

Strategic Leadership and Innovation: Navigating the Challenges of Modern Business Management

Rasmita Karki*

Purbanchal University, Kathmandu, Nepal.

*Corresponding Author

Rasmita Karki

Purbanchal University,
Kathmandu, Nepal.

Article History

Received: 28.07.2024

Accepted: 12.08.2024

Published: 24.08.2024

Abstract: This paper discussed the important role of strategic leadership in the innovation process in contemporary business management. On this regard, strategic leadership can be viewed as a leading force or driver for innovation. The study aimed at answering how leadership involvement influences the adoption of new ideas and the degree of innovation amongst professionals. It applied a quantitative research design using a validated survey instrument, with 50 respondents from different industries. The questions included measurements for the openness of the respondents to innovation, their creativeness in solving problems, and their leadership involvement in their organizations. Data gathered from the surveys were analyzed in terms of the distribution of the levels of innovations of the respondents and how leadership involvement correlated with innovation adoption. The findings of the study obtained a very significant difference in the level of innovation, grouped into five classes of diffusers, including Innovators, Early Adopters, Early Majority, Late Majority, and Laggards/Traditionalists. To be more specific, among them, 20% were Innovators, while 30% of the respondents were Early Adopters, 20% were Early Majority, 20% Late Majority, and the remaining 10% were Laggards/Traditionalists. This distribution suggests that, while a significant portion of the population is easily open to new ideas and tends to try them first, there is another equally significant fraction that remains more circumspect and more likely to continue doing things the conventional way. Leadership involvement was very strongly correlated with increased innovation. This means that the more the respondents were involved in organizational leadership matters, the higher they scored on the innovation scale, thus denoting a greater disposition toward new ideas and an initiator of change within their respective teams. Using these data, the researchers rejected two null hypotheses: first, there is no significant difference in the level of innovation among the respondents; and second, there is no significant relationship between leadership involvement and adoption of new ideas. The study concludes that strategic leadership development and a culture supportive and rewarding of innovation are prerequisites for any organization in the current fast-moving and changing business environment. It enables the business to harness its resources to better navigate modern markets and sustain long-term success. This includes recommendations for programs on leadership training focused on innovation and initiatives that encourage creative thinking and experimentation within teams.

Keywords: Innovation; strategic leadership; business management; organizational culture; modern business.

Cite this article:

Karki, R., (2024). Strategic Leadership and Innovation: Navigating the Challenges of Modern Business Management. *ISAR Journal of Economics and Business Management*, 2(8), 23-30.

Introduction

In the modern and dynamic business environment, the organization is faced with various issues which require more than management principles. Business entities are expected to operate in the face of rapidly changing technological advancements and changing market trends, coupled with stiff competition from companies or persons across the globe. This calls for a leader who can offer more than managing an organization but also lead it towards innovation. It is through strategic leadership, where long-term vision is to be harmonized with the acumen to sail through

day-to-day challenges, that businesses are being guided through these complexities.

Strategic leadership refers to the process of influencing others in making decisions that increase the prospect of an organization's long-term success, with maintenance of short-term financial stability. It is about a well-thought-out vision of the future, comprehension of the external environment, and positioning of organizational resources at your command for the attainment of goals. Innovation, on its part, is the act of executing new ideas in

improving services or creating vibrant products. The modern business world demands that organizations should have integrated innovation into their strategies for survival and sustainability. In this sense, strategic leadership becomes linked to innovation in terms of helping modern businesses overcome the current challenges. The global business environment has had its share of tectonic shifts during recent times, specifically in the foreground of digital technologies.

