The Innovation in Service Organizations

COMMUNICATION AND INFLUENCE

DIFFUSION (informal, unplanned)
- Social networks
- Homophily
- Peer opinion
- Marketing
- Expert opinion
- Champions
- Boundary spanners
- Change agents

DISSEMINATION (formal, planned)

OUTER CONTEXT
- Sociopolitical climate
- Incentives and mandates
- Interorganizational norm-setting and networks
- Environmental stability

THE INNOVATION
- Relative advantage
- Compatibility
- Low complexity
- Trialability
- Observability
- Potential for reinvention
- Fuzzy boundaries
- Risk
- Task issues
- Nature of knowledge required (tacit/explicit)
- Technical support

SYSTEM READINESS FOR INNOVATION
- Absorptive capacity for new knowledge
- Preexisting knowledge/skills base
- Ability to find, interpret, recodify, and integrate new knowledge
- Enablement of knowledge sharing via internal and external networks
- Receptive context for change
- Leadership and vision
- Good managerial relations
- Risk-taking climate
- Clear goals and priorities
- High-quality data capture

SYSTEM ANTECEDENTS FOR INNOVATION
- Structure
- Size/maturity
- Formalization
- Differentiation
- Decentralization
- Slack resources

ADOPTER
- Needs
- Motivation
- Values and goals
- Skills
- Learning style
- Social networks

ASSIMILATION
- Complex, nonlinear process
- "Soft periphery" elements

IMPLEMENTATION PROCESS
- Decision making devolved to frontline teams
- Hands-on approach by leaders and managers
- Human resource issues, especially training
- Dedicated resources
- Internal communication
- External collaboration
- Reinvention/development
- Feedback on progress