



Innovation Manager and his Position in the Company

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ABSTRACT

The presented paper deals with the importance of innovation manager in company. It analyses the actual state of definition of innovation manager in companies, it is dealing with their qualities and qualities of ideal innovation manager. The paper solves the placement of position of innovation manager into the company organization structure. It recommends the ideal placement of innovation manager position in the organization structure in company working in "Production, sale and operation of amusement and gaming technology". This paper represents one of the outputs of project KEGA No. 003/DTI-4/2014 with the title of Diagnostics System for Identifying of Competencies of Managers of National and International Educational Projects.

Keywords: Innovation, Innovation manager, Qualities of innovation manager, Organization structure, Innovation process.

Jel: M53, M54, M12.

1. Introduction

Innovation is the magic word in business and public administration. However, huge potential for improvement has only minimal use, even in companies where ideas and suggestions are more or less systematically collected and implemented and some authors rewarded.

While domestic companies often do not pay sufficient attention to innovation management, this area has been gaining a key role in corporate strategy abroad. Czech top managers should therefore master the principles of innovation.

At the moment, the personality is no longer seen as a labour force only to perform specific commands within the given time span, but it is treated in qualitatively higher form of leadership and human potential is utilized in more meaningful way. More space is devoted to professional as well as personal development of personality. Greater emphasis is placed on personal experience, skills, will and discretion of employees. Creative skills are becoming building stones to implement and solve changes, so much needed in this millennium. The value of the human factor increases significantly. If managers want to be successful, they must understand the staff not only as an entity with its intellectual capital, but also the adaptation to the group and sense of interpersonal relations. Human resource management is subject to very high new claims, which should ensure the company's competitiveness.

The innovation process in the firm covers a wide range of activities undertaken from the very initial idea to putting them in life. It thus includes research and development, industrial-legal protection, the establishment of production and final application of innovations in practice. Innovation and innovation policy in the company is not something that would be widely extended, what would be a normal part of the organization and functioning of the company. The problem is already in the beginning, when the fact is concerned that not all entrepreneurs and managers are interested in new theories, practices and requirements. Among them are many who have ingrown their managerial roots in the former industrial period, regardless of

age. An essential characteristic of such people is the idea that for successful business a person needs to work a lot and deliver an honest product. This is now of course no longer true (Christensen, 1997).

The current innovation management system is shown in Figure 1.

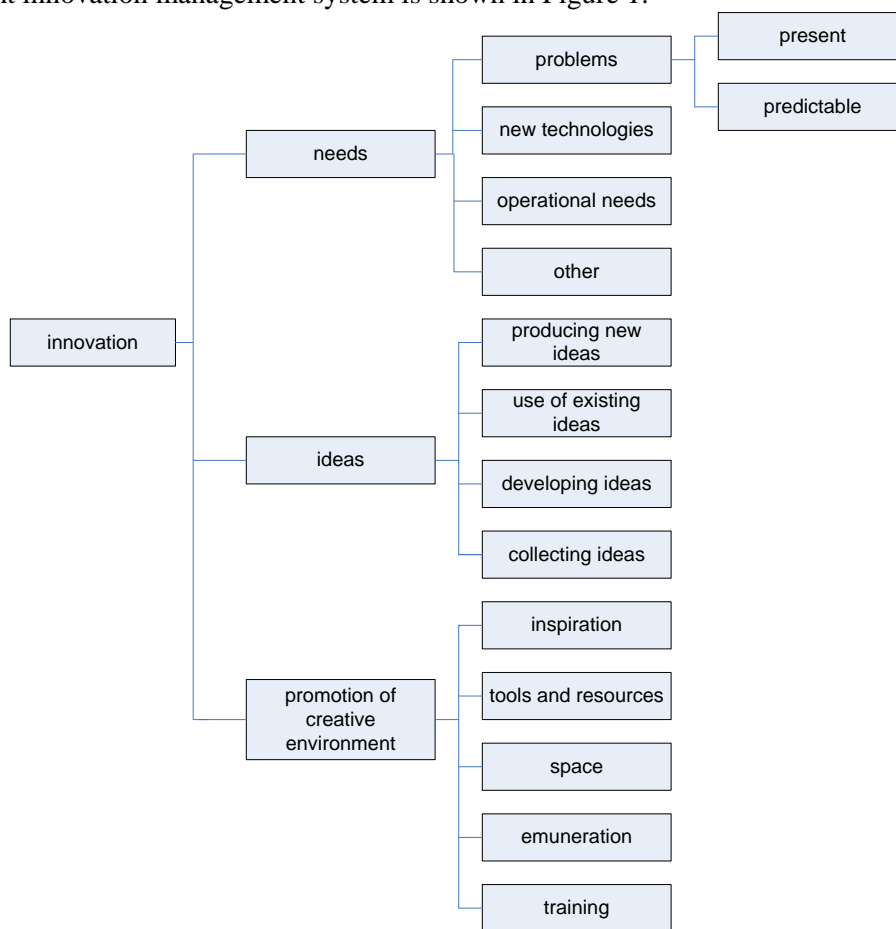


Figure-1. Innovation management system (Christensen, 1997)

Qualifications and personal skills of innovation managers are one of the main conditions for further development of the company. It is clear that successful business strategy is built on the so-called evolutionary management, the managers who are oriented to deal with situations and have the ability to create and develop visions with appropriate time horizon.

