

Chapter 31

Talent Management for Innovation: Personality Traits and Organizational Climate Impact in Creativity Process

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ABSTRACT

The innovation process is composed of high-level uncertainties and skepticism under the complexity that cause frustration and demotivation. Besides this, the process is prolonged and imprecise. The ideal organizational climate has substantial impact in people's impetus and affects their retention and performance. The high-level executive's compromise is important to define and to manage a teamwork in stimulated environment associated to the company's strategic goals and strongly connected with the costumers' requirements to implement prosperous value propositions.

BACKGROUND

The management for innovation has big challenges. One of these challenges is to intermediate a teamwork with different personalities. However, it is very important this diversity in specific cycles of the innovation process because the main goal is the creativity process that requires people with some personality characteristics, like high level of openness and conscientiousness, and low level of neuroticism and extroversion, for example. On the other side, it is primordial the opposite personality characteristics in others stages, as it will be shown later. We will see that knowing the personality traits of teamwork makes possible to identify the best people to integrate each specific stages.

The innovation process has stages with high-level of uncertainties and low information and, after, high level of information and low uncertainties until market launch. Respectively, the first stage is performed

DOI: 10.4018/978-1-5225-3012-1.ch031

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with creativity process, product ideas and product concept with a high-level team of personalities characteristics for creation and, on the second stage, a team with high level of management project, risks, schedule, prototype development, organizing big data, rigid testing and validation procedures which require practical and factual work.

All of these uncertainties are generated from technology issues, such as technology complexity and maturation level. Others, from market acceptance, including price, quality level and customer needs achievement. There is also financial uncertainties, especially related in project cash flow, ROI and Pay Back. All off these uncertainties, at the last analysis, generate risks and a well-formed team can deal with these risks. The main point is: How a high-level manager or business owner (entrepreneur) must act to contract and retain his team with correct skills to deliver a well-done job, in order to reach project quality and market recognition by sales? This question starts responding with the approach in this chapter.

In the front end of innovation, there are not documentation, formalization and clear responsibilities. The Figure 1 enumerates how this phase is (Gaunbinger, Rabl, Swan, & Werani, 2009, pp. 45-46). Innovation is vital for long-term business success, and the creativity in the front end produces novel and appropriate ideas, inventions, discoveries and new creativity problem solving.

Concern about the best team formation, depending on the type of the institution, organization or company that development innovative projects, firstly, it will be described a strategic plan and its objective performances. On the second step, it must identify at which innovation process stage the company is (seed, start up, scale up, growth, expansion, mature and exit), and where the projects are located (ideation, invention, conception, prototype or launch product or product development). Then, the innovation type focus (incremental, radical or disruptive), together with the strategic business and innovative stage to determine the best people personality's traits it will be need.

Furthermore, it is primordial that the organizational climate helps the team generate in innovative ideas and transform them into novel products because, just a perfect team with high-level personalities traits and insert in adequate position, it is not enough to innovate. According to Alencar (2012, p. 88):

Personal attributes that are associated with creativity and that may influence the individual's behavior in the workplace will be briefly outlined, as well as elements of the organizational environments that may act as incentive or obstruction to the expression of individual and work teams' creativity. (p. 88)

Figure 1. Characteristics of the front end of innovation
(Gaunbinger, Rabl, Swan, & Werani, 2009, p. 46)



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