Rethinking Traditional Management: Insights from a Managerial Innovation Perspective

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***Abstract*—The business landscape is constantly evolving, driven by rapid technological advancements, shifting customer expectations and globalization. In response to these changes, organizations are transitioning from traditional, hierarchical management approaches to new management paradigms that emphasize flexibility, collaboration and innovation. This shift, represents a fundamental transformation in the way businesses operate and is reshaping the way managers lead and how organizations function.**

The emergence of new management approaches reflects a shift in how organizations are structured, how work is carried out and how people are managed. It embraces concepts such as empowerment, collaboration, agility and customer-centricity but also recognizes that organizations these days must be able to quickly respond to market shifts, engage, unleash the potential of their employees and deliver value to increasingly demanding customers.

***Keywords*— Innovation; Managerial Innovation; Scrum Agile; Knowledge Management; Learning Gamification.**

I. Introduction

The business landscape is undergoing a fundamental transformation, compelling organizations to reevaluate long-standing management practices. Traditional management, characterized by rigid hierarchies, standardized procedures, and incremental improvements, has historically been effective in stable and predictable environments. However, the accelerating pace of technological innovation, globalization, and shifting workforce dynamics has exposed the limitations of these approaches, necessitating a pivot toward managerial innovation. Managerial innovation, as defined by Birkinshaw et al. (2008), refers to the implementation of new managerial processes, structures, or practices that significantly improve organizational outcomes. This paradigm shift emphasizes adaptability, creativity, and collaboration over the predictability and control often prized in traditional models.

In an era marked by continuous change, organizations adopting managerial innovation are better equipped to respond to complex challenges. The principles of agile decision-making, inclusive leadership, and technological integration enable these organizations to harness opportunities and mitigate risks more effectively than those relying on conventional methods (Hamel, 2007). Moreover, research shows that fostering an innovative management culture enhances employee engagement, productivity, and organizational resilience (Volberda et al., 2013).

This purpose of this paper is to outline certain differences between the old traditional way of management and the new one while highlighting the role of managerial innovation in transforming the collaborative practices between (and for) the managers and the working force, all to evolve from a certain “Parent / Child” relationship to an “Adult/ Adult” one, in order to balance out both organizational performance and personal fulfillment.

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II. An overview of the traditional management and its limitations:

A. *The typology of the traditional management styles:*

The evolution of management styles can be traced through a timeline that highlights the major shifts in organizational approaches over the years. Early in the 20th century until the 1950s, traditional management dominated, characterized by hierarchical structures, top-down decision-making and a focus on achieving efficiency and productivity.

Raising the issue of hierarchical relationships involves determining the mode or managerial style established between a leader and their subordinates. Indeed, there are several managerial styles. Kurt Lewin, a psychologist known for his theory of “Group Dynamics” (1940), emphasized improving individuals and social effectiveness through group interactions. He analyzed different forms of leadership :

- **Directive management:** Historically, this is the most prevalent management style in the public sector. It is a derivative of the Taylorian vision (1920) of organization and the role of a manager. The behaviors of a directive manager are highly task-oriented and less relationship-focused while their primary mission is to structure and organize work relationships.
- **Persuasive management:** This management style is both highly organizational and relational. The manager is more open to listening to their subordinates. In this approach, the manager tries to persuade their team members rather than always seek to impose through rules and procedures.
- **Participative management:** This type exhibits fewer organizational behaviors and is highly relational. Their main concern is to foster a friendly and harmonious atmosphere within the team. They encourage collaboration in defining objectives and promote initiative-taking among team members.
- **The delegative management:** This one is characterized by being both low on organizational behaviors and weakly relational. The manager empowers, delegates and evaluates. They value all team members and fully leverage their skills. Its guiding principle is: why control what can function on its own, it is appropriate, whenever possible, to grant the team the power to act and choose their methods.

B. *The limitations of the traditional management styles:*

Traditional organizational structures resemble a military system, characterized by hierarchy, organization and discipline. Power flows vertically from higher to lower levels and employees are grouped by departments, following a chain of command. Each department operates under its own set of rules, with the department manager being accountable to the senior manager above. Therefore, employees strictly adhere to business strategies and have defined job descriptions and responsibilities to their superiors resulting in rigid organizational structures.