2. Methodology

An innovation manager should be equipped with comprehensive knowledge of the structure and dynamics of company systems, he should have an overview of the key causes and factors creating an innovative environment, both to be an expert in the field of processes for managing the entire life cycle of innovation and determination of their priorities, particularly in terms of value added and reusability as written in (Hofbruckerová, 2010).

The main task of innovation managers should consist of managing and controlling changes in the organization based on the responses to internal and external stimuli of environment, in which the organization operates, familiarization with a new look at the organization from the perspective of the processes. The process view should enable to assure the flexibility and effectiveness of organization responding to changes and thus survive in this hyper-competitive information age, where success of both individuals and organizations depends on important measures such as availability, management and proper communication as well as information sharing. In entrepreneurship where an amount of knowledge and information needed to ensure business is increasing, the transition to a process-managed organization is essential for the coming millennium (Jaterková, 2008).

Each company is interested in improving the way it conducts its business, wants to produce goods and services more efficiently and thus increase its profits. Each manager should be aware that meeting these goals is part of his work.

The primary aim of the paper is to analyze the characteristics of innovation manager in the market section focused on “Production, sale and operation of amusement and gaming technology” and to present the innovation manager competency model.

Secondary aims are:

- analysis of the qualities of innovation manager from the perspective of his own personality assessment,
- definition of ideal qualities of innovation manager,
- definition of the position of innovation manager in company.

A questionnaire survey was used to explore the qualities of innovation manager working in “Production, sale and operation of amusement and gaming technology”. A scale questionnaire was chosen for this purpose. The spectrum represents the degree of agreement expressed by the evaluation scale. Its various levels are coded and can be summarized and averaged in the end. The simplicity of filling scale questions and easy workability of results were decisive factors for selecting this form of data survey.

The selected questionnaire consists of evaluation scale ranging from 1 to 6. One indicates the highest and six the lowest (unimportance) importance of qualities. The evaluation is processed in a graphical form.

The assessment of qualities of innovation manager takes place in four steps:

- analysis of the qualities of present innovation managers,
- definition of ideal qualities of innovation manager,
- summary and synthesis of results,
- definition of innovation manager competency model.

The values acquired are evaluated by the arithmetic average rounding to two significant figures. The observed data is compiled into a spider graph for qualities of innovation manager, and a bar graph for an ideal innovation manager.

The questionnaires were sent to 30 representatives of companies operating in “Production, sale and operation of amusement and gaming technology” in the Czech Republic. 3 companies are engaged in production and sale of amusement and gaming technology, 27 companies are only providers of amusement and gaming technology.

The representatives were asked to distribute the questionnaires to innovation managers and to send them back in sealed envelopes (to protect anonymity and evaluation views). There were 7 questionnaires distributed to define ideal qualities of innovation manager, and 3 questionnaires to determine the qualities of present innovation managers in each company.

The presented competency model should assist in the effectiveness of innovation manager tasks throughout performance management processes carried out. Competences are going to be determined, together with their basic level and their higher level which should be reached at some point. By assessment of certain competencies which are tied to the job, we can laid the foundation for a competency model and later include also specific competencies related to the specific institutions which may be changeable once another institution is interested in using the competency model.

There are many techniques for identification of competencies but all can be simply divided into five stages according to Kubeš, Spillerová and Kurnický (2004, p. 46). This division is a major methodological procedure of processing the presented innovation manager of a competency model.

1. Preparatory phase: This phase foregoes own competencies identification and is conducted through structured interviews with managers in strategic positions and accompanied by material study.

2. Phase retrieval: After obtaining the outputs of the preparatory phase one could reach a decision on the concept of collecting the underlying data and methodologies used on the basis that during the preparatory phase were obtained answers the following questions:

- "Why" (why it is necessary to create a competency model)
- "How" (which approach we use in order to form the model)
- "Who" (who or what is the source of information for the development of a competency model).

3. Phase analysis and classification of information: At this stage the data are processed using consecutive steps defined in (Kubeš, Spillerová, Kurnický, 2004, p. 55 - 56). These are:

- to describe individual behaviours appropriate for the position,
- to identify specific information that contribute to successful or unsuccessful performance (the result represents a relevant selection and selected should be only those records that can be a source of

the creation and description of competencies),

- to classify the individual statements into groups called **competency topics** and to analyse further a classification process in order to create a homogeneous units (**competence anchors**) which have subsequently form the basis of competence and their manifestations,
- to verify acquired data on a broader sample of respondents in the last step. Individual statements which have been classified in the third step are revised by a questionnaire method. This helps to obtain information about the need for individual expression or a completed competence in a given position. This information will be important later for the final decision on competencies classification into the competency model.

