

# Contents

---

<i>List of figures</i>	viii
<i>List of tables</i>	ix
<i>List of contributors</i>	xi
1. Capitalizing on creativity: on enablers and barriers <i>Matej Černe, Arne Carlsen, Miha Škerlavaj and Anders Dysvik</i>	1
<b>PART I WHAT CAN WE DO ABOUT IT AS INDIVIDUAL EMPLOYEES?</b>	
2. Job design at the crossroads: from ‘creative’ jobs to ‘innovative’ jobs <i>Tomislav Hernaus</i>	17
3. The flow of creativity for idea implementation <i>Darija Aleksić, Miha Škerlavaj and Anders Dysvik</i>	29
4. Idea implementation and cultural intelligence <i>Sabina Bogilović, Miha Škerlavaj and Sut I Wong</i>	39
<b>PART II WHAT CAN WE DO ABOUT IT AS TEAMS?</b>	
5. This idea rocks! Idea championing in teams <i>Matej Černe, Robert Kaše and Miha Škerlavaj</i>	53
6. Should our heart rule our head? Team innovation through intuition and rationality <i>Jana Krapež Trošt and Miha Škerlavaj</i>	64
7. Fueling, curating, connecting and fascinating: why and how creativity provokes curiosity <i>Spencer Harrison</i>	76
8. Social-contextual forces and innovative work: a motivational climate perspective <i>Christina G.L. Nerstad</i>	86

## PART III WHAT CAN WE DO ABOUT IT AS LEADERS?

9. Supportive supervision: a crucial factor for unlocking the potential of highly creative ideas perspective 103  
*Matej Černe, Miha Škerlavaj and Anders Dysvik*
10. Economic and social leader–member exchange, and creativity at work 114  
*Robert Buch and Bård Kuvaas*
11. Everything in moderation: authentic leadership, leader–member exchange and idea implementation 126  
*Matej Černe, John Sumanth and Miha Škerlavaj*

## PART IV WHAT CAN WE DO ABOUT IT AS ORGANIZATIONS?

12. Creativity that works: implementing discovery 141  
*Arne Carlsen and Liisa Välikangas*
13. Designing and implementing innovative business models 153  
*Ivan Župič and Alessandro Giudici*
14. Idea implementation as a relational phenomenon: a social network perspective 165  
*Saša Batistič and Robert Kaše*
15. Proactive employee behaviors and idea implementation: three automotive industry cases 178  
*Janez Hudovernik, Miha Škerlavaj and Matej Černe*
16. Design thinking workshops: a way to facilitate sensemaking and idea development across organizational levels 192  
*Ingo Rauth and Anja Svetina Nabergoj*
17. Business model evolution and the growth of innovative new ventures: evidence from the Italian system 207  
*Andrea Tracogna, Bernardo Balboni and Guido Bortoluzzi*
18. Beyond creativity: implementing innovative ideas through human resource management 230  
*Helen Shipton, Karin Sanders, Tim Bednall, Veronica (Cai-Hui) Lin and Naiara Escribá-Carda*

19.	Organizing for co-creation and multi-polar learning communities <i>Maja Lotz and Peer Hull Kristensen</i>	245
20.	Making innovations work locally: the role of creativity <i>Antonella La Rocca, Adeline Hvidsten and Thomas Hoholm</i>	258
21.	From breakthroughs in knowledge to integration in medical practices <i>Bjørn Erik Mørk and Thomas Hoholm</i>	270
PART V WHAT CAN WE DO ABOUT IT AS INNOVATION POLICY-MAKERS?		
22.	Adjusting national innovation policies to support open and networked innovation systems <i>Marko Jaklič and Aleš Pustovrh</i>	289
23.	Government ideation systems <i>Peter Parycek, Ralph Schoellhammer and Judith Schossböck</i>	305
24.	Creation of a social media social venture <i>Benedicte Brøgger</i>	320
PART VI WHAT DOES IT ALL MEAN?		
25.	Succeeding with capitalizing on creativity: an integrative framework <i>Miha Škerlavaj, Anders Dysvik, Matej Černe and Arne Carlsen</i>	335
	<i>Index</i>	353