.
 - Innovation can be thought of as two related processes:
 - The ***generation of new ideas***, new work processes, procedures and products
 - The ***implementation of those ideas***, work processes, procedures and products
 - Innovation can happen ***within a job***, a ***work team*** or an ***organisation*** as a whole.
 - Innovation – that is the generation of new ideas and the implementation of it are designed to ***benefit the job, the team or the organisation***.

WHY THE NEED FOR INNOVATION?

- *It is widely recognised today that innovation hold the key to long term organisational survival and success...*
 - The same is said about *employee engagement...*
 - The same is said for proactive work behaviours like taking *personal initiative...*
 - The same is said about *leadership...*

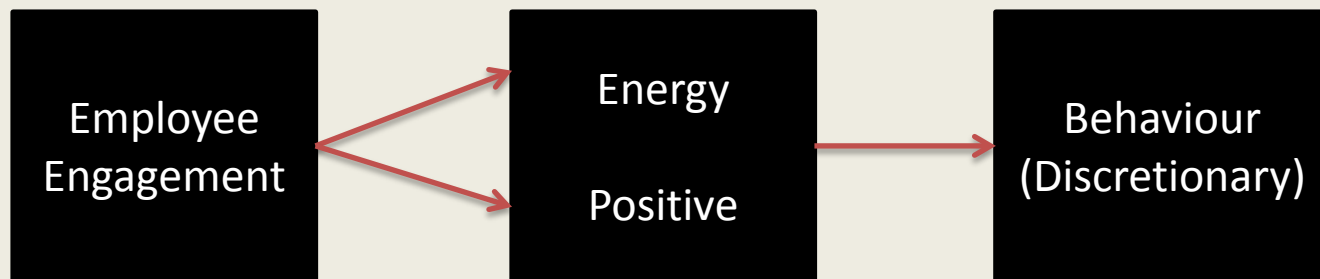
WHAT IS THE CONDITIONS FOR WORKPLACE INNOVATION TO TAKE PLACE?



ORGANISATIONS WILL DEVELOP AND IMPLEMENT IDEAS FOR IMPROVEMENT MORE SUCCESSFULLY IF THEY HAVE A TEAM CLIMATE OF PSYCHOLOGICAL SAFETY, HIGH LEVELS OF ENGAGEMENT, PERSONAL INITIATIVE AND VOICE BEHAVIOURS.

DEFINING EMPLOYEE ENGAGEMENT

- Employees who are engaged displays two essential qualities:
 - They are ***positive and energetic*** while at work (they display a positive energetic motivational state).
 - They **give more over and above what is expected from them** (***discretionary effort***) in their work role and they are willing to contribute to the success of the organisation through the display of proactive work behaviours. They feel responsible for taking personal initiative, to take action for constructive change, they voice what needs to be done and they are innovative.