4. Description and creation of competencies and competency model: Within the analysis and classification of information, we can speak of a competencies' sketch that we get by clustering of related behaviour types. Therefore these were subsequently elaborated in a more accurate characterization of competence so as accurately and comprehensively describe behaviour that characterizes it. One needs to create a scale and describe the various manifestations of competence according to the level of its development. Description of each level begins usually with negative behavioural features within a given jurisdiction and continues through weakly developed level to abnormal levels indicating the high level of competence development. All grades must be mutually distinguishable.

5. Preliminary competency model: The model presented here will be validated and verified through the process steps performed within the project KEGA 2014.

To define the position of innovation manager in company, literature search was used, in particular web links. It was proposed to involve an innovation manager into the organizational structure of companies operating in "Production, sale and operation of amusement and gaming technology".

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3. Overview of the Current State of the Topic

3.1. Issue of Competencies

The term competence is known and used in general, but not always in the same meaning. Competencies are perceived as an opportunity to comment on some problem or the power to make a decision for the general public (he is in the eyes of others considered as **competent**). Experts in the field treat a term competence more as a character, knowledge, skill, experience and quality, as "a set of certain conditions for specific activity that supports the achievement of a goal." (Veteška, Tureckiová, 2008, p. 25).

Kubeš, Spillerová a Kurnický (2004, p. 14-15) mention that Boyatzis already stressed the difference between a task that must be met and abilities that an employee must have in order to fulfil the task well. This division therefore distinguishes between what we do (the result of our business) and how we behave to fulfil the task perfectly.

According to Hroník (2008, p. 24) distinguishing results and ways leading to these results allow us much better to manage the process and performance. If we know which competencies should be included in the functional competency model of the employee, it can be useful for him and the whole institution because it helps in their development to improve performance.

Kubeš, Spillerová and Kurnický (2004, p. 16) state that one of the ways how accommodate the term of competence is Woodruff's concept. He sees under this term the "umbrella" which covers everything that may be directly or indirectly related to work performance. He sees competencies as **a set of worker behaviour** which has to be used in the position to handle the tasks competently.

If we say that a worker is competent (he performs assigned tasks to good or excellent level) this implies the following three assumptions (Kubeš, Spillerová a Kurnický, 2004, s. 16):

- he is internally equipped with features, capabilities, knowledge, skills and experience which conduct such essential needs,
- he is motivated to use such behaviour, he sees value in the desired behaviour and is willing to spend the necessary energy this way,
- he can use behaviour in the environment.

In the above, it is possible to work well with the first assumption because knowledge and skills can be developed. The second assumption is regarding to the motivation for position of man, his value and beliefs (belong to the stable component of human personality) which are influenced far more difficult. While the third assumption is the external condition, it significantly affects the two mentioned above.

The views and conception of the term of competence are many, experts still have different opinions on what is exactly hiding under this term but the essential fact remains that the term of competence is and will continue to be linked to the process and behaviour leading to the desired performance.

3.2. The Competency Model

A competency model expresses in varying degrees of details and factual summary combination of knowledge, skills and other personality characteristics which are needed for effective performance of assigned tasks within the organization. These combinations are subsequently structured into different sized units which can be referred to as a system, map, profiles and lists of competencies or a competency anchor. Which model of these arrangements eventually emerges, depends on the specific intentions of specific institutions (Kovács, 2009, p. 49). "*Competency model is not the way of the standard creation but the way to diversity management and performance*" says Hroník (2007, p. 64) which further indicates the general advantages of introducing a competency model. The most important advantage of the competency model is in its capability to create a bridge between business strategy and HR strategy. A competency model is also a connection between the values of the institution and the job description. Institutions usually have one set of values whether written or unwritten, governing. There are many job descriptions of specific positions by individual and small companies sometimes as much as employees. According to Hroník (2007, p. 68) even in this case "a *competency model is a practical tool for connection*".

There are many ways of competency models typology and classification and it depends mainly on the intentions of the company which competency model arises. One of the highlights is broken down by Kubeš, Spillerová and Kurnický (2004, p. 60 - 62) who divide competency models into:

- Models of core competencies.
- The specific competency model.
- The generic (general) competency model.

There are several approaches used by institutions while creating competence models. According to Kubeš, Spillerová and Kurnický (2004, p. 60 - 62) these approaches were divided by Rothwell and Lindholm to:

Each of these approaches has its pros and cons. Managers of HR departments should be aware that the most appropriate approach is the one that reflects their expectations and intentions the best. From the practical point of view there are two considered possibilities. Either the institution has an interest to sum up key competencies which characterize the extraordinarily successful managers in the present state of institutional development or intends to take into account future expectations of the institution in terms of managerial behaviour while identifying competencies.

3.3. Conclusion and Theoretical Discussion

In the paper we use the above concept of competence by Hroníková (2008, p. 23 - 26). However, each of the competency concepts has a relevance leading to the formation of the present competency model.

