*Strategic Management*, 9e: Chapter 7 study guide

Checklist of six structural aids for the innovative organisation

1. *Support from the Chief Executive Officer is vital:* Innovation will only work if there is commitment from the top of the organisation

2. *Allocate percentage of time as part of weekly work schedule:* For example, 2 days each week devoted to innovation projects

3. *Possibly make innovation part of the formal appraisal:* Needs to be formalised to be valuable. However, any such process needs to take into account that many projects fail, and the possibility/likelihood of failure will not necessarily be penalised. It is this latter point that makes a formal appraisal difficult.

4. *Organise innovation such that each group is multifunctional:* For example, marketing, finance, HR, operations. But the extra insights that come from multifunctional working can only come from people who have skills working with other colleagues

5. *Free flow of ideas around organisation:* Ideas Fairs, company internet, specific rewards for new ideas, suggestions boxes, etc.

6. *Need for focused outcome:* It is fine to have a vision, but not productive to be floating around!