
Preface

The environment surrounding companies and organizations is changing with increasing speed, as we find ourselves in an ever more globalized world characterized by rapid technological development. This world requires companies to change the ways they manage and organize their businesses. Certain researchers maintain that a paradigm shift is needed in management: a new kind of management for the Information Age—or as SRI International, a research institute in Silicon Valley, calls it, the “innovation economy.” This new paradigm differs from management for the industrial age, which was largely based on planning and control and on management models that were developed in the early and mid-twentieth century, a time when our world looked very different from its present state.

Management innovations are a subject that has fascinated me since the beginning of the 1990s. My interest was quickly piqued when I realized that researchers and practitioners had not devoted the same degree of attention to management innovations as they had to technological ones, despite the fact that research findings indicate that management innovations are of great importance for the competitiveness of companies and organizations. In 1993, therefore, I chose to specialize in management innovations in an effort to increase managers’ and scholars’ knowledge and understanding of this type of innovation. Parallel to this, I worked in leading positions in the business sector where I developed new ways to manage and organize companies in order to promote growth. This gave me the opportunity to use my own experience to understand what kind of influence this type of innovation could have on competitiveness and market growth.

In the 1990s, I studied management innovations such as Total Quality Management (TQM), Toyota Production System (TPS), and Lean Production (Lean). These had already garnered global attention as a result of Toyota’s successes, and Toyota had become a model for many companies and organizations. At the same time when I was conducting research in Sweden about quality and productivity models, a completely different type of research was going on in Silicon Valley, the world’s Mecca for Internet and Internet-based entrepreneurship. This research focused not on Toyota’s management model but, rather, on understanding how certain companies become better than others at competing in rapidly changing industries.

Around 2006, without yet knowing about the research in Silicon Valley, I began asking myself whether more continuous innovative capabilities require a different

type of leadership and organization, compared to management oriented toward increasing productivity and quality, which TQM, TPS, and Lean are most known for. Could it be that there are other management models that are just as appropriate for increasing innovative strength as TQM, TPS, and Lean are for increasing productivity and quality?

At the time when I was first becoming interested in this issue, well-established researchers, many of whom have received global recognition, began spreading the message that society has changed so much since the days of the industrial age that our methods of managing and organizing companies and organizations must also undergo a paradigm shift. New management methods must prepare these companies to change quickly and to innovate continuously with respect to both their business models and their management models. In this rapidly changing world, the concept of innovation has thus moved from first having been primarily associated with products and production to now including entire organizations' capability for *constant* change to meet the continuous external changes.

My intention in writing this book is to contribute to the discussion and development of the next generation's management for a rapidly changing world. But my intent is less modest than this. I wish to supply my readers, whether they are managers, union representatives, or public officials, with a useful management concept for continuous innovation. This concept includes six management principles, which could be viewed as a set of orthodoxies that a management team uses to design its management model, and a number of practical applications related to how leadership, organizational structure, recruitment, and so on can be designed based on these principles, thus contributing to the company's continuous innovation. I also describe five general steps, or stages, in the change process that every company goes through when it undertakes and then implements an organizational change. I believe that increased awareness of the stages that a company normally faces during an organizational change can lead to a faster and more successful change process. I also communicate experiences from the work of consultants in creating increased innovative capabilities at companies.

My contribution to the discussion of management in a rapidly changing world is based on the research findings from studies of successful companies in fast-changing industries, on my own findings from a 1-year study of Google from the inside, and on conclusions from my other research about the diffusion of management innovations, as well as on insights from a leading consulting company in the field of managing for continuous innovation.

At this point, I would like to express my gratitude to the friends and colleagues who have made this book possible. I thank VINNOVA and the research Institute for Management of Innovation and Technology (IMIT) for choosing to finance my work on this book. Sverker Alänge, who has been my research colleague and friend for 20 years, and whom I have collaborated with on issues of innovation management, took part in the study of Google and has provided me with a great deal of support. I also want to thank Lars Wiberg, who helped me not only to write this book but also to complement my own knowledge with new one.

Naturally, I also appreciate all the help given to me by Google, Inc., and I am grateful to all the executives, managers, and employees who agreed to be interviewed. I thank Kathleen Eisenhardt at Stanford University, AnnaLee Saxenian and Henry Chesbrough at the Berkeley University of California, Curt Carlson at SRI International, Patrick Cook at PARC, a Xerox company, Gabriel Baldinucci at Singularity University, and Gary Getz at Strategos, Inc., all of whom shared their thoughts and experiences in the area of innovation with me.

Last but not least, I would like to thank Larry Abramson for excellent translation of the manuscript, and my husband, children, and parents, who have encouraged and supported me in my continued research and who have stood behind me, literally and figuratively, during my many hours at the desk.

Stockholm
February, 2014

Annika Steiber

<http://www.springer.com/978-3-319-04207-7>

The Google Model

Managing Continuous Innovation in a Rapidly Changing
World

Steiber, A.

2014, XIV, 125 p. 5 illus., Hardcover

ISBN: 978-3-319-04207-7