We can talk about a competence when it is related to a particular task, position or function. If we know the requirements and demands for a given position, we can derive a required competencies from them and group them into the competency model of a given work position (Kubeš, Spillerová, Kurnický, 2004, s. 27).

Division of competencies is according to Boyatzis in (Kubeš, Spillerová, Kurnický, 2004, s. 27) very similar to a suchlike division of Prokopenko and Kubra (1996, p.25 -27) into the technical competence, behavior and manners. Mostly subconsciously we automatically divide competencies into the basic skills which a worker shall "bring" in his position and the competencies related to performance, respectively behavior which leads to effective performance.

Armstrong's concept of competency division in (Kovács, 2009, p. 19 - 20) is then beneficial for the job thanks to his typology division in which generic competencies divisive figure in the universal and competencies within the institution. This division is reflected in the present intent to create a competency model to use with slight modifications in multiple organizations. In order to ensure this model will subsequently operate it is necessary to include such competencies. The development of higher performance is achieved by a worker at a given position.

The base for the creation of a competency model consists of competencies' identification. Purposefully identified and defined competencies which are needed for effective implementation of the objectives and tasks of the institution, result in several comprehensive compilation units which can be

described as a group or a type of competencies and these subsequently merge into a comprehensive competency model (Veteška, 2010, p. 142).

Well established competency model should be functional and can be in operation when it will have the characteristics specified in (Hroník, 2007, p. 71 -72).

4. Results

A high-quality innovation manager must have in his team greater specialists than he is. He has to be a good negotiator and leader, which is basically more demanding than being an expert. Several studies, e.g. (Newton, 2008), (Němec, 2002), (Gido et al., 2003), (Taylor,2007), (McAvoy, 2008) and (Jaterková, 2008), have shown that many recognized experts have failed in this function. Their weakness is the excessive individualism, lack of interest in associates, lack of tact in the argumentation or hesitation. In other words, although they had the authority of an expert, they did not gain the authority of a leader. The innovation manager should have the following personal skills:

- Technical skills: These are technical skills, or the ability to use methods, knowledge and techniques of theoretical and practical disciplines, to use specialized personnel; a manager must have the specific skills of a technical nature the same as people he manages. Hence, he must be able to ensure the implementation of the work.
- Human skills: Ability to collaborate, understand and effectively communicate and motivate other staff.
- Conceptual skills: Ability to manage, integrate and mutually reconcile interests and activities taking place within the enterprise.
- Ability to empathize: To be able to feel with the position of the other, to know how to guess other person's needs. People are not machines. They have their opinions and concerns to be addressed. If we do not want to understand the other, nor we can not wonder that he does not understand us. Even the busiest innovation manager should make the time to speak to his people. A manager who is able to lower from his boss position and follow his personnel into the field, shows his friendliness and is much better perceived. Communication with employees at such tour should not go without recognition. Praise, if justified, is not only a recognition of the preceding, but motivates to meet the next challenge.

The qualities of ideal innovation manager are a very generic concept, because each company has different requirements of their leader. Most of them are still unaware, which of many qualities are just the most essential, and which should be favoured in their managers.

The survey of companies showed that of those evaluated qualities is independence currently the most necessary for an innovation manager (Figure 2). The independence was very closely followed by teamwork, which means that managers are both separate units and able to give good performance in teamwork as well. Communication with people placed as next. Economic knowledge is not felt as actual by managers at the moment. Other qualities ranked in the middle of an evaluation field in the following order: time independence, technical knowledge, management skills, readiness and flexibility in the end.

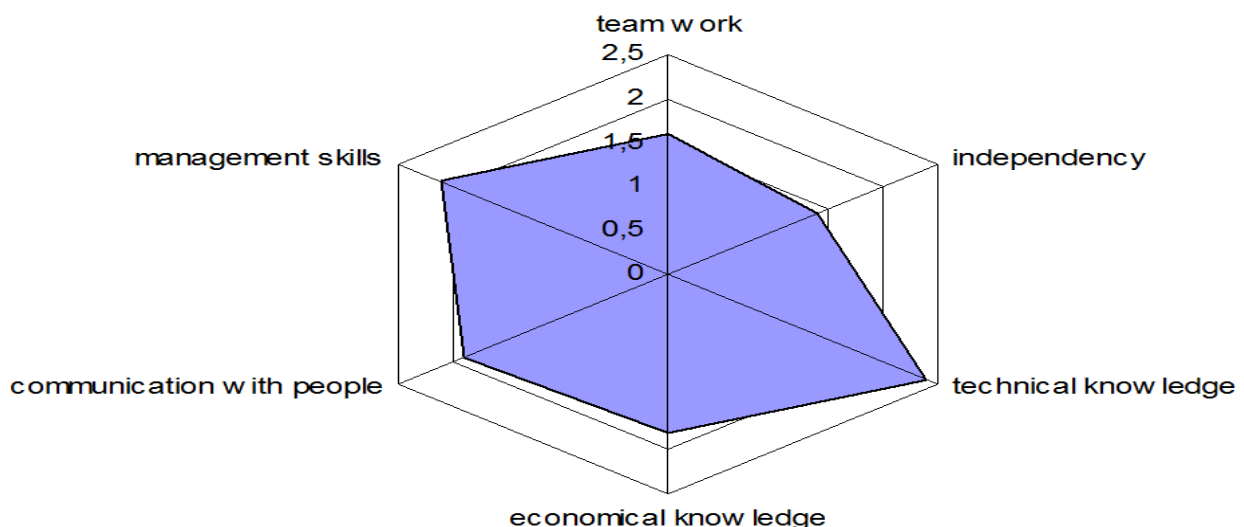


Figure-2. Qualities of innovation manager (Source: own elaboration)

