

The Innovation
 Relative advantage
 Compatibility
 Low complexity
 Trialability
 Observability
 Potential for reinvention
 Risk
 Task issues
 Nature of knowledge required (tacit/explicit)
 Technical support

Communication and Influence

DIFFUSION
 (Informal, unplanned)

↑ Social networks
 Homophily
 Peer opinion

Marketing
 Expert opinion
 Champions
 Boundary spanners
 Change agents
 ↓

DISSEMINATION
 (Formal, Planned)

Outer Context

Socio-political climate
 Incentives and mandates
 Interorganizational norm-setting and networks
 Environmental stability

System Antecedents for Innovation

Structure	Absorptive Capacity for New Knowledge	Receptive Context for Change
Size/Maturity	Pre-existing knowledge/skill base	Leadership and vision
Formalization	Ability to find, interpret, recodify, and integrate new knowledge	Good managerial relations
Differentiation	Enablement of knowledge sharing via internal and external networks	Risk-taking climate
Decentralization		Clear goals and priorities
Slack resources		High quality data capture

System Readiness for Innovation

Tension for change
 Innovation-system fit
 Power balances (supporters vs. opponents)
 Assessment of implications
 Dedicated time/resources
 Monitoring and feedback

Adopter

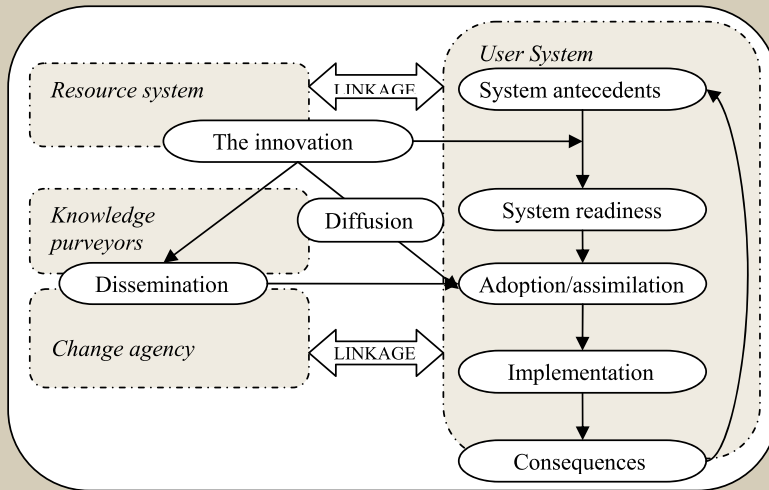
Needs
 Motivation
 Values and goals
 Skills
 Learning style
 Social networks

Assimilation

Complex, nonlinear process
 “Soft periphery” elements

Implementation process

Decision making devolved to frontline teams
 Hands-on approach by leaders and managers
 Human resource issues, especially training
 Dedicated resources
 Internal communication
 External collaboration
 Reinvention/development
 Feedback on progress



Linkage

Design Stage
 Shared meanings and mission
 Effective knowledge transfer
 User involvement in specification
 Capture of user-led innovation

Implementation Stage
 Communication and information
 User orientation
 Product augmentation
 Project management support