Due to its numerous management layers, the traditional organization often faces delays in weighing and coordinating issues, leading to prolonged decision-making processes. Consequently, many managers might feel that their input goes unheard or ignored. In addition, the traditional hierarchical structure can cause communication challenges as senior management messages may get distorted or misinterpreted as they travel through various managerial levels. Each manager may interpret the directives differently, resulting in potential discrepancies between the original intention and the message received by employees.

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Furthermore, in traditional management models, authority is typically tied to the position rather than the individual thus necessitating continuous assessment of individuals' capabilities in various roles, to ensure they possess the required competence for the job. It also tends to prioritize a company's goals and objectives, often emphasizing profit maximization and shareholder satisfaction, potentially overshadowing concerns for social responsibility and sustainable business practices.

Since it also revolves around control, strict adherence to rules and maintaining established boundaries, traditional managers may overlook workplace and employment issues and exhibit resistance to change. Unfortunately, employees often observe and emulate their managers' behavior as the path to success, perpetuating traditional management approaches.

Traditional management styles have played a significant role in shaping organizational practices and were suitable for the needs of their time. However, as businesses and work environments evolved, these styles have faced criticism for being too inflexible and devaluing employees 'inputs and creativity. Modern management practices have emerged since then, focusing on empowering employees, fostering innovation and adapting to dynamic business landscapes.

II. The necessity of innovating in management:

In the early 2000's, participative management emerged as a response to the proliferation of communication tools and the increasing competence of employees across all hierarchical levels which served as a first step towards managerial innovation.

A. *Outlining Managerial Innovation :*

Since innovation is commonly associated with technology and usually consists of introducing an innovative product, many authors have shifted their focus towards non-technological innovations. This is how "administrative innovation" (Evan, 1966 & Damanpour, 1987), "organizational innovation" (Daft, 1978; Ayerbe - Machat, 2003), recently followed by the "managerial innovation" (Birkinshaw & Mol, 2006; Hamel 2006; Damanpour & Aravind, 2012; Jaouen & Le Roy, 2013) were first introduced as counterpoint to this perspective.

Researchers like Mintzberg (1973) and Kimberly (1981) have established a first distinction between managerial innovation and other types of innovation as managerial innovations are regarded as organizational means or strategies to manage uncertainty. According to Kimberly (1981), a managerial innovation is defined as "any program, product or technique that represents a significant departure from the state of management at the time it first appears and affects de nature, location, quality or quantity of information available in a decision-making process". In the same vein, Damanpour (1988) considers that "managerial innovations are indirectly related to the organization's basic production activities requiring changes in the organization and processes more directly linked to its management".

On a more recent note, Birkinshaw and Mol (2006) have defined managerial innovation as "the implementation of new management practices, processes and structures that are significantly different from the usual norms. Hamel (2006) provides a quite similar definition, describing managerial innovation as a "significant departure from established management principles, processes and practices."

An essential element of defining managerial innovation is introduced by Mol and Birkinshaw (2009). They consider that managerial innovation is motivated by a desire to improve the company's performance while Damanpour and Aravind (2012) share the same viewpoint by establishing a direct relationship between managerial innovation and performance: "Managerial innovation is a new organization, a new

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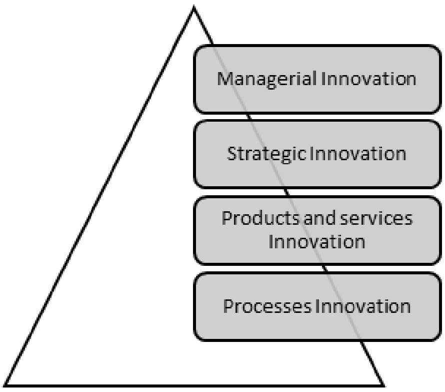
administrative system, new managerial practices or new techniques that can create value for the adopting organization".

