

Towards sustainable innovations in teams

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Theoretical Framework

Team Innovative Work Behavior (TIWB) is the sum of all physical and cognitive work activities teams carry out to attain the necessary requirements for the development and the sustainable implementation of an innovation. The five phases of TIWB are studied in a longitudinal, qualitative manner to get a more detailed insight into how TIWB occurs in the various phases and their sequencing.

Methods & Procedure

Setting: A team of University Teachers in the Netherlands
 Sample: 19 audiotaped and transcribed team meetings (30 hours audiotape)
 Methodology: A case study approach
 Method of analysis: A codebook based on the definitions of the five main dimensions of IWB (Lambriex, et al., 2020).
 Meaningful segments (1990 segments) were selected and coded in atlas TI (10% double-blind).

Research question 1: Which team innovative work behaviors emerge within the different phases of the innovation project?

Main code	Number of quotes	%	Sub code	Number of quotes
Opportunity Exploration	7	0.35	General discussion on current situation and detecting opportunities for innovation	7
Idea Generation	1087	54.6	Critical analysis of the current situation	511
			Suggest ideas in terms of content, assessment, and collaboration	576
Idea Promotion	85	4.2	Promoting ideas	73
			Promoting practical application	12
Idea Realization Criterion Based Implementation	411	20.7	Critical evaluation	231
			Implementation related idea generation	165
			Implementation related idea promotion	8
			Defining criteria	7
Idea Realization Learning Based Communication	339	17.0	Reflection on innovation process	32
			Inform about the process	275
			Strategy development	11
			Ask for input for possible solutions	21
Idea Sustainability Internal Embedding	60	3.0	Analysis and discussion of results	20
			Improvement	28
			Embedding	10
			Professional development	2
			Inform about the process and the results	0
Idea Sustainability External Dissemination	1	0.05	Networking	1
			Scaling up/ expand	0
			Communicating about gaining (results and benefits)	0
Total	1990	100%		

Research question 2: Do team innovative work behaviors proceed in an iterative and fluid or in a linear manner?

Meeting Number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
	Design and development											Implementation					19			
TIWB dimensions																	19			
Opportunity Exploration						4				1	1	1								
Idea Generation	74	141	99	124	157	76	87	112	89	70	34			35						
Idea Promotion	2	4		20	5	14	8	11	11	5	2			3						
Idea Realization Criterion Based Implementation												48	61	20	50	40	41	19		129
Idea Realization Learning Based Communication				1	1				7	1		35	24	36	55	58	52	30		38
Idea Sustainability Internal Embedding												4	1		13	7	2	1		32
Idea Sustainability External Dissemination													1							

Conclusions:

The phases of the IWB process follow each other closely and the process is quite linearly. In general there is a lot of attention for Idea Generation and Idea Realization and in addition there is little to no attention for Sustainability.

For more information about this and related research projects, please feel free to contact Peggy Lambriex-Schmitz: Peggy.lambriex@zuyd.nl
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