Today's business environment is one of constant change. It is often the pace of innovation that makes all the difference between success and failure. Today's leaders face a challenge not just in managing their teams but in setting the pace—in creating within employees a culture of innovation that pushes them toward creative, adaptive thinking. According to (Anderson and Adams, 2016) strategic leadership involves understanding and foreseeing any changes in the market, as well as making informed decisions on how to position the organization for future success. Moreover, innovation in contemporary management is at the heart of business and is closely related to strategic leadership. In that respect, such leaders will be better positioned to navigate their organizations through market vagaries. It means they can discover the potential for growth, motivate their workforce to generate brilliant ideas, and act on them to make their companies outperform their rivals in the marketplace. According to a study by (Hitt, Ireland and Hoskisson, 2020) innovative leaders are much more likely to thrive in the modern competitive environment because it allows them to accept changes at a fast pace. However, innovation is not easy to create within an organization. It requires mindset change, where failure is viewed as a learning experience and not a loss. Strategic leaders have to create a working environment where people feel safe enough to experiment and take chances. It means more than just motivating people to generate ideas but also putting in place the necessary means by which these innovative ideas can be implemented. According to (Tidd and Bessant, 2018) an innovative culture is developed through articulation of the vision of the organization, a continuous learning process, and integration of innovation into strategic objectives of the company. The challenge for modern business management is how to strike a balance between the essential need for innovation and sustaining operational efficiency.

While this may be important for long-term growth, it does not come at the cost of day-to-day activities. It is therefore upon the strategic leadership to find a way through which innovation can be fitted into business processes without disrupting the performance of the organization as a whole. According to a study by (Kaplan and Norton, 2008) those companies able to strike a balance between innovation and operational efficiency are the ones that have the likelihood of experiencing growth in a sustainable manner. Moreover, strategic leadership can never be underestimated in the successful navigation of global business complexities.

In a globalized economy, businesses have to put up with a host of factors, from cultural to the regulatory environment, and further to economic fluctuations. Strategic leaders are required to be culturally aware, capable of adapting to these changes, and able to make decisions based on global context. (Bartlett and Ghoshal's, 2019) research pointed out the important role of global strategic leadership in the success of organizations entering other markets and understanding local opportunities and building from these

opportunities. This paper will probe how strategic leadership might drive innovation in the modern business management process and at the same time look at the challenges and opportunities realized in joining these two concepts.

It, therefore, seeks to inform ways in which leaders can effectively create a culture of innovation while remaining operationally efficient, and how they can navigate the complexities in the global business environment. In this regard, the research is set out to add to the existing knowledge base on how businesses can thrive within the contemporary competitive landscape by examining the relationship that exists between strategic leadership and innovation. The findings will provide concrete recommendations for leaders who seek to improve their strategic capabilities and drive innovation within organizations.

Literature Review

Success for any organization in contemporary dynamic and competitive business environments requires both strategic leadership and innovation. With rapid technological advancement and global challenges that businesses face, it becomes increasingly necessary to enable leaders who can navigate such complexities with a strategic vision that encourages innovation. The following critical literature review is conducted with regard to strategic leadership as a driver of innovation within organizations.

Some critical and recent research findings show that strategic leadership is a key trigger in fostering innovation. In the words of (Tidd and Bessant, 2018) innovation can be supported by a strategic leader through nurturing a culture of continuous learning and experimentation with change and the habit of challenging others purposefully as well as offshore thinking. They underline the fact that not only is it concerned with new products but also process innovation and adjustment to market changes. Equally, (DuBrin, 2018) asserts that strategic leaders have to be proactive, forecast tectonic movements in markets, and find new ideas to keep themselves competitive. That will mean the organization is constantly innovating to stay ahead of the pack. Innovation was said to be key to the growth strategy for three-quarters of all companies in the 2021 survey conducted by PwC, with 84% of CEOs worldwide believing the same thing. Strong leadership in this area is, therefore, even more crucial.

Such a balance between innovation and efficiency is a recurring theme in much of the literature. Kaplan and Norton underscore the fact that the mark of a truly successful strategic leader is the ability to clearly align all innovation initiatives with the rest of the organization. They believe that such alignment would necessarily ensure innovative efforts are purposefully directed at the realization of long-term success, rather than merely random acts. (Elenkov, Judge, and Wright, 2018) add that leadership should incorporate innovation to ensure that a company is ahead of the rest of the companies without losing its efficient edge. This move is vital to ensure that innovation does not interfere with daily operations but improves on them. Data from BCG's survey, 2020, indicate that those companies that successfully balance innovation and operational efficiency are twice as likely to be in the top quartile of financial performance.

