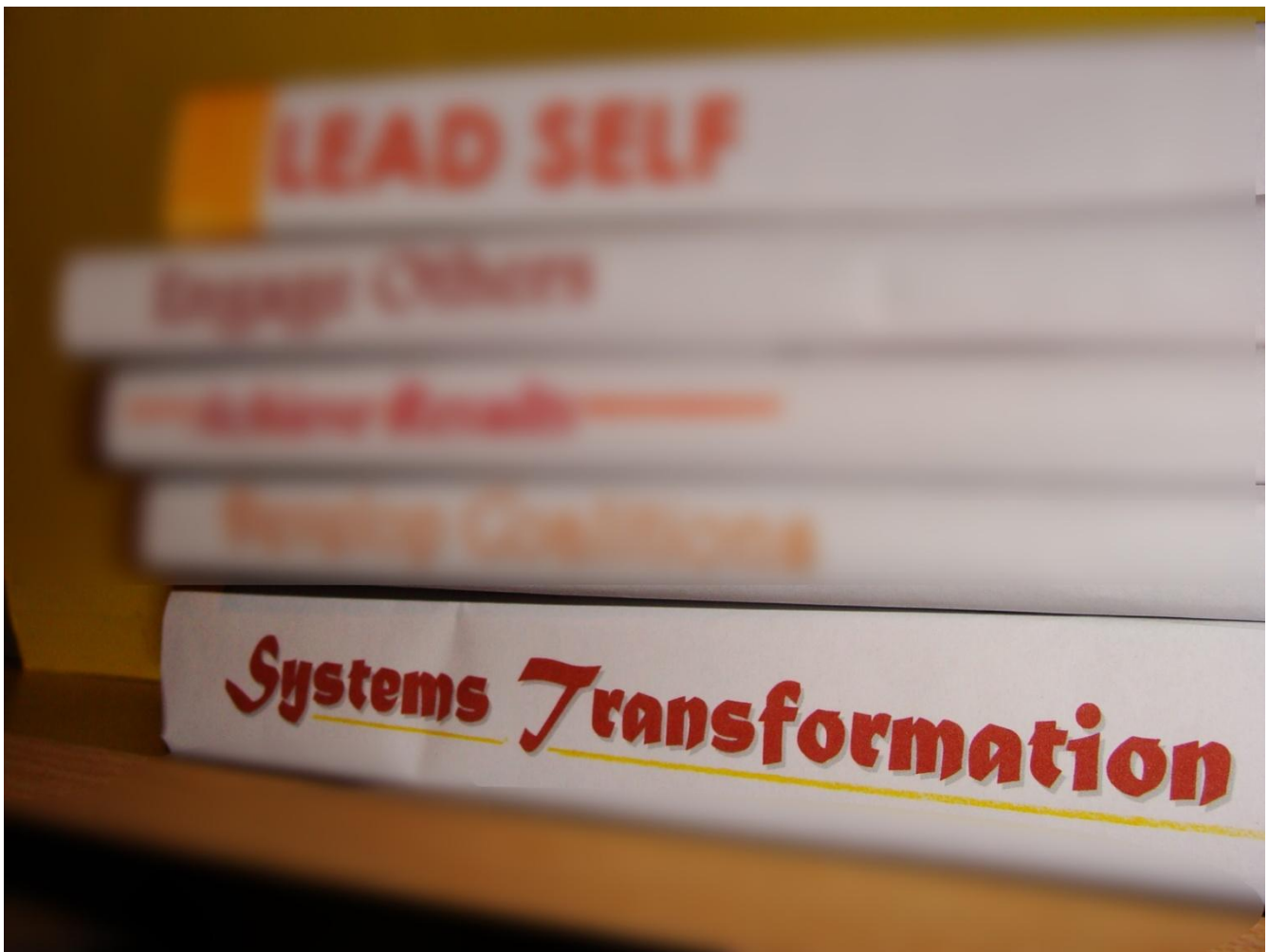


Systems Transformation (Byte 18)

Encourage and Support Innovation

Leaders who can create an environment in which people are free to voice their ideas benefit from the collective wisdom. Through learning to support and encourage others' ideas, leaders also broaden their choice of alternative futures.



SYSTEMS TRANSFORMATION (Byte 18)

E-mail Question: What does trust have to do with innovation?

Hartman (2002) contends that the old business mantras of “continuous movement and empowerment” have become hackneyed and that in today’s world, the Darwinian concept of adaptation to a changing environment and survival of the fittest will more accurately determine whether a 21st century enterprise will flourish. An understanding of corporate evolution is needed. In his essay, “Managing Change by



Changing Managing”, he writes about the development of the *SMART Management* tool to test projects and programs in corporate management. Using the example of a live television broadcast of the six o’clock news, he contends that better performance results in successful delivery when tools and processes are cohesive and linked to deliverables. However, Hartman found that effective change-management processes did not happen without the single most important common element of trust. He believes that trust is critical to a successful enterprise and it is important to understand it from a perspective of both a business and a “mechanical” point of view. Through a series of diverse projects, the research investigates the role of trust in specific aspects of the change-management process. Trust is a key factor in adapting to changing circumstances as well as in planning for new products, improvements in performance and innovative growth.

Hartman, F.T. (2002). *Managing Change by Changing Managing*. CFI Essay Project. Commissioned paper and book chapter based on invitations to “top researchers in Canada” identified by CFI, NSERC and SSHRC. Ottawa, ON.

www.innovation.ca/AboutUs/Publicationsandreports/innovation/ManagingChangeChangingManaging

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