It is now evident what qualities are for future innovation managers of addressed companies indispensable, and which, on the contrary, are currently considered to be less important. Now we can order values according to importance:

- organizational skills,
- communicative,
- punctual,
- decisive,
- flexible,
- systematic,
- thoughtful,
- expert in a given topic,
- optimistic,
- self-critical.

Graphic illustration of the ideal qualities of innovation manager (Figure 3) shows the necessary qualities for companies operating in “Production, sale and operation of amusement and gaming technology”. Qualities that should an ideal innovation manager have at this moment are primarily “higher education, flexibility, organizational skills, orderliness, diligence and punctuality”. Qualities such as “optimism, gender, or marital status” are for companies not so important.

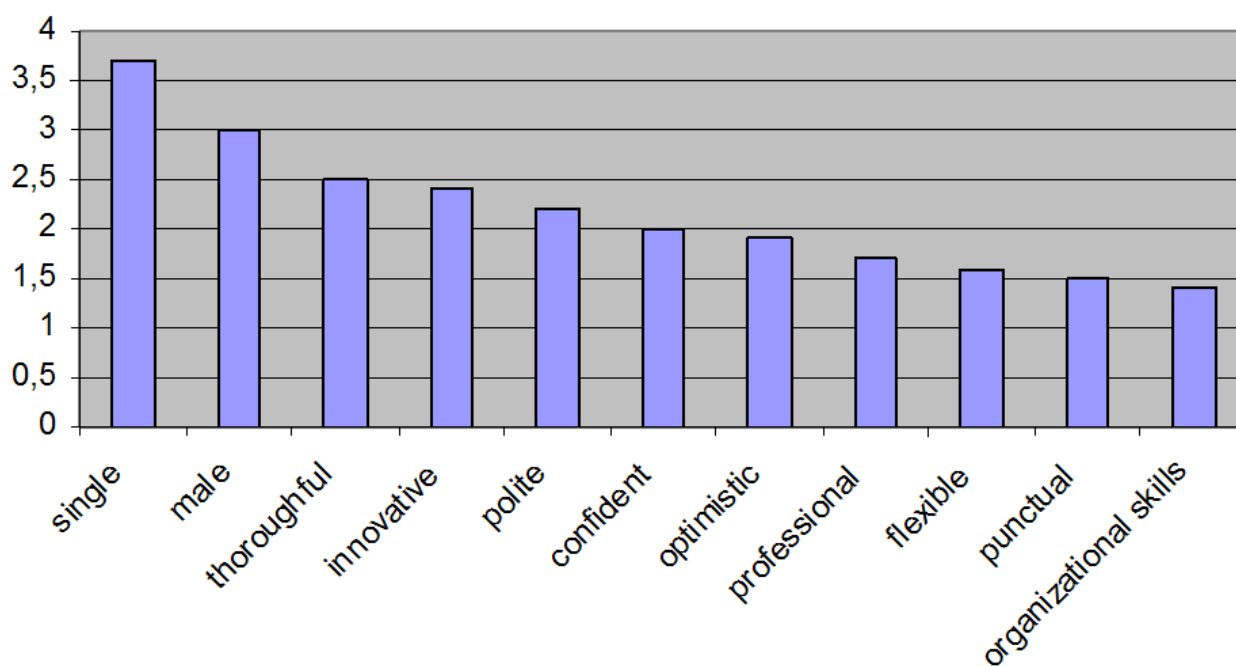


Figure-3. Ideal qualities of innovation manager (Source: own elaboration)

5. Discussion

5.1. Qualities of Innovation Manager

Whatever work a manager does, he is always viewed as a leader. An innovation manager has only a different job content and skills from other managers, but the basis is always the same. Manager’s greatest weapon is his intelligence and intellectual powers, through which he dominates and controls his subordinates.

Each innovation manager should have in his set of skills organizational and strategic thinking, must be able to plan several weeks in advance and must know what and how to plan. Must also be able to professionally and properly lead and motivate people in their work, so that all the objectives are met. He must properly organize his work as well as the work of others and not only work but also his time. Among the essential skills are also a high degree of communicability and negotiation skills.

Lately it is proven as very convenient to also invite customers to the innovation process. This step has undoubtedly its logic – innovations are provided mainly for customers. However, not in all cases is such initiative necessary and desirable – while making changes to internal communication in a company, the presence of our customers will prove as useless.