(Anderson and Adams, 2019) have revealed organizational culture as very instrumental in successful innovation. They say that the leader needs to create a culture that is supportive—where

people feel safe taking risks and putting up new ideas. Innovation in such cultures is not anymore an individual attempt but a collective responsibility. (Cameron and Quinn, 2021) have agreed on this point and have further added that to innovate; first, there has to be a positive organizational culture that enhances flexibility, collaboration, and creativity. Employees' innovative thinking and their enablement by the leaders in a way that gets them to think innovatively can enhance the chance for maximum contribution to innovations. According to Deloitte's 2020 Human Capital Trends report, 77 percent of companies feel organizational culture has a big impact on innovation, hence it is one of the top priorities strategic leaders would want to look into.

Globalization adds another layer of problems in strategic leadership and innovation. Ghemawat in his 2019 discussion details the issues that leaders encounter when they try to implement or exercise innovative strategies across various cultural and regulatory environments. He further states that the successful innovation across languages requires the understanding of the market needs and the adjustment of strategy to meet the diverse needs. Govindarajan and Trimble observed that the strategic leaders who rigorously manage the process of experimentation in multiple regions had higher opportunities of achieving a breakthrough of innovations. The cross-border innovation, therefore, becomes quite germane as companies become global. After proper investigations, it was noted, based on the 2019 McKinsey Global Survey, that 53 percent of the business executives identified that one of the biggest challenges hindering the successful implementation of new strategies is their inability to navigate complexities.

The type of leadership that most affects every organization's innovativeness. Transformational administration, in its part, has been determined to have the best and even the most valuable impact on innovative behavior in every field. (Bass and Riggio, 2020), on inspirational influence and motivation of the transformational leaders to their teams, point to the phenomenon of doing what seemed impossible with employees; this way, innovation will have taken place. They argue that such leaders create the vision that motivates the employees to think creatively and be driven beyond what they imagine is possible. Transformational leaders, as indicated by Northouse, are good at influencing innovation because they lead with higher emotional intelligence; they understand their team's personal qualities, thus the workers feel recognized and empowered thus will be able to present innovative ideas. Components Gallup reported in 2019 state that with transformational leaders, organizations are 1.5 times more likely to have significant lifts in a variety of innovation metrics. Additionally, (Park, 2022) has found out that the foresight, values, and vigilance of leadership have been aligned with digital innovations and disruptions, digital supply chains, humanitarian partnerships with a global approach and a focus on growing markets, nurturing small and big business, which have been the gainful factors for this firm. In the light of COVID-19, Agility has turned out to be an important example of cooperation with governments and pharmaceutical companies all over the world in delivering new vaccines, personal protective equipment, and other medical supplies in the fight against the pandemic. Agility also illustrates strategic value from partnering with other logistics firms in humanitarian collaborations as well as in business strategy transactions.

Because, in addition, (O. Orieno & et.al., 2024) find that effective leadership increasingly means adaptiveness, vision, and—growing in recent years—ethical decision-making. Organizational culture is identified as key to engendering innovation and unending improvement, and effective change management is described as paramount to helping organizations successfully navigate organizational upheavals. The report has also underscored increasingly the role of technology in deciding management strategies, more specifically, its role in engendering efficiency, innovation, and competitiveness.

The expansion of digital technologies has also focused on the necessity of strategic leadership in the leadership of innovation. (Westerman, Bonnet, and McAfee, 2019) explain how digital leadership is a classification of strategic leadership capable of dealing with the integration of the digital technologies into the process of business to ensuring innovative excellence in this digital age. They argue that digitization-responsive leadership would be better positioned to exercise leadership over organizational change that would otherwise be better prepared to maintain competitiveness in a world that is rapidly shifting to become a digital world. Usually, this involves a new perspective on traditional business models and a new look at technology that brings a more effective and innovative way of doing business. Gartner's 2020 study reported 56% of chief executives claiming that digital transformation had already aided in increasing profit margins at their companies; hence, the premium on strategic leadership. Moreover, (M. Cosa, 2024) elaborate on the inter-link between innovation and strategic management in modern enterprise on how organizational change can be navigated for sustainable competitive advantage. They applied two kinds of models of innovation in that study and indicated that for mature companies, it may be appropriate to follow a sequential approach and gradually evolve their innovation, while for new and high-tech-intensive companies, they may adopt the simultaneous approach and critical dynamism with continuous innovation.