According to Hamel (2007), the managerial innovation is not a consequence, but the origin of all other innovations. The pyramid below shows the four types of innovations:

Figure 1: Innovation pyramid – Hamel (2007)

- The managerial innovation is the one that consists in proposing new manners of the people coordination and the good running of the organization also developing the desire, motivation and the dynamism.
- The strategic innovation is not only a reference to the innovative products but also referring to the sector that seek a new business model.



- Products/services innovation is developing processes on the new products/ services responding to present needs.
- Process innovation is the way of running and working at the organization.

The pyramid suggests that while various forms of innovation contribute to an organization's growth, managerial innovation resides at the top to its unique ability to drive sustainable competitive advantage by altering the underlying principles and practices of management itself.

At the base of the pyramid lies operational innovation, which focuses on improving efficiency through enhanced processes. Moving upwards, product or service innovation emphasizes creating value through new or improved offerings. Strategic innovation, positioned above, involves redefining market positioning or developing new business models. Finally, at the pinnacle, managerial innovation transforms the organizational ability to continuously adapt and evolve by redefining leadership structures, processes and decision-making paradigms.

Hamel amplifies that while lower levels of innovation can yield short-term gains, managerial innovation is the ultimate driver of long-term organizational success because it enables adaptability and constant transformation. Examples include shifting from rigid hierarchies to decentralized systems or incorporating principles like transparency and democratic participation into management procedures. This approach mirrors the adaptability and resilience seen in natural systems and networks, which Hamel often uses as metaphors for innovative organizational models. Hamel's framework provides a blueprint for

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organizations to prioritize transformative management practices that enable not just operational improvements but also a foundational rethinking of how organizations adapt to complexity and change.

B. The role of Managerial Innovation in addressing the limitations of traditional management:

Managerial innovation is defined in relation to the classical model of hierarchical structure-functional management in control/command mode. It is characterized by everything that deviates from this classical model, either through disruption or evolution. The motivation theories and Lewis's focus groups (1995) are examples of managerial innovations for their respective eras.

In other words, managerial innovation involves questioning traditional management models and seeking new approaches to better meet the needs of employees and the company. It serves as a transformative tool to address the limitations of traditional management, offering a framework better suited for modern complexity and uncertainty. Managerial innovation has a direct impact on how firms make choices, plan operations and inspire people, in contrast to technology or product breakthroughs, which frequently garner greater attention (Volberda, Van Den Bosch, & Heij, 2013). Increased rivalry, quick technical advancement, fluctuating market demands and regulatory changes frequently spur the need for this kind of innovation (Hamel, 2006). Businesses are now exposed to a variety of markets and institutional contexts in an increasingly international economy, which calls for adaptable, culturally sensitive and decentralized management strategies (Doz, Santos & Williamson, 2001). Managerial innovation enables firms to better manage complexity, reduce inefficiencies and enhance cross-border coordination.

Since the incorporation of digital technologies, big data analytics and artificial intelligence changes the basic presumptions underlying conventional management structures, technological innovation is particularly powerful driver (Teece, Peteraf & Leih, 2016). Businesses must adapt their management rationale to become more data-driven as they embrace more technologically complex business models and since organizations are shifting from strict hierarchical models to flatter, team-based structures and participatory leadership styles (Mintzberg, 2009) as result of the generation Z and millennial workforce's preference for work environments that are transparent, autonomous and purposeful (Gratton, 2011).

Most importantly, crises and disruptions frequently serve as catalysts for managerial innovation. Events like the COVID-19 pandemic and the 2008 financial crisis brought to light the weaknesses of traditional management structures and emphasized the value of flexibility, resilience and remote leadership (Pisano, 2015; Kniffin et al., 2021). These situations force businesses to reconsider their managerial practices in order to adapt to abrupt changes in supply chain dependability, employee mobility and consumer behavior.

Knowledge generation and organizational learning are also connected to managerial innovation. Knowledge-creating businesses depend on enabling conditions like autonomy, redundancy and discourse, all of which are made possible by creative management systems (Nonaka & Takeuchi, 1995). Maintaining competitive advantage in knