



Implementing an innovative culture: Leading innovation

CEO also puts the innovation process on his/her agenda

Many companies, when they innovate, do so in a forced way, as a response to an organizational problem, a technological change that requires them to adapt some part of their processes, as a result of the threat of a competitor, etc.

In all these cases, we can say that the company's response is reactive, and therefore, **they only innovate occasionally or casually**. Normally, these types of companies are usually companies that are in tow and that changes are only made if they are forced to.

This approach to innovation, perhaps to date has worked for many companies... "because we have always been able to react" / "we will get out of this as we always have".

However, **today**, at the speed at which new competitors are appearing, technologies are changing and customer demands are transforming..., **this approach to innovation is very risky**. Because continuing in this way, we are increasingly exposed to the fact that on **the next occasion we may not be able to respond in time** and although we can overcome one, surely not the next.

On the contrary, **there are companies** where innovation is something of their own, they do not wait for external demand, but **systematically and proactively innovate**.

And the **difference** between one and the other **is in the direction**. In the former, the management is at most alert, and in the face of a need reacts (in the best of cases quickly, in many others, they wait to see if the problem is temporary and/or resolves itself), on the contrary, in the second, **the proactive ones**, the managing director is aware of the need to innovate and is involved in promoting and giving continuity to the innovation process. In short, **management is constantly "pushing" for innovation to happen in their company**.

PROPOSAL FOR INNOVATION



Incorporate into the managerial role the responsibility of leading, directing and "pushing" innovation

Make innovation something sought and managed systematically in your company, for this, we propose three axes where the managing director should focus his action:

- To make the whole organization interested in innovation. To do this, **it must constantly raise awareness** of the importance of this,
- **Participate in the different stages of the innovation process** that are carried out in the company – intervening to a greater or lesser extent according to circumstances and organizational needs, but always being there, never absent
- **To give focus to the organization**, so that the generation of ideas and execution of innovation projects is not something anarchic without a clear direction.
- **To give continuity to the process**, so that the execution of the innovation process is maintained year after year

In short, what we propose is that the CEO, in addition to being responsible for activities such as finance, operations, purchasing, sales, etc., incorporates into his or her agenda of responsibilities, leading, directing and leading the company's innovation. Because otherwise, innovation alone will not happen.

And in the same way as they do with the other areas of their responsibility, they will also be able to rely on someone internal or external who is concerned with giving continuity and maintaining the execution.