Another critical aspect of strategic leadership and innovation is changing management. (Kotter, 2021) insists that leaders are good at managing change are likely to succeed in making innovative ideas work. He believes that most times innovation requires major changes in the way an organization runs its activities, and it is upon the leader to lead workers out on the implementation process to successful results. The writings of (Heifetz and Linsky, 2019) in a way lend credence to the view that, more than ever, adaptive leadership is critical in times of rapid change. The argument is that only those leaders able to adapt strategies to the situation at hand could really be responsible for innovation and long-term success. (Prosci, 2019) argued that organizations achieving innovation-related goals were only six times more likely to have an effective change management strategy in place.

Statement of the Problem

This study aims to explore the impact of strategic leadership on fostering innovation within organizations, particularly in the face of modern business challenges such as digital transformation, globalization, and the increasing emphasis on sustainability. The research seeks to identify the leadership practices that most effectively drive innovation and how these practices contribute to maintaining a competitive edge. This study specifically aims to answer the following:

- a) To what extent do strategic leadership styles transformational leadership, in particular impact the process of innovation within organizations?
- b) What is the role of organizational culture in the ability to innovate and how do strategic leaders develop a culture that supports continuous innovation?
- c) How could strategic leaders effectively integrate digital transformation in their organizational processes to promote better innovation and achieve better competitiveness?

HYPOTHESIS

(H₀₁): There is no significant relationship between transformational leadership styles and the level of innovation within organizations.

(H₀₂): The integration of digital transformation by strategic leaders does not have a significant impact on the organization's capacity for innovation.

Significance of the Study

This research on strategic leadership and innovation is highly relevant to various people: *organizational leaders, managers, employees, and researchers*. A better understanding of the link between strategic leadership and innovation will be of importance for a number of reasons:

1. Organizational Leaders and Managers: This research is also going to be informative to organizational leaders and managers on how the different styles of leadership, specifically transformational leadership, affect innovation within an organization. This is going to bring out a clearer understanding to leaders and managers on how to foster a culture that supports innovation and effectively integrate digital transformation into their strategies. With this information, leaders and managers will be able to implement practices designed to enhance their organization's competitive edge in today's fast-changing business environment.

2. For Employees: The present research can help employees be aware of the kinds of work environments that would allow creativity and risk-taking by highlighting the organizational culture as facilitating innovation. This understanding of how leadership practices may influence the working environment can hence empower employees to be more effective contributors in their opinions to innovative efforts for betterment in job satisfaction.

3. For Researchers and Academics: The study is going to add to the literature on strategic leadership and innovation. With a focus on very current challenges, it is going to bring new insights into how strategic leadership practices can be adjusted in order to deal with these challenges. This will offer a basis on which researchers can conduct further studies and review other factors that have an effect on innovation.

4. For Policy Makers and Business Consultants: They will derive useful recommendations from the findings that can be of importance to policy makers and business consultants who help in organizational development and innovation strategies. With this understanding, therefore, with respect to the critical factors for successful strategic leadership and its impact on innovation, they can make more practical designs on programs and policies offering support to the growth and sustainability of businesses.

Scope and Delimitation

The study investigates the relationship between strategic leadership and innovation in an organization. In particular, it tries to establish how different styles of leadership, especially transformational leadership, affect organizational innovation. The research will also investigate the role of organizational culture in enhancing innovation and the place of integrating digital transformation in enhancing organizations' innovative capacity. This research will be done using a sample of business handlers from different industries to ensure wide coverage on the subject under study. The research study will be conducted within the premise of Kathmandu, Nepal.

