



ABSTRACT

THE LONG AND WINDING ROAD TOWARDS **INNOVATION CULTURE**

“Innovation is our Future! Innovation that’s what we need to differentiate from our competitors! Innovation is what our customers are asking from us! Innovation...., yes Innovation will help us to tackle future challenges and save these jobs - our jobs - on long term!”

The speech of the CEO was enthusiastic. It was powerful and impressive. The board of management was brim over with enthusiasm! This was the future they were looking for. Innovation is the solution of all problems. This is the vision that will lead the company into a glorious future. It’s so simple!

The department managers liked it. There is a focus now. Innovation is the mean to tackle and solve the companies problems. They could agree to the content – however some open questions flew through their brains immediately.

But what happened with the rest? The developers, purchasers, financial people and project leaders, in a few words: the employees.

Innovation is the solution. Innovation is what management wants from us. Innovation will take us the fear of loosing our jobs. Innovation.....!?! But nobody told us what we should do now!?! We have to be creative, they mentioned! Open for new things! Walking new paths in development, they emphasized! Maybe...- no, we are sure: Innovation is only a temporary fashion! Like many other crazy things coming from consultants in the past. So best thing to do, is to do the same things we already did for years. That’s what went well in the past, it will run well also in the future – they supposed. So the employees left the presentation, went back to their offices and started working like they did before this event. Because nobody has told them what to do differently now.

This was the beginning of the *“Age of Innovation”* in the company – and nothing has changed - only a new word was born - the term *“Innovation”*!

Some managers observed the confusion of the employees. They started thinking – thinking what has to be done to transform Innovation from being a word only into becoming a behavior, a way of thinking, a way of working – to become **CULTURE**. They didn’t know what to do precisely, but they had some first ideas.

Only one thing was clear to them from the very beginning: *IT WILL BE A LONG AND WINDING ROAD TOWARDS **INNOVATION CULTURE!***