



Séminaire du 16 novembre 2012

Salle J 323

11h00-12h30 : **Marjo-Riitta Diehl** (EBS Business School, Wiesbaden, Germany) : **"Innovating a Management Practice: Insights from a Finnish Telecommunication Firm"**

Abstract: This inductive multi-method case study examines the emergence of a management innovation named 'Competence Pool' that was developed to manage continuous layoff pressures in a large telecommunications company in Finland. The study specifically investigates how internal change agents successfully initiate and implement the management innovation in question and how the innovation process unfolds. While the findings largely support the existing theoretical process models of innovating management practices, they also divert in many significant ways. First, the findings demonstrate that a context of organization crisis can provide a window of opportunity for the development of a management innovation. Second, they highlight the importance of innovators' contextual embeddedness exemplified by trust and the social capital for both successful invention and

implementation of the novel management practice. This finding is further underlined by the lack of any significant role played by external change agents in the innovation process. Finally, active legitimization throughout the innovation process (versus only as a final stage) emerged as a central factor for successful implementation of The Competence Pool. Theoretical and practical implications are discussed.

Bio:

Assistant Professor Marjo-Riitta (Maikki) Diehl (PhD) joined the Department of Strategy, Organization and Leadership at the EBS Business School in January 2009. Prior to joining the EBS, Marjo-Riitta worked at the Hanken School of Economics and Business Administration (in Finland), at the Finnish Institute of Occupational Health (FIOH) and at the International Labour Office in Switzerland.

Marjo-Riitta *received her Phd* from the London School of Economics and Political Science in 2006. In her thesis, she examined the role of reciprocity in the employment relationship using the concept of psychological contract as a theoretical lens. Her current research interests include social exchange theory based concepts used to analyse the employee-employer relationship, social capital and innovation. Her work has been published in various academics journals, including Human Relations, Journal of Managerial Psychology and International Journal of Human Resource Management. She has been listed by the Handelsblatt among the Top 100 junior business and management Professors in Germany in 2012.