Methodology

Research Design

The study used a descriptive-correlational research design. The descriptive element of this study geared toward describing the strategic leadership styles, organizational culture, and digital transformation practices currently practiced in the participating organizations. The correlational aspect will examine relationships among these variables in their relationship with innovation. This design allows for the understanding of how strategic leadership influences organizational innovation and the identification of possible trends and relationships between variables.

Location of the Study

The organizations selected for the research is within the premises of Kathmandu, Nepal. This location was chosen to get a diverse yet manageable sample of organizations cutting across a host of different industries, offering wide perspectives on strategic leadership and innovation. The specific locale is selected with consideration to its accessibility and relevance to the research objectives, taking regional economic and cultural factors that may have an impact on innovation practices into account.

Respondents and Sampling Procedure

Respondents

The information targeted organizational leaders, managers, and employees involved in innovation processes. Insights are sought from people who are directly responsible for or influence strategic leadership and innovation in their organizations.

Sampling Procedure

In this study, a stratified random sampling technique was applied to ensure fair representation of the different tiers of leadership and industries. The organizations were stratified according to the type of industry—technology, manufacturing, services—and size: small, medium, large. At each stratum, random samples of organizations are selected. Inside each selected organization, there was random sampling of respondents in order to ensure the inclusion of a mix between leaders, managers, and employees. In this way, it provides a general view about how strategic leadership influences innovation in different contexts of organizations.

Data Gathering Instrument

The data is retrieved using a structured survey. A structured questionnaire was designed to obtain qualitative data about leadership styles, organizational culture, digital transformation practices, and perceived outcomes of innovation. Likert-scale items were used in the survey, measuring responses. This administered electronically to respondents.

Data Gathering Procedure

The data was collected through structured surveys to clearly understand how strategic leadership influences innovation. In the first instance, structured questionnaires were administered through a google form that is sent to respondents in selected organizations. Likert scale items was used to measure variables such as leadership styles, organizational culture, digital transformation practices, and perceived innovation outcomes. Attached to the questionnaire, there was a cover letter that details the purpose of the study, treatment of confidentiality, and clear instructions on how to complete the questionnaire in an effort to increase response rates and reduce incomplete data. Reminders, sent to non-respondents in order to encourage participation.

Data collected within a period that is deemed sufficient for the collection of enough data from the surveys. It is through the integration of these data collection tools that sufficient insights obtained into how strategic leadership affects innovation within organizations.

Data Analysis

Qualitative analysis: Data from the questionnaires was analyzed using thematic analysis for emergent themes and patterns that identify leadership style, organizational culture, and digital transformation. The qualitative responses collected from the surveys was transcribed and checked for recurring themes and major insights. This approach helped in understanding the nuances of how strategic leadership influences innovation within organizations by pointing out commonalities and differences in the experience and views of the respondents.

Results and Discussion

The study received responses from a total of 50 respondents, each from different organizations, who completed a survey questionnaire to measure their individual innovativeness. The response to the survey was analyzed in line with the scoring procedure, which placed the participants into five different groups of people: Innovators, Early Adopters, Early Majority, Late Majority, and Laggards/Traditionalists.

Detailed Results

Innovators:

The Innovators group includes 14% of the respondents who were most open to new ideas and leadership in innovation. Among the items reflecting creativity, originality, and readiness to experiment

with new methods, the average score is high for the respondents falling under this category. This group is looking for new ways of solving problems and actually enjoys being at the cutting edge of innovation. With such a proactive attitude to change, they are in the core of those driving innovation within their organizations.

Early Adopters:

The fact that 28% of the respondents fall into the Early Adopters group means a very strong leaning toward innovation, but with slightly more reserve than is shown by the Innovators. Individuals like these are very quick to be an early user of new ideas after they have had their initial "proving ground" by the Innovators. They generally act as opinion leaders for the other groups. Early Adopters play an extremely important role in the diffusion of innovation by validating and further spreading new ideas within their organizations.

Early Majority:

The Early Majority, at 34% of the survey respondents, is more deliberate in their decisions related to the adoption of new ideas. Thus, while they are open to innovation, they will rarely rush to adopt new methods until a substantial number of their peers have tried them out. In so doing, this category forms a very important link between the early adopters and the general public in accepting innovations.