KEY POINTS ABOUT PERSONAL INITIATIVE

FORMALISED VS EMERGENT WORK ROLES

Self-initiated/self-starting

Take accountability

Take control of a situation

Discretionary/voluntary

Go beyond current job description

Forward Thinking

Problem prevention

Personally feel responsible for constructive change

Challenge the status quo

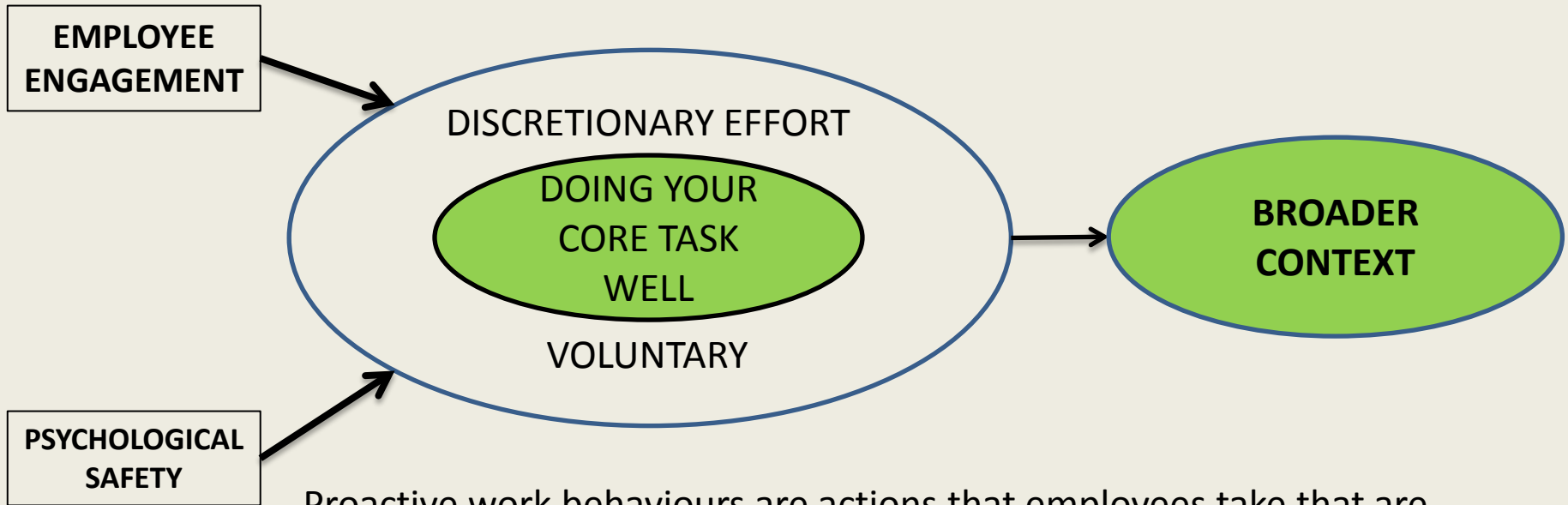
**Consistent with the organisation's mission,
long term strategy and goals**

Persistent in overcoming difficulties



PUT UP YOUR HAND

PROACTIVE WORK BEHAVIOURS



Proactive work behaviours are actions that employees take that are ***self-starting*** that are driven by organisational problems or opportunities.

The aim for engaging in this kind of behaviour is to ***improve the overall functioning*** of the work that they do.

Proactive work behaviours ***goes beyond doing your core tasks*** which are described by your job description and assignments given to you by your direct manager.

