



RNI CONGRESS – INNOVATION FORUM VIII



New organizational modes for innovation processes

Iut de Nîmes -Université de Montpellier
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Session: Should the organizational contexts have to be in favor of creativity?

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As a manager does not have the resources (financial, material and human) and no longer the time to contact a specialist to do a prototype, he or she makes what he or she can do with paper, cardboard, tape, elastic bands, pencils, ends of string and other materials usually put in the rubbish bin. He then makes a prototype called "quick and dirty" in designer terminology (Ben Mahmoud-Jouini, 2016), or following the "D system". That allows him to spot some improvements of the idea, without taking up his resources and wasting too much time. This now traditional example in the design thinking methodology (Brown, 2010; Kelley and Kelley, 2013; Carlgren, et al., 2016) points out that although an organizational context that is a priori unfavorable to creativity (low resources, short time), it can positively influence organizational creativity. By the same token, ideas developed in frugal innovation are often the result of a lack or failure of a system, or perhaps even of social and economic injustice (Radjou and Prabhu, 2015). FabLabs, on their part, make it possible to go from creative ideas to prototyping, to firms with limited resources, or, more particularly, where the organizational context is not favorable to employee engagement within creative process. Nevertheless, creativity emerges.

While the literature shows that the organizational context influences organizational creativity (Amabile, 1988; Ekvall, 1995; Amabile et al., 1996; Cerne et al., 2014; Fabbri & Charue-Duboc, 2016; Brion and Mothe, 2017), research tends to determine the features of contexts that are favorable or unfavourable to the emerging, capturing, selecting and

¹ Cf. web site <http://www.iut-nimes.fr/acces> for access.

implementing new and useful ideas. The tacit assumption is that an unfavourable context does not lead to creativity. In 1988, Teresa Amabile listed many features of this context that encouraged creativity (freedom, good management, resources, encouragement, recognition, etc.) and others features that inhibited it (lack of cooperation, organizational disinterest, insufficient resources, competition etc.). Harvey and Kou (2013) emphasize the organization's commitment to the creative process, encouraging individuals to express their ideas. Dubois (2013) considers, in the same vein, the management mode at work that may stimulate these individuals, when is complemented by resources allocated to creativity (Sonenshein, 2014). Most recently, Brion and Mothe (2017) also concluded that managers must put in place an organizational context that encourages creativity (the incentive to risk-taking, the autonomy of actors).

But, is this an overwhelming condition? Is it impossible that a context defined by characteristics generally regarded as unfavorable, could also support creativity? In some other words, is it required that the organizational context be favorable to creativity in order for the new ideas collected and selected to be implemented? Can't the context surprise individuals and, therefore, encourage them to criticize the management evidence (cf. the objectives to be pursued, the animation of employees, the structure of activities, the supervision of work). Are some organizations more likely to fit in with this kind of context? What are the limits and risks for the company in the long term?

The workshop aims to discuss these issues both conceptually and empirically. Thus, theoretical and empirical papers are welcome. The authors are further encouraged to discuss the management and practical implications of the original thinking that they have based on work in organisational creativity and innovation literature.

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Key dates :

- January 22 2018: Submission of communication proposals (abstract of 3 pages)
- February 16 2018: Answer of the scientific committee
- April 7 2018: Submission of the Final Text (from 10 to 25 pages)
- June 4 and 5 2018 : Innovation Forum

Communications will be selected for publication in the journals of the network (Innovations : REMI/JIEM, TechInn, Marché et Organisation)

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