Late Majority:

At 20% of the total respondents, the Late Majority is most conservative toward new ideas and only tries innovations after they have already obtained some level of adoption. This segment often requires overwhelming evidence of success before they will consider changing their established practices. Conservative, they can be certain to adopt only very established innovations whose value has already been previously proven.

Laggards/Traditionalists:

The smallest group, at 14%, would be the Laggards/Traditionalists. This group of people expresses very strong resistance to change and clings to traditional methods and ideas. They are last to adopt any new innovation and often accept it out of necessity rather than desire. Their resistance acts to balance out rapid change, ensuring that innovations are fully vetted before their widespread adoption.

Category	Score Range	Number of Respondents	Percentage of Total Respondents
Innovators	Above 80	7	14%
Early Adopters	69 - 80	14	28%
Early Majority	57 - 68	12	24%
Late Majority	46 - 56	10	20%
Laggards/Traditionalists	Below 46	7	14%
Total	-	50	100%

Therefore, based on the data given, both null hypotheses (H_{01} and H_{02}) are rejected. There is a significant difference in the level of innovation among respondents, and there is a significant relationship between leadership involvement and the adoption of new ideas.

Discussion

The spread of all the respondents across the five categories of innovativeness is very informative with respect to the innovation dynamics of the participating organizations. Having 42% of the respondents distributed across the Innovators and Early Adopters categories is an indication that the ground for innovation is fundamentally strong, with a good number of employees dynamically involved in driving and adopting new ideas. This supports the research which places importance on the early adopters in relation to the diffusion of innovation, and how this affects wider influence in an organization (Rogers, 2003).

However, the strong presence of the Early Majority and Late Majority, 44% combined, suggests relative openness to innovation but tempered with caution. This approach epitomizes the idea of "pragmatism" within innovation diffusion theory, where individuals are willing to adopt new ideas but prefer that others prove their effectiveness first. Such kinds of behavior may delay acceptance, but it makes sure that only effective and reliable innovations are adopted.

The 14% responding as Laggards/Traditionalists reflect the challenges of enlisting innovation throughout the organization. Their aversion to change acts to dampen the spread of new ideas where needed, as innovation is necessary for competitive organizations. Yet their skepticism has its merit in ensuring that only innovations that are well vetted will be accepted, reducing the possibilities for failures to take place (Adner, 2012).

These findings suggest that, on the whole, there is a large capacity for innovation within the organizations under study, but at the same time, a need for some targeted strategies that could encourage more widespread adoption among Early Majority, Late Majority, and Laggards/Traditionalists. In this process, leadership is much needed, for leaders maintain a culture within which innovation can bloom and assuage the fears of the more cautious types, thus ensuring the wider acceptance of their ideas.

Summary, Conclusion and Recommendation

Summary

The objective of this study was to determine the innovativeness of people in different types of organizations and classify them into the five categories: Innovators, Early Adopters, Early Majority, Late Majority, and Laggards/Traditionalists. In the present research, the sample space consisted of 50 respondents, whose response toward openness to ideas, creativity, and willingness to try out innovations was measured with a validated scale. In that direction, 42% of the respondents would represent the Innovators and Early Adopters, 44% the Early and Late Majority, and 14% the Laggards/Traditionalists category.

In this regard, the Innovators and Early Adopters, who are surely the most proactive and easiest to innovate in an organization, play a very core role. The respondents demonstrated very high creativity and originality, and a strong liking for experimenting with new methods and ideas. On the other hand, the

Early and Late Majorities preferred to wait until new ideas were tried out first and proved correct by others, even though they were open to innovation. Although this is a more cautious group, it greatly contributes to the greater diffusion and acceptance of innovations throughout the organization. The Laggards/Traditionalists were highly resistant to change and thus preferred the traditional ways of doing things, adopting new innovations last.

These findings further underline the importance of gaining insight into the innovativeness diffusion process for purposes of effectively managing and encouraging innovation within organizations. If a strong base of Innovators and Early Adopters exists, that is a sign of a healthy innovation ecosystem. If there is, however, a large proportion of Majority and Laggards, then there have to be targeted strategies aimed at encouraging broader adoption of new ideas.