An innovation manager is not just a person who invents something new, it's the person who leads a team of creative people, it is up to him to combine and lead his team. The creative process is very complicated and it is necessary that a person in a managerial position is able to understand the long path to the desired innovation.

A successful innovation manager, whom his subordinates respect and at the same time are not intimidated by him, should be an emotionally balanced person with a certain degree of empathy. He should be also responsible, persistent and consistent, able to lead his team without any undue problems.

An innovation manager should have a creative personality. But not everyone is the right to invent new and new ways. There are people who do not have such thinking at all.

The creative personality is characterized by qualities such as activity, intuition, finding associations, the art of working with metaphors and inspiration, logic, energy, knowledge of the area in which the person operates and many others. Creative people can often exceed the rules and limits and are willing to take risks. They tend to be stubborn and persistent if they feel that what can not be achieved is actually achievable.

5.2. Competency Model of Innovation Manager

The first step identified clear patterns of behaviour which shows a successful innovation manager in his work. We proceeded from a long own experience and also from the job description anchored within the corporate documentation. These behavioural types were divided into topics in which the individual behavioural features were clustered into homogeneous units, from which all individual competencies were subsequently profiled (all published in Hrazdilová Bočková, Polčáková, Mařovčíková, 2013).

Individual competencies which emerged from obtained data were again compared with the description of the job and verified if adequately correspond with requirements of a innovation manager position. A follow-up control confirmed them as satisfactory. Four- rating scale (inadequate level, the basic level, advanced level, high level) was used for a specific description of competencies (see Table 1). Insufficient level is no longer listed for specific competencies for the reason that the model is made for a suitable candidate of a innovation manager who will meet at least the basic level and could be accepted for this position.

Basic level of competence is given by the minimum required knowledge and skills which should the worker have if he ever wishes to hold the position. Another two stages are then distinguished by the behaviour of individuals in the context of the requirements for the competence, respectively given competence that can be developed from the basic level to advanced level and then at a high level of competence.

Table-1. Scale of competencies (Source: own elaboration)

COMPETENCY	RATING SCALE
GOAL ORIENTATION	BASIC: TRIES TO DO HIS JOB WELL AND FULFILS THE OBJECTIVES OF THE PROJECT ADVANCED: TRIES TO FIND ACTIVELY A WAY TO ACHIEVE HIS GOALS BETTER, FASTER AND MORE EFFICIENTLY HIGH: SETS CHALLENGING OBJECTIVES AND DELIBERATELY WORKS ON ACHIEVING THEM, SEEKING OPPORTUNITIES TO IMPROVE RESULTS, CONSIDERS THE BENEFITS AND RISKS OF THE NEWLY PROPOSED SOLUTIONS
PROJECT KNOWLEDGE AND SKILLS	BASIC: THE BASIC INFORMATION FROM THE KNOWLEDGE OF PROJECT MANAGEMENT AND ABILITY TO APPLY KNOWLEDGE ADVANCED: HE CAN FIND HIS WAY IN PROJECT ISSUE VERY WELL, HAS CONSIDERABLE EXPERIENCE WHICH CAN BE USED FOR MAXIMUM EFFICIENCY OF HIS BUSINESS HIGH: HAS IN-DEPTH KNOWLEDGE OF PROJECT ISSUE, HIS EXPERIENCE IS SHARED WITH COLLEAGUES AND USES THE KNOWLEDGE AND SKILLS IN ORDER TO PREVENT ANY PROBLEMS
ACTIVE AND CREATIVE APPROACH TO WORK	BASIC: HE CAN OBTAIN THE NECESSARY INFORMATION FOR HIS WORK AND THEN USE IT IN ORDER TO PURSUE ITS STATED OBJECTIVES MET WITHIN THE TIME LIMIT, IN AN UNEXPECTED SITUATION CAREFULLY THINKS OVER OTHER OPTIONS ON HOW TO PROCEED ADVANCED: WORKS WITH INFORMATION EFFICIENTLY AND FLEXIBLY, CAN IMPROVISE WHEN THE PLANNED PROCEDURES COLLAPSES, HE PROACTIVELY MANAGES HIS TIME IN ORDER TO WORK ON HIS TASKS AND TRIES TO MEET ITS TARGETS WELL BEFORE STATED TIME, CAN COME WITH NEW IDEAS

	<p>HIGH: ALWAYS TRIES TO BE ONE STEP AHEAD AS WITH THE USE OF INFORMATION AND NEW IDEAS AND OPPORTUNITIES TO IMPROVE HIS BUSINESS, HIS THOUGHTS AND IDEAS ACTIVELY ACQUIRES HIS PEERS</p>
SYSTEMACY AND ACCURACY	<p>BASIC: RECOGNIZES THE IMPORTANCE OF QUALITY IS RIGOROUS, IS INTERESTED IN THE TASKS COMPLETIONS. ADVANCED: CHECK HIS WORK AND THE ACCURACY OF THE INFORMATION, TRIES TO AVOID ERRORS. OFTEN COMPARED TO OWN WORK WITH THE REQUIRED STANDARDS. HIGH: THOROUGHLY ENSURES THE QUALITY OF HIS WORK AND THE WORK OF OTHERS AFTER EACH CHECK OR CONTROL. PERFORMS, EVALUATE AND DISCOVERS WEAKNESSES OR MISSING INFORMATION AND IDENTIFIES AREAS FOR IMPROVEMENT, HE ACHIEVES HIGH QUALITY STANDARDS.</p>
MANAGERIAL SKILLS	<p>BASIC: HANDLES ROUTINE MANAGEMENT ACTIVITIES AT A BASIC LEVEL IF NECESSARY, CONSULT WITH OTHER COLLEAGUES. ADVANCED: DECIDES AND MANAGES INDEPENDENTLY, MAINTAINS COMMUNICATION IN THE TEAM AND WORKS ON HIS FURTHER DEVELOPMENT HIGH: HAS EXTENSIVE EXPERIENCE IN LEADING TEAMS, CAN HANDLE ALL SITUATIONS, HAS A NATURAL AUTHORITY AND HIS TEAM IS WORKING WITHOUT PROBLEMS</p>
COMMUNICATION SKILLS	<p>BASIC: IS ABLE TO RECEIVE AND ACTIVELY SHARE RELEVANT INFORMATION WITH COLLEAGUES, INTERNAL AND EXTERNAL PARTNERS/CLIENTS ADVANCED: TAKES THE INITIATIVE IN COMMUNICATION. ENCOURAGES OTHERS TO COMMUNICATE. ACTIVELY ENCOURAGES COMMUNICATION IN MEETINGS, COMMUNICATION TENDS TO MAINTAIN POSITIVE RELATIONSHIPS. HIGH: THE MAXIMUM USE OF FORMAL AND INFORMAL CHANNELS OF COMMUNICATION. ACTIVELY TAKING STEPS TO MINIMIZE THE COMMUNICATION.</p>
COMMITMENT	<p>BASIC: IS LOYAL TO HIS BUSINESS AND CORPORATE CULTURE. ADVANCED: SHARES CORPORATE VALUES WITH POSITIVE INTERNAL BELIEFS AND SHARES HIS INFORMATION WITH OTHERS. IS WILLING AND ABLE TO SERVE PERFORMANCE BEYOND THE STANDARD. HIGH: IS AN EMBATTLED INITIATOR SHARING CORPORATE VALUES, ACTIVELY PERSUADES OTHERS INTO FELLOWSHIP WITH THE COMPANY AND ITS VALUES.</p>
PERSONAL RESPONSIBILITY	<p>BASIC: IS INDEPENDENT WITHIN THE ASSIGNED TASKS AND ABLE TO TAKE RESPONSIBILITY FOR HIS DECISIONS. IS FRIENDLY TO THE IDEAS OF HIS SKILLS DEVELOPMENT. ADVANCED: WORKS INDEPENDENTLY, VERY WELL STRESS-RESISTANT AND MANAGES CHALLENGING SITUATIONS, EMPATHETIC, HAS COMMITMENT TO HIS PERSONAL DEVELOPMENT. HIGH: WORKS INDEPENDENTLY AND HIS GOOD EXPERIENCE SHARES WITH OTHERS LESS EXPERIENCED COLLEAGUES, USES ALL HIS PERSONAL PROPERTY FOR THE BENEFIT OF BUSINESS, LOCATES OPPORTUNITIES AND RESOURCES FOR HIS DEVELOPMENT AND THE DEVELOPMENT OF OTHERS.</p>
PROACTIVITY (THINKING OF OPPORTUNITIES)	<p>BASIC: PERCEPTION OF A SITUATION OR A PROBLEM THAT NEEDS TO BE URGENTLY ADDRESSED. TRIES TO RESOLVE THE SITUATION HIMSELF OR INFORMS OTHERS ABOUT STEPS NEEDED TO BE TAKEN. ADVANCED: DETECTS ANY OPPORTUNITY, USES THEM OR TURNS THE ATTENTION OF OTHERS SO THAT THEY CAN BE USED. HE THINKS ABOUT THE CERTAINTY THAT THE PROBLEM IS NOT REPEATED OR LOOK FOR HOW TO UTILISE THE OPPORTUNITY. HIGH: SEEKS OPPORTUNITIES IN ADVANCE OR ESTIMATES THEM, TAKES STEPS TO MAKE THEM WORK. ANTICIPATES AND PREPARES FOR POSSIBLE PROBLEMS THAT ARE NOT OBVIOUS TO OTHERS AND MAKES EVERY EFFORT TO AVOID THEM IN ADVANCE.</p>

We picked this type of scale because it is very clearly stated what are the minimum requirements for admission to the position of innovation manager and how these skills can be developed from the basic level to high. Anything that did not reach even the basic level is insufficient. The possible employee

potential would be then weighted by a recruiter in a particular company once he considers for a job position anyone with an insufficient level of competence.

