



A Constructive Confrontation Model for Innovation Inspiration

KEYWORDS

Constructive confrontation, innovation inspiration

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ABSTRACT A dynamic model shaping the innovation inspiration process induced by a constructive confrontation is suggested. Dynamics of the model is caused by the dynamics of the innovation inspiration in employees. Development of the model includes integration and elaboration of model components. The "Confront" component integrates other components of the model. It engenders a comprehensive constructive confrontation environment promoting creation and management assessment of the employees' innovation proposals. The "Inform" component provides involvement of employees in the constructive confrontation through their informing about the conditions and the requirements guiding creation and assessment of the proposals. The "Vote" component ensures assessment of employee proposals, self-formation of collaborative groups, finding the most sound proposals and key employees, determination of the most preferable directions of developing innovations. The "Pay" component realizes calculation of the integral personal payments for employees specified by their participation in creation and assessment of the proposals.

1. Introduction

Improvement of organizational performance requires presence of an innovation process (Poole, Van de Ven, Dooley, Holmes, 2000). It aimed at development of the innovation capability of the organization through creating innovations (Lawson & Samson, 2001). Successful realization of the innovation process firstly depends on interest of employees to participate in development of innovations. It can be attained through creating an organizational culture favoring innovation activity of employees (Horibe, 2009).

A productive approach to creating an innovative organizational culture consists in engendering constructive confrontation between it the new values and the current values of employees. Constructive confrontation allows for the concentration of energies and capacities of employees on their adoption of innovation culture values.

Managing constructive confrontation is aimed at promotion of the innovation inspiration in employees. It facilitates and stimulates determining productive ideas. This part of the innovation process involves defining strategic directions to improve organizational performance; creating innovation proposals (ideas) by employees according to the specified directions; choice of the most effective proposals following peers and management assessments; forming work groups for developing innovation proposals (building innovations).

Therefore, the goal of this paper is to develop a dynamic model shaping the innovation inspiration induced by a constructive confrontation. *Dynamics of the model* is stipulated the dynamics of the innovation inspiration in employees.

2. Literature Review

An organization should possess a culture promoting innovation inspiration. Building required organizational culture can be provided by creating and sustaining constructive confrontation among employees which serves as a tool and a significant component of the organizational culture. Constructive confrontation is represented by different confrontational styles and aimed at decreasing conflicts during the interaction between the managerial team and employees. It fosters empowerment, recognition, and accountability in an organization (Magee, 2001; Hoover & Disilvestro, 2005; Cummings & Worley, 2009).

The structured dynamic value confrontation leadership model for organizational culture change is created by Essawi (2012). The model shapes constructive confrontation process realizing change of current employee values according to the required organizational

culture values.

Promotion of innovation can be attained through use of different mechanisms of innovation management (Bettina von Stamm, 2008; Shephard & Ahmed, 2010; Ettl, 2011; Tidd & Bessant, 2013). One applicable mechanism is the motivation mechanism. Motivation of employees through reward can serve as an essential factor of innovation inspiration. Nacinovic, Galetic & Cavlek (2009) emphasize that an organization must have an appropriate reward system that promotes innovation. Glasberg & Ouerghemi (2011) emphasize the importance and the key role of employee motivation for building innovation in an organization. They affirm a reward system within an organization motivates creativity, engendering innovation from employees.

Another significant mechanism of promoting innovation is the knowledge management (KM) mechanism (Rodney, 2000) allowing knowledge sharing among employees (Botha & Snyman, 2008; Dawson & Andriopoulos, 2014). Next mechanism of innovation management promotes innovation through creating accountability since gives employees and an organization a sense of purpose (Evans, 2008). Creating efficient personal accountability should be based on willingness and the desire of an employee to participate in an innovation process.

The analysis of the above publications shows that the challenges associated with the inspiration of innovation in an organization remain. The proposed model will promote effective inspiration of employees' innovations due to creating and sustaining comprehensive constructive confrontation in an organization.

3. The constructive confrontation model for the innovation inspiration

The inspiration of employee innovations is a constructive way to improve organizational performance. The review of research allows for conclusion that it can be attained through specific process which should satisfy certain requirements. The requirements are: motivation of employees to the creation and assessment of the innovation proposals; forming a constructive confrontation environment promoting the inspiration of employee innovations, and the involvement of the largest possible number of employees in creation of innovations; providing balance between competition and collaboration of employees; managing employee interactions for development of innovations through formation of dynamic collaborative groups through all levels of organizational structure; determination of the most preferable well-founded directions of innovative activity and key employees for improving organizational performance. Therefore, the top priority problem is developing the

model while observing these requirements.