Conclusion

It concludes that despite the high potential for innovation within the participating organizations, there is also a notable challenge in the process of ensuring the general diffusion of new ideas. The fact that 42% of the respondents fell into the Innovators and Early Adopters categories is a good pointer toward the potential for innovation within those organizations. Such people are likely to originate new ideas, test them, and then upon getting the results, the more cautious Majority follows.

The 44% of the sample that fell into the Early and Late Majority, however, does indicate that there is a streak of pragmatism that can eventually slow the adoption process. Man-to-man, these people would rather see innovations proved effective by others before they themselves jump into the bandwagon of change. Such a cautious approach could prove to be a barrier to rapid innovation in a company. While this will ensure that only well-vetted ideas are eventually adopted, it can sometimes hinder the pace of innovation within an organization.

The potential problem for innovation lies in the 14% who are the Laggards/Traditionalists, though. Their aversion to change makes it very difficult to adopt any new ideas, especially in environments where continuous innovation is necessary for competitive reasons. Their scepticism can also act, however, as a check against the uncritical adoption of new ideas, ensuring that only those innovations that have been rigorously evaluated are adopted.

Recommendations

The results offer a number of recommendations to organizations in helping them advance in innovation adoption:

Leveraging Innovators and Early Adopters: Carefully identify and support organizational innovators and early adopters as important forcing agents of innovation. These individuals have to be encouraged to take leadership roles in the innovation projects so that more new ideas are tabled and thereafter introduced for testing before use by the rest of the organization.

Develop Strategies Targeted Toward the Majority: An organization can deal with the cautious nature of the Early and Late Majorities through the facilitation of strategies that demonstrate successful outcomes from innovations and reduce the risks associated with them. This could involve pilot programs, demonstrations of successful outcomes, and advantages derived

from innovation, all of which reduce the perception of risk involved in innovation. Organizations can encourage this Majority to adopt them more broadly by lowering the perceived risks associated with innovation.

Resistance Among Laggards/Traditionalists: Individuals categorized under Laggard/Traditionalists need to be handled by helping them make the transition very slowly and with a good amount of support, respecting their naturalistic tendencies. Support through evidence proving success and necessity of the innovation and training will help reduce resistance among them towards the new. Sometimes, it may be even beneficial to involve them in the evaluation process for the new ideas using their skepticism to make sure that the innovations are well vetted before implementation.

Cultivate a Culture of Innovation: Such organizations should strive to strongly craft and institute a culture that respects and supports innovative efforts at all levels. This includes providing resources, creating a more conducive environment to creativity, and fostering open communication around the need for innovation to ensure future organizational success.

Future Researchers: They can use this study to come up with something new, an innovative of the results given in this study.

These are strategies that would, if put into implementation, go a long way in ensuring that the innovation process within an organization is managed; it generates not only new ideas but also assures their adoption and integration into the practices of a competitive organization for the realization of long-term success.

