Washington’s Principles of Leadership
Mark Mc Neilly

in George Washington and the Art of Business: The Leadership Principles of America's First Commander-in-Chief

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This chapter discusses the general and business leadership principles that can be learned by understanding the life and career of General, and then later President, George Washington. It describes the importance of Washington’s development of self-discipline, strong character, courage, a desire to learn, and a bent for innovative ideas. It also highlights Washington’s development of organizational abilities and his persistence to continue the fight despite numerous setbacks and mistakes during the American Revolution.

Enabler 5
Georg Von Krogh, Kazuo Ichijo, and Ikujiro Nonaka

in Enabling Knowledge Creation: How to Unlock the Mystery of Tacit Knowledge and Release the Power of Innovation

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Several midsize and large firms have made themselves multinational and have continued to globalize their companies' operations because doing so can result in a cost advantage over competitors, and a differentiation advantage in terms of gaining innovative ideas and other such valuable information, extending an organization's focus toward continuously growing foreign markets, and gaining access to effective R&D facilities that promote the utilization of technological advances, new expert ideas, and product concepts. While other companies may have other motives for venturing into globalization, such as acquiring a foreign partner.
and searching for potential managerial talent, a company's tasks can be distributed by means of a parallel buildup and through a system of operations throughout other geographic, socio-political, and cultural areas.

Opening Organizations for Innovation
John Bessant and Bettina von Stamm
in Leading Open Innovation

This chapter examines tactics and strategies for finding innovative ideas shared among peer organizations. These include evaluating routines to support discontinuous innovation, sending out scouts to identify new ideas, exploring multiple futures or alternative goals, and using idea generators. This chapter also discusses the need to incorporate new ideas and opportunities into company routines and suggests that innovative leaders should work to prepare their organizations to absorb outside ideas.