The purpose of developing the dynamic model is to create a framework for the innovation inspiration process induced by a constructive confrontation. Development of the model includes elaboration and integration of interconnected model components. *Dynamics of the model* are provided by the change of its parameters and they express the dynamic process of the innovation inspiration. The model involves the following components: Confront, Inform, Vote, and Pay (Figure1).

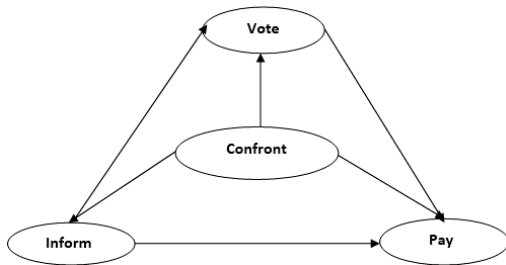


Figure1: The constructive confrontation model for the innovation inspiration

The "Confront" Component

The objective of the "Confront" component is inspiration of employees to creation and assessment of the innovation proposals through inducing a constructive confrontation in an organization. It is a central component integrating other components of the model.

The procedures of the "Confront" component are:

- Determining the desired directions of an innovation activity.
- Creating a constructive confrontation environment by managers through the development of the payment conditions for provision and assessment of the innovation proposals, and the requirements to preparation, submission, and assessment of the innovation proposals. The conditions and the requirements serve as the model parameters.
- Engendering constructive confrontation between the managers and the employees caused by the payment conditions and the requirements for creation of the innovation proposals. Such confrontation excites desire of the employees to prepare the proposals.
- Engendering of constructive peer confrontation caused by familiarization with the presented proposals. Such confrontation produces and guides energy of the employees to preparation and submission of the proposals so to compete with peers. The confrontation also induces employees to critical assessment of peer proposals.
- Engendering of self-constructive confrontation caused by assessment of peer proposals. Such confrontation produces and guides energy of the employees for self-evaluation of their possibility and willingness to collaborate in following development of suitable peer proposals.

The "Inform" Component

The objective of the "Inform" component is involvement of employees in the constructive confrontation environment through their informing about the conditions and the requirements guiding a process of creation and peer assessment of the innovation proposals to improve organizational performance. This component serves as the starting point of this process.

The procedures for the "Inform" component are:

- Declaring the desired directions for development of the innovations.
- Providing employee awareness of the formative conditions of payment for creation and assessment of the innovation

proposals.

- Informing employees about requirements to preparing and submitting the innovation proposals.
- Managed submission of innovation proposals in the organization.
- Provision peer awareness about the submitted proposals.

The "Vote" Component

The objective of the "Vote" component is assessment of employee proposals by peers, determination of the most preferable directions of developing innovations, collaborative groups, and key employees.

The procedures of the "Vote" component are:

- Setting the range voting
- Voting on the innovation proposals of peers
- Calculating voting weights of the proposals.
- Determining the outcomes of voting on the proposals.

The "Pay" component

The objective of the "Pay" component is to calculate the integral personal payments for employees specified by their participation in creation and assessment of the innovation proposals.

The procedures of the "Pay" component are:

- Determining a payment for the proposal according to its weight: the proposal with higher weight gets higher payment.
- Dividing the proposal payment between the creator of a proposal and employees who are its estimators. The major portion of the determined payment is assigned to the proposal creator.
- Distributing the portion of the payment among the employee-estimators of the proposal. The employee who only assessed of the peer proposal should receive a smaller payment than the employee who after assessment of the proposal expressed the sound desire to collaborate in its development.
- Calculating integral personal payment for an employee by summing payments for him including the payment for the creator of the proposals, the payment for an estimator of peer proposals, and the payment for a potential collaborator.

4. Conclusion

The proposed model aimed at inspiring innovation of employees by creating and sustaining organizational environment engendering constructive confrontation between the managers and the employees, among employees, and self-constructive confrontation.

The model promotes motivation of employees to the creation and assessment of the innovation proposals; the involvement of the largest possible number of employees in innovation activity; balance between competition and collaboration of employees; guiding employee interactions for development of innovations by self-formation of dynamic collaborative groups through all levels of organizational structure; determination of the most preferable well-founded directions of innovative activity and key employees for improving organizational performance.

The model can serve as the productive tool of intensification of innovation activity of employees to improve organizational performance.

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