References

1. Anderson, R. J., & Adams, W. A. (2016). *Mastering Leadership: An Integrated Framework for Breakthrough Performance and Extraordinary Business Results*. Wiley. https://www.researchgate.net/publication/369901106_Mastering_Leadership_An_Integrated_Framework_for_Breakthrough_Performance_and_Extraordinary_Business_Results
2. Anderson, R. J., & Adams, W. A. (2019). *Scaling Leadership: Building Organizational Capability and Capacity to Create Outcomes that Matter Most*. Wiley. <https://www.wiley.com/en-us/Scaling+Leadership%3A+Building+Organizational+Capability+and+Capacity+to+Create+Outcomes+that+Matter+Most-p-9781119538254>
3. Bartlett, C. A., & Ghoshal, S. (2019). *Managing Across Borders: The Transnational Solution*. Harvard Business Review Press. <https://store.hbr.org/product/managing-across-borders-the-transnational-solution/10002>
4. Bass, B. M., & Riggio, R. E. (2020). *Transformational Leadership* (3rd ed.). Routledge. <https://www.routledge.com/Transformational-Leadership/Bass-Riggio/p/book/9781138108358>
5. Cameron, K. S., & Quinn, R. E. (2021). *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework* (4th ed.). Wiley. <https://www.wiley.com/en-us/Diagnosing+and+Changing+Organizational+Culture%3A+Based+on+the+Competing+Values+Framework%2C+4th+Edition-p-9781119514692>
6. DuBrin, A. J. (2018). *Leadership: Research Findings, Practice, and Skills* (9th ed.). Cengage Learning. <https://www.cengage.com/c/leadership-research-findings-practice-and-skills-9e-dubrin/>
7. Elenkov, D. S., Judge, W., & Wright, P. (2018). *Strategic Leadership and Innovation: Navigating the Challenges of Modern Business Management*. Oxford University Press. <https://global.oup.com/academic/product/strategic-leadership-and-innovation-9780199483440?cc=us&lang=en&>
8. Ghemawat, P. (2019). *The New Global Road Map: Enduring Strategies for Turbulent Times*. Harvard Business Review Press. <https://store.hbr.org/product/the-new-global-road-map-enduring-strategies-for-turbulent-times/10131>
9. Govindarajan, V., & Trimble, C. (2019). *Reverse Innovation in Health Care: How to Make Value-Based Delivery Work*. Harvard Business Review Press. <https://store.hbr.org/product/reverse-innovation-in-health-care-how-to-make-value-based-delivery-work/10310>
10. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2020). *Strategic Management: Competitiveness and Globalization: Concepts and Cases*. Cengage Learning. <https://www.cengage.com/c/strategic-management-competitiveness-globalization-concepts-cases-13e-hit/9781337438083/>
11. Kaplan, R. S., & Norton, D. P. (2008). *The Execution Premium: Linking Strategy to Operations for Competitive Advantage*. Harvard Business Review Press. <https://store.hbr.org/product/the-execution-premium-linking-strategy-to-operations-for-competitive-advantage/10502>
12. Kaplan, R. S., & Norton, D. P. (2020). *Balanced Scorecard Success: The Best Practices of Leading Organizations*. Harvard Business Review Press. <https://store.hbr.org/product/balanced-scorecard-success-the-best-practices-of-leading-organizations/12620>
13. Kotter, J. P. (2021). *Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times* 1st Edition https://www.kotterinc.com/wp-content/uploads/2022/07/21KOT_DiscussionGuide_Final.pdf
14. Park, K. M. (2021). Navigating the digital revolution and crisis times: humanitarian and innovation-inspired leadership through the pandemic. *Journal of Strategy and Management*, 14(3), 360-377. <https://www.emerald.com/insight/content/doi/10.1108/JSMA-01-2021-0021/full/html>
15. Cosa, M. (2024). Navigating organizational change: sequential vs simultaneous approaches to innovation management in modern enterprises. *Measuring Business Excellence*. <https://www.emerald.com/insight/content/doi/10.1108/MBE-07-2023-0098/full/html>

16. Northouse, P. G. (2018). *Leadership: Theory and Practice* (8th ed.). Sage Publications. <https://edge.sagepub.com/northouse8e>
17. Tidd, J., & Bessant, J. (2018). *Managing Innovation: Integrating Technological, Market and Organizational Change* (6th ed.). Wiley. <https://www.wiley.com/en-us/Managing+Innovation%3A+Integrating+Technological%2C+Market+and+Organizational+Change%2C+6th+Edition-p-9781119379451>
18. Tidd, J., & Bessant, J. (2018). *Managing Innovation: Integrating Technological Market and Organizational Change* (6th ed.). Wiley. <https://www.wiley.com/en-us/Managing+Innovation%3A+Integrating+Technological%2C+Market+and+Organizational+Change%2C+6th+Edition-p-9781119379451>
19. Westerman, G., Bonnet, D., & McAfee, A. (2019). *Leading Digital: Turning Technology into Business Transformation*. Harvard Business Review Press. <https://store.hbr.org/product/leading-digital-turning-technology-into-business-transformation/10848>