

## Chapter 3

# Acceleration of Innovativeness in Organizations: Personal Values and Development of Innovative Organizations

### ABSTRACT

*The main purpose of this chapter is to present the acceleration of innovativeness in organizations through development of adequate personal values. Possible trends for consideration of innovativeness, innovative behavior as necessary preconditions for innovativeness, and an importance of personal values in improvement of innovativeness are discussed. Innovativeness enables organizational realization of environmental needs and demands in the framework of prevailing buyers' market. In conditions of strong competitiveness and limited resources, organizations can perform the necessary changes with innovative – primarily behavior-oriented solutions. But improvement of innovativeness itself and the creation of innovative changes in organizations are not possible without development of personal values of individual stakeholders, especially managers, which enables and accelerates innovativeness. In terms of practical applications, the chapter presents recommendations for improvement of education about innovativeness, where their usage, benefits, and drawbacks are outlined.*

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## **INTRODUCTION**

In the current society, innovations/innovative working present a crucial way for needed changes and improvement of organizational working and behavior (Collins & Porras, 2002; Rogers, 2003; Afuah, 2014; Kaufman, 2015; Botsaris & Vamvaka, 2016; Fan et al., 2016). The central role in development of innovativeness belongs to enterprises as the most influential organizations in modern society (Florida, 2002; Conway & Steward, 2009; Adler, 2011; Chesbrough, 2017). Organizations realized their development through participation in market which presents central mechanism of current economic system (Peet & Hartwick, 2009; Dubina et al., 2012). Consequently, prevailing market characteristics effect on organizations' solutions for attainment of needs and demands of organizations' environment (Lawson, 2009; Lafley & Johnson, 2010; Chen et al., 2018).

Since industrialization, market conditions have changed dramatically (Daghfous, 2007; Adler, 2011). According to economic theory we can detect four phases of market development in last centuries and corresponding types of market: random market, producers' market, buyers' market, and state / government supported buyers' market (Bolwijn & Kumpe, 1990; Korten, 2009; Mullins, 2013). State / government supported buyers' market characterizes a huge prevailing of supply over demand that causes increasingly organized / legalized impact of customers on quality of products, services and goals of organizations (Tavassoli, 2018).

Organizations adapted their operating and behavior to their prevailing market conditions with development and use of different business concepts for their working, from supplying, efficient, quality, flexible to innovative organization (Ackoff & Rovin, 2003; Pastor & Mayo, 2008; Afuah, 2014; Seo et al., 2014). For most time of the humans' history organizations have been operating in conditions where innovations and innovativeness were negligible (EuropeanUnion, 2006; Korten, 2009; Foss & Saebi, 2017). Dramatic changes have happened in market after 1945 (Peet & Hartwick, 2009; Pyka & Scharnhorst, 2009). Market requirements have been changing more quickly than the human capacity to unlearn the old and accept the new habits, knowledge and capacities of organizations for innovative working. In every next decade new attributes preconditioned success in addition to the previous ones. Economically well-developed countries recognized innovations as essential solutions, which enabled realization of customer

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