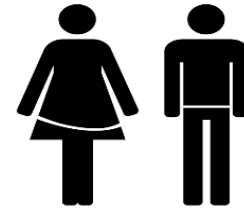


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No significant differences noted amongst male and female registrants on what constitutes good innovation management practices

WEF¹ adds 'delegation' to its competitiveness criteria



February 17, 2018

Registrants who seek 'management's explicit interest in innovation', i.e. paraphrased, seek to work within an innovative organization, account for sixty-percent of total registrants to the on-line survey².

CIO has researched the data base to identify whether there are differences of opinion as between male and female registrants.

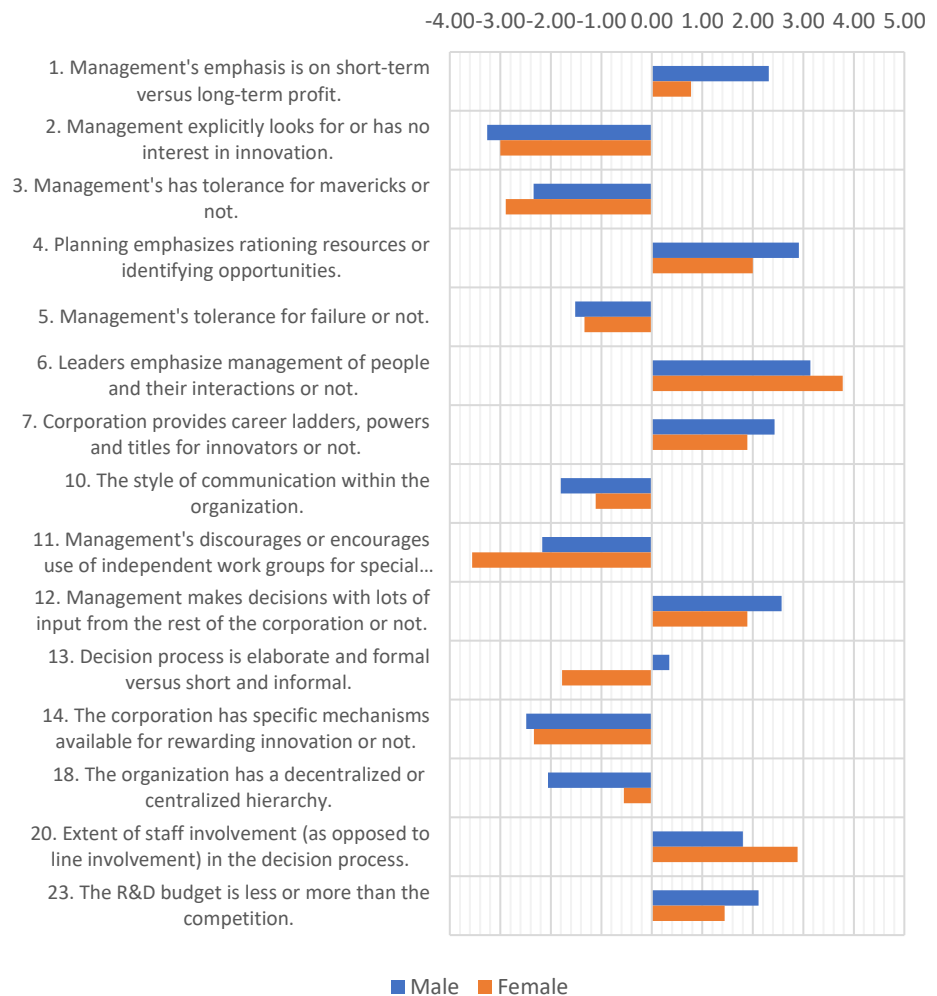
Sixty-percent of total registrants have a strong bias towards seeking an explicit (See Factor #2) message from management that their organization should be innovative.

Of the fifteen Factors analyzed, there is a strong consensus on twelve; hardly any difference in opinion from male to female registrants. See chart opposite.

Are there differences? Yes, but for three Factors at the most.

For Factor #18, whether registrants' 'Ideal' is to have a decentralized or centralized organization, results suggest that males place more emphasis on decentralization than do females. Males, see Factor #13, strongly want the decision process in the organization to be 'short an informal' rather than 'elaborate and formal'.

Male versus female attitudes to innovation management practices



¹ World Economic Forum international competitiveness rankings

² CIO's on-line survey

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Strong similar viewpoints are noted. Rewards for innovators and for innovations, as referenced by responses to Factors #7 and #14, show a strong and consensus opinion that these characteristics are a necessary part of the process for encouraging innovation.

Factor #6, the emphasis placed by leaders on ‘people management’, stands out as the most important of innovation management practices followed closely by the need for management to ‘explicitly’ (Factor #2) call for innovation and not just assume that it will happen without an ‘explicit’ message from top management.

The need for collaboration is at the centre of three Factors;

- #11; whether management encourages the use of independent work groups; a sign of delegation taking place,
- #12; management decisions made with ‘lots of input’ from the organization, and
- #20; the extent to which staff, versus line, resources are used in the decision-making process.

More importantly, all agree on the relative importance of select innovation management practices;

- *People management*
- *Collaboration*
- *Delegation*
- *Senior management’s commitment to being innovative*

Many of the Factors overlap management topics such as collaboration, human resource practices, organization, delegation and tolerance, but the point of this analysis is to identify differences between male and female viewpoints. The conclusion is that differences of viewpoint are minimal.

For further information on measuring the ‘culture and progress of innovation’, refer to the report dated January 17, 2018. Eight Factors are identified as being the ‘Must Halves’ and three Factors noted as ‘Desirables’.

Special reference is made to the issue of delegation³ (covered by Factor #18) per since it is now being recognized as impacting organizational productivity and innovation. The WEF⁴ now includes ‘delegation’ in its global assessment.

Within the 11th pillar, which addresses ‘business sophistication’, there is one element which caught CIO’s attention, namely, the ‘willingness to delegate’. Respondents to the WEF survey are asked ‘how do you assess the willingness to delegate authority to subordinates. A rating of ‘1’ is to be not willing at all and a rating of ‘7’ means very willing to delegate to ‘business management heads and lower-level positions’.

For the last several years, at least since 2012-2013, the rankings have not changed much. Canada was ranked 8th in the 2012-2013 report and is currently rated 11th. The U.S. is ranked 9th. Year after year, Nordic countries are in the top ten. New Zealand slips in at 6th currently and Qatar is

³ For a discussion of the importance of delegation, visit the web site.

⁴ World Economic Forum

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7th. Mexico is 67th. The ‘willingness to delegate’ is but one of nine elements that contribute to a country’s overall ranking for the 11th pillar; ‘business sophistication’.

Countries such as India – 56th, Russian Federation – 78th, Argentina – 93rd, and China – 48th, have not yet, according to this report, learned much at all about delegation.

For the sixty percent of registrants reported on above, forty-three percent of male’s respondents were from outside North America, and fifty percent for female registrants.