



Danube Transnational Programme

INDEED

COACH: Innovation & Crisis

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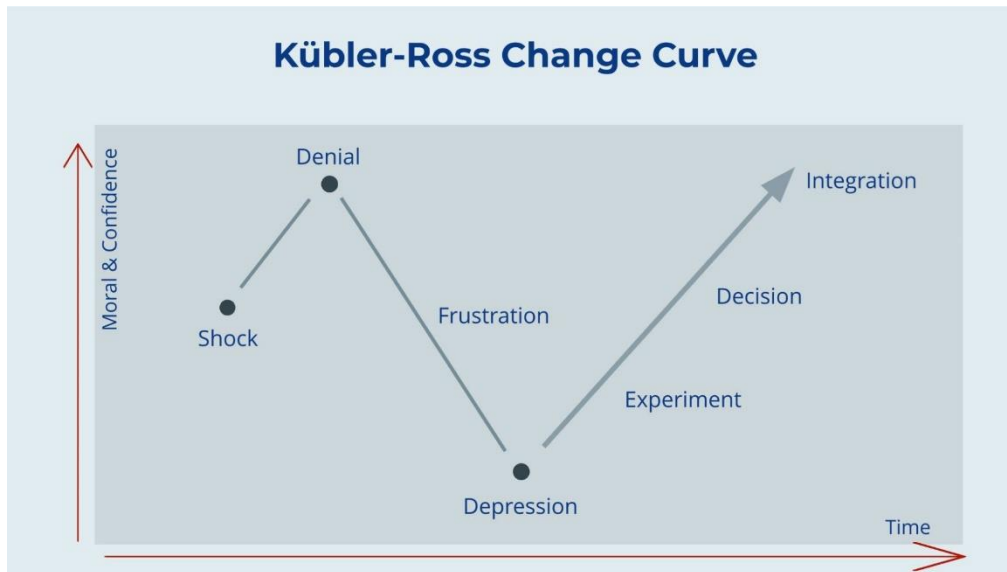
Innovation for
Dementia in the Danube Region

Project co-funded by the European Union
A stream of cooperation

Innovation & Crisis: Summary

Usually, a crisis first hits us hard and makes our confidence and mood go down. However, a **crisis has the potential to foster innovation and integrate change.**

The Kübler-Ross Change Curve explains the course of human and organisational reactions to changes and crises:



- We are **surprised or shocked** by an event
- following by **denial** of the facts
- and then by **frustration and depression** when facts are finally acknowledged.
- After that follows a **confrontation** with the new situation.
- We experiment and generate **learnings** on how to work in the new situation.
- Finally, these changes are **integrated** into the organisational structure and become normal.

Innovation & Crisis: Drivers for Innovation

Organizations that have a **good innovation management** even in non-crisis times usually **better survive a crisis and use it for innovations.**

The International Organization for Standardization (ISO) proposes **8 principles for a successful innovation management:**



Realization of value

- The **mission** of an organisation should be the **ultimate objective of each innovation.**
- Therefore, the mission should always be clear.



Future-focused
leaders

- An organization should have future-focused leaders.
- They have a **clear vision for the future**, focus on the mission, inspire and **learn from the past**, but only **to actively develop the future.**

Innovation & Crisis: Drivers for Innovation



Strategic directions

- The whole team should have a **strategic direction** and know the **objectives** for the future and its important **milestones**.
- It must be clear what the **prioritized issues** to solve are.



Culture

- An innovation culture within an organisation or team is essential: Mistakes and conflicts are a source for development and creativity, high level of information **transparency, open** and flexible **communications channels, cooperation** across teams and hierarchies, **trust** and little control.



Exploiting insights

- An organisation should **systematically use data and knowledge about the target group and the sector** to exploit stated and unstated needs.
- Therefore, it helps to engage with users, customers, partners, and other interested parties.

Innovation & Crisis: Drivers for Innovation



Managing uncertainty

- Innovation goes along with uncertainty, which can not be assessed beforehand.
- Therefore, **innovations need to be evaluated constantly and different innovations should be tried out.**



Adaptable structures

- The **organisational structures should be able to adapt quickly** in a rapidly changing environment.
- **Processes should be flexible** so that team constellations or the way of service delivery can be adopted.



Systems approach

- A **systems approach keeps the whole organisation and its interrelated areas in mind.**
- Organisations should not only focus on single service areas but evaluate the overall functioning of the organisation embedded in an environment.