5.3. Position of Innovation Manager in Company

It should be noted that innovators are not only employees in research and development department. Yes, the representation of innovation and creative personalities is quite certainly greater than in other departments. Still, we may assume that inventions are not strictly defined to only a few chosen ones, any staff member can get an original and feasible idea, which will contribute to achieving the company goals (Chesbrough, 2006).

But we can not say that each manager of each department is an innovation manager. The innovation manager should be at the forefront of research and development department, because this is exactly the place where creativity is mostly concentrated. The innovation manager should be right there to acquire inventions of his team and be able to assert them at the top management.

The fundamental prerequisite for successful innovation management is his anchoring in the organizational structure. From a mere glance at the nature of innovation is clear that while most of the tasks and roles in the enterprise has its exact recipient, innovations are in this respect to some extent Cinderella who lacks her “assertor”. Therefore, it is necessary to “artificially” create one. The question we must ask in such a thought is not “Create?” but “How to create it the most effectively?”

An interesting insight could be into the organizational structure of the ten largest innovative companies in global market. To compare them we will use a chart compiled by American magazine *Fast Company*, published in February 2010. The sequence is as follows according to (*Fast Company*, 2010):

- Facebook – a well known company providing a world-famous social network project. Recently it has broken the limit of 400 million users worldwide. Currently, the most widespread social network in the world with great influence.
- Amazon – a worldwide provider of Internet commerce in the world.
- Apple - a company operating in the field of computer technology. Led by charismatic Steve Jobs, considered to be one of the greatest innovators of the turn of the 20th and 21st century and innovation guru.
- Google – a provider of the world’s most successful search engine google.com, beside search is involved in streaming video - Youtube.com server and many other services.
- Huawei - the largest provider of mobile communications services in Southeast Asia, slowly comes in on to Europe - awarded the contract to build 4G network in Norway. Was given precedence over giants such as Nokia or Ericsson.
- First Solar - the company is a leader in reducing the cost of generating electricity from solar energy. First it managed to reduce the price below \$1 per watt and anchored the price at \$0.85.
- PG&E - a big energy company in the U.S.A. Produces electricity from all types of energy and is innovative in the view at the new possibilities of obtaining electricity. Has a contract for placement of panels into orbit and supply of electricity on Earth.
- Novartis – a Swiss manufacturer of medicines, the third largest company engaged in the manufacturing of drugs. Recently has come to market with several drugs to treat rare diseases and diseases difficult to cure.
- Walmart - the largest retail chain in the world. Started mainly in the U.S.A. Currently focusing on areas such as environmentally friendly light bulbs, reusable bags, better design of business places, or improving the supply chain.
- HP - a company famous mainly for computer and printing techniques.

All these companies are highly recognized innovators in their field. Their organizational structure is certainly adapted to the innovation process. An interesting fact is that all the above mentioned companies have a line structure. Its advantage is undoubtedly a clear definition of superiority and subordination. Mostly it involves firms founded by one or a few people who have undergone a very dynamic growth within a few years. As the most illustrious example we can mention Facebook, founded only in 2004, or Amazon and Google, founded in 1995 (Amazon) or 1998 (Google).

Only one of the above leaders in innovation has at the top a person in charge of innovation or development. We can therefore assume that the integration of an innovation manager to company top management is not appropriate and desirable. On the other hand, he should be equipped with a wide variety of competences and opportunities to work with people on both higher and lower positions in the company.

As the most suitable seems to be the separation from the company structure, to avoid pressure from both above and beneath. He should have clear authority to require and reward or punish the performance or non-performance of innovations or tasks that individual workers undertook (or which was imposed on them).

An innovation manager on the lowest level of management has a long way above to realize his job description. Suggestions for improvement will therefore have a long way to persons who will assess them and thus it will lead to their delay and lack of penetration in the onset of innovation process, which could competitors due to bureaucratic process implement much faster.

As a good opportunity we see the location of an innovative team in “Production, sale and operation of amusement and gaming technology” to the staff position. There is a clear possibility of integration into the structure and no need to worry about complex organizational structures, or lengthy process of his proposals for changes, as well as separation from the reality of company operation. Unfortunately, this type is not used by any companies mentioned above.

6. Conclusion

As current trends indicate, the world of productivity will be gradually replaced by the world of creativity to support newly emerging professions such as innovative engineer, creativity and innovation manager, etc. It is also necessary to realize that the problems of today are completely different, and for their solution is usually far less time than in the past.

The field surveys during the last period among the top managers of Czech companies have shown that the position of innovation manager is offered by approximately a quarter of firms only. While the vast majority representatives of the companies in the survey confirmed that their company has a processed innovation strategy. Quite logically, the question is who are the implementers, while innovation managers held accountable are in this direction a unique phenomenon indeed. Targeted training for this function is still completely lacking, which can result in our slow pace of innovation. In more than half of firms, by contrast, are in charge of innovation management several departments at once. Most often it is top management and engineering department. Solutions must be realistically applicable, as short time for implementation as possible and multiplying effect of the expected benefits. The journey from a generated idea to innovation realization is not easy. Still, time is a crucial factor of market success.

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