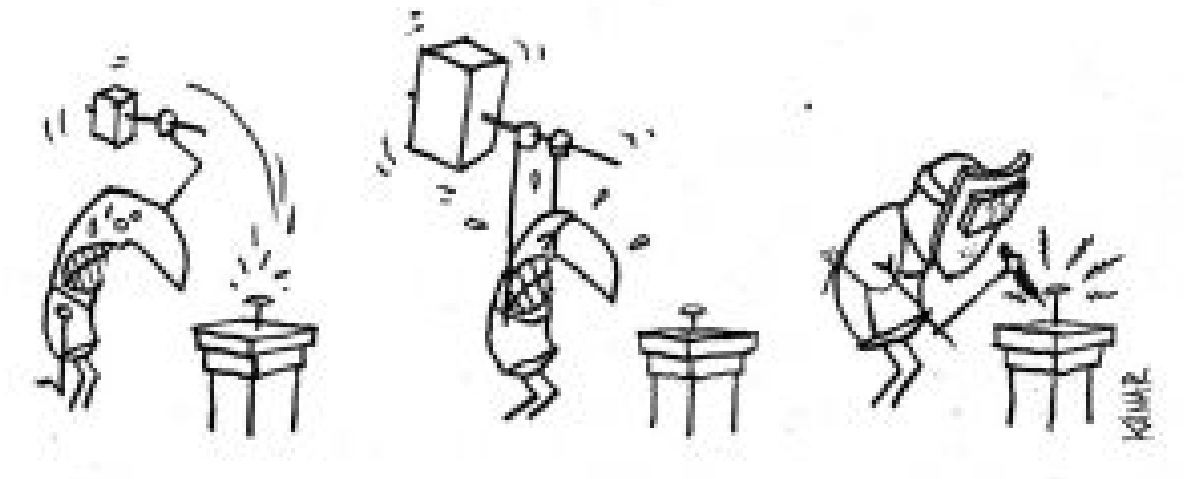
By Benoît Gailly, 17 January 2018

Foster organizational learning: beyond ideation

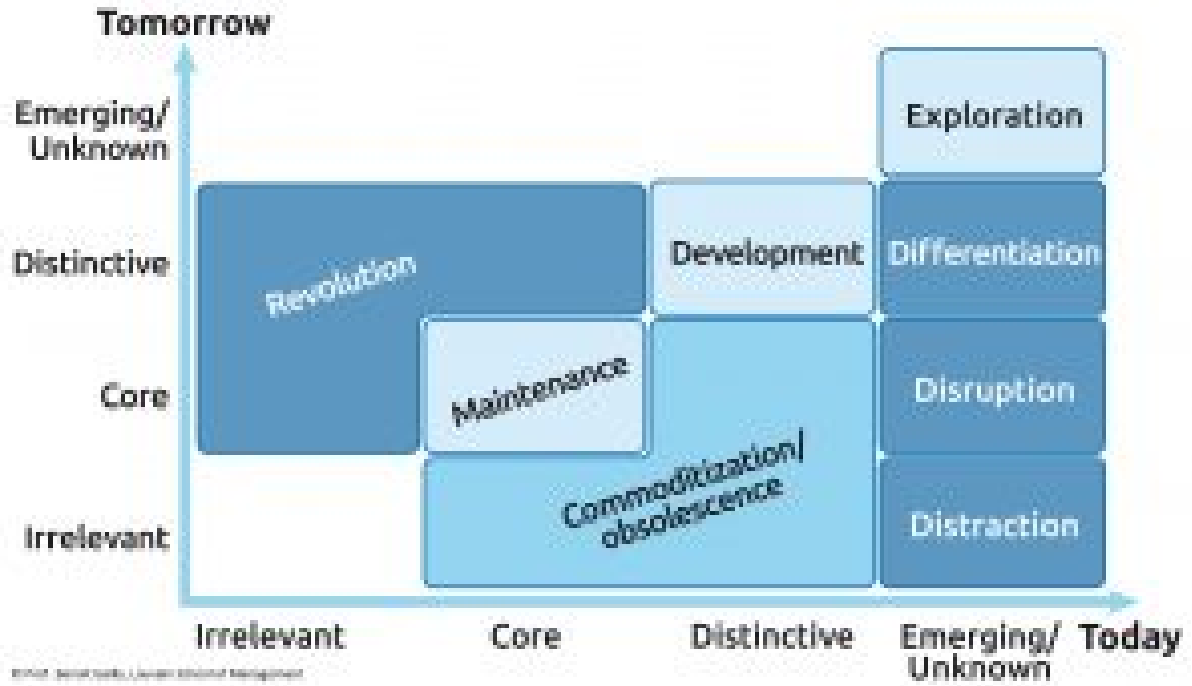


Organizational learning is about growing the intellectual capital of the firm across its people and teams, mobilizing problem-driven, opportunistic and systematic search behaviors.

To uncover potential innovation opportunities and foster creativity, organizations and employees

need to learn how to generate ideas by **thinking in new boxes**, challenging their prevailing mental models and “reinventing new wheels”.

Employees can be a rich source of innovation ideas, provided that goals and expectations as well as coaching, selection, follow-up and feedback processes are carefully managed. Even in the best organizations most ideas end up being rejected. What matters most is what actually does happen the day after the “ideation” events.



Organizations must decide when and where to build new technology platforms – deploy an **R&D strategy** – but also how to develop those technology platforms over time in terms of investments, geographic scope and governance – manage **R&D operations**.

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Organizational learning: growing intellectual capital

Keywords*: benchmarks, communities of practice, creative industries, double-loop learning, institutional search, intellectual capital, organisational learning, problemistic search, slack, social capital*

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Idea generation: Thinking in new boxes

Keywords*: accommodation, assimilation, association, brainstorming, cognitive dissonance, creativity, framing, gamification, idea generation, lateral thinking, mental models, patterns, problematization, reframing, TRIZ*

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Fostering employee-driven innovation

Keywords*: business plan competition, challenges, employee-driven innovation, idea boxes, ideation, slack search*

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Developing new technology platforms

Keywords*: R&D definition, R&D expenditures, R&D location, R&D management, R&D performance, technology platforms*

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