LEADERSHIP DRIVING TECHNOLOGICAL INNOVATION THROUGH ORGANIZATIONAL CHANGE: A PRELIMINARY INVESTIGATION

The technological innovation literature attributes the actual innovations to a R&D lab which may or may not interact with the organizational environment to implement their technology. This perspective reinforces the classical assumption that innovators operate in parallel to the organizations operations and that innovations tend to be artefacts that are commercialized. On the other hand, organizational change is generally presented as a common set of relatively standard processes to engage organizational behaviour into strategic change. Based on research studies, we believe that these differences lead us to nourish misleading modern myths in terms of leadership direction, skills and roles for these two different strategic initiatives. Based on our preliminary research we argue that organization change is related to technological innovation. This proposed understanding of the change and innovation initiatives brings us to a new level of evolutionary phenomenon. Organization supporting traditional leadership approaches on change and innovation are doing poorly compared to the ones that renew their perspective. We propose to investigate how leadership roles and required skills are impacted to respond to this expending evolutionary phenomenon. We introduce some preliminary investigation results from a business case study.