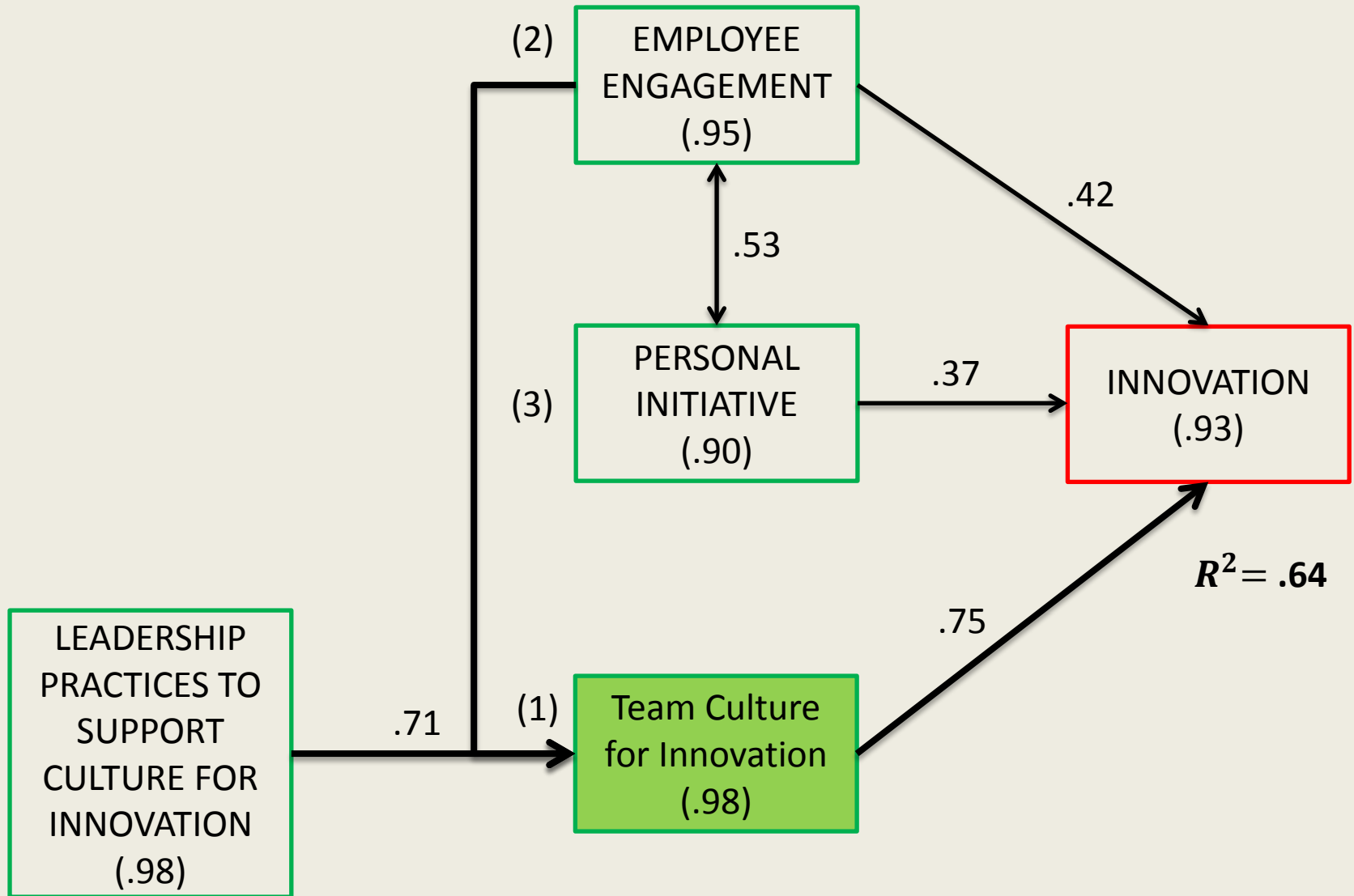
CURRENT SHARED VALUES AND PRACTICES

- Innovation is thought of as the *next “big idea”* – be it a product, a system or any other big thing that will make us profitable.
- Innovation is the *domain of a few clever people* sitting in some quiet part of the organisation working on that next “big idea”
- Most leaders talk about and encourage their people to *come up with new ideas* – their focus is on the *generation of ideas* and not the implementation of those ideas. A company can sit with a thousand brilliant ideas, but it would not add value to the company. It is the implementation of those ideas that will bring about the added value.
- *Most employees* think that *their role* in the innovation process is for them to *come up with new ideas* and that the *role of the manager is to implement those ideas*.

NEW VALUES, BELIEFS AND PRACTICES

- We would like to mobilise the innovative potential of ***every employee*** (critical mass)
- Innovation is not only about ideas but it is about the ***implementation*** of those ideas.
- Innovation does not only refer to the next big product or service that will make the company profitable but it refers to the ***everyday innovative work behaviours*** of all employees
- Innovation refers to the more ***small scale, more common*** and the more ***non-technological*** changes
- Innovation is driven by ***individual actions (personal initiative)***
- Innovation is supported by an ***innovative work (team) culture***
- ***INNOVATION IS SUPPORTED BY INDIVIDUAL LEADERSHIP PRACTICES ON THE FIRST LINE OF MANAGEMENT***

REAL EXAMPLE



HOW DO EFFECTIVE LEADERS LOOK LIKE – AN INTERNATIONAL CRITERION MEASURE



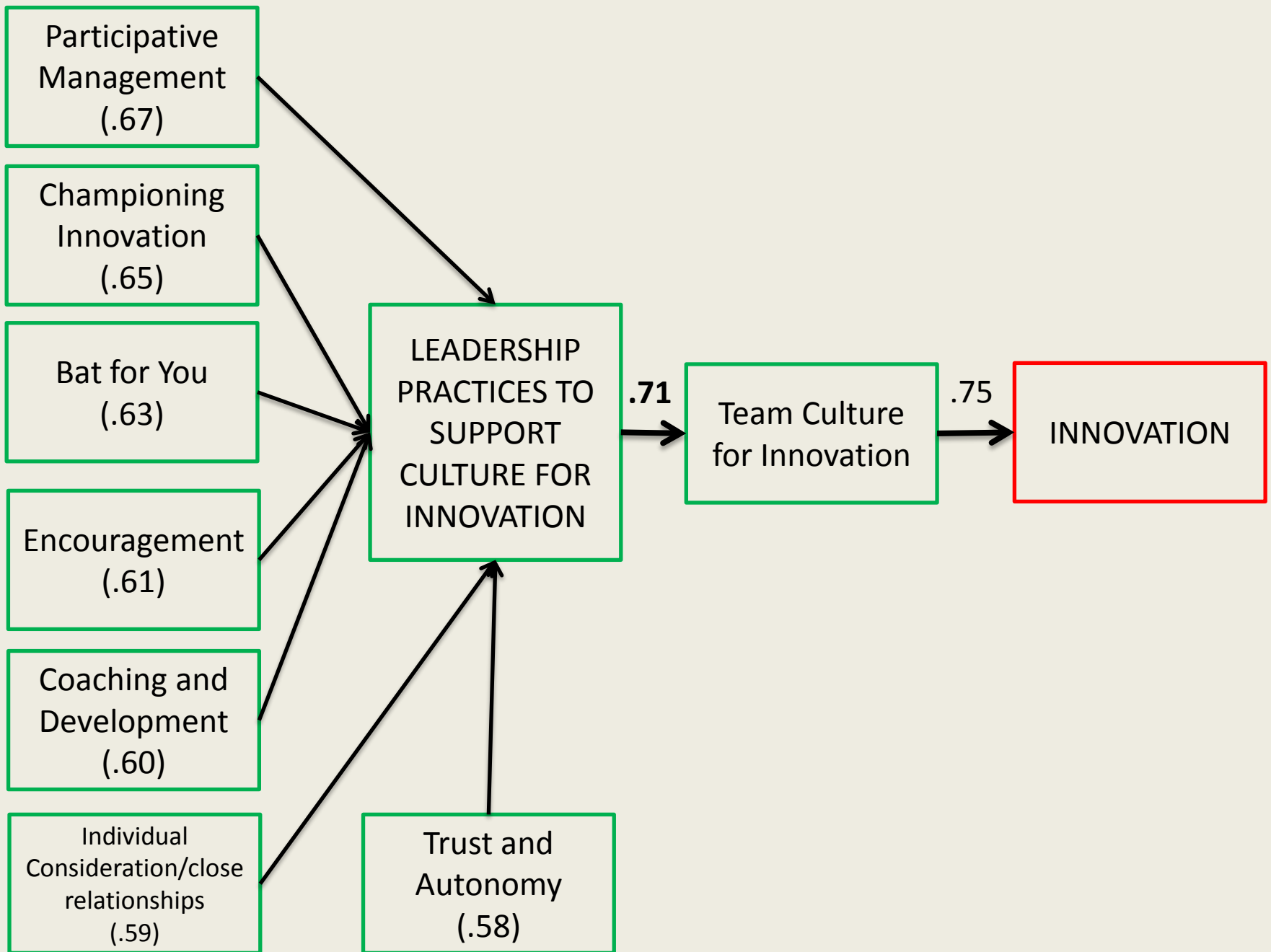
- They **increase the motivation** level of their people - motivate their people to achieve more
- They **behave in ways** that increases the **job satisfaction** of the people reporting in to them (they lead in a satisfying way)
- They lead their people in a way that **reduces their levels of job stress**.
- They lead their people in a way that **unleashes their full potential** at work.

LEADERSHIP EFFECTIVENESS

MANAGERIAL PERFORMANCE	Correlation Engagement	Correlation Leadership Effectiveness
Encouragement	.44	.86
Participative Management	.44	.83
Individual Consideration	.43	.83
Coaching and Development	.41	.83
Recognition	.43	.82
Bat for You	.44	.81
Goal Setting	.44	.81
Direction and Role Clarity	.43	.79
Respect and Civility	.38	.77
Feedback	.41	.77
Trust and Autonomy	.42	.74

My manager enables me to achieve more than I expected.
My manager behaves in ways which increase my job satisfaction.
My manager increases my motivation to achieve.
My manager leads in a way I find satisfying.
My manager leads in a way which reduces my job related stress.
My manager leads in a way that unleashes my full potential at work.

Predicts Leadership Effectiveness $R^2 = .82$



**THANK YOU
ANY QUESTIONS?**