

# Chapter 7 innovation and change

1. the successful implementation of creative ideas in organizations
  2. patterns of innovation overtime that can create sustainable competitive advantage
  3. a new technical logical design or process that becomes the accepted market standard
  4. the inability of a company to competitively sell its products because it relies on old technology or a non-dominant design
  5. a psychological state of effortlessness, in which you become completely absorbed in what you're doing, and time seems to pass quickly
  6. an approach to innovation that assumes a highly uncertain environment and uses intuition, flexible options, and hands on experience to reduce uncertainty and accelerate learning an understanding
  7. A cycle of repetition in which a company test a prototype of a new product or service, improves on that design, and then builds and tests the improved prototype
  8. a full scale, working model that is being tested for design, function, and reliability.
  9. a systematic comparison of different product designs or design iterations
  10. formal Project review points used to assess progress and performance.
  11. work teams composed of people from different departments
  12. a large decrease in organizational performance that occurs when companies don't anticipate, recognize or adapt to the internal or external pressures that threaten their survival
  13. forces that produce differences in the form, quality, or condition of an organization overtime
  14. forces that support the existing conditions in organizations
  15. opposition to change resulting from self-interest, misunderstanding and distrust, and a general intolerance for change
  16. getting the people affected by change to believe that changes needed
- A. resistance to change
  - B. organizational innovation
  - C. change intervention
  - D. multi-functional teams
  - E. technological lockout
  - F. Product prototype
  - G. change forces
  - H. refreezing
  - I. innovation streams
  - J. experimental appr innovation
  - K. Milestones
  - L. resistance forces
  - M. flow
  - N. design iteration
  - O. dominant design
  - P. unfreezing

- |  |                           |
|--|---------------------------|
| 17. the process used to get workers and managers to change their behaviors or work practices | Q. Coercion               |
| 18. supporting and reinforcing new changes so they stick                                     | R. testing                |
| 19. the use of formal power and authority to force others to change                          | S. results-driven change  |
| 20. change created quickly by focusing on the measurement an improvement of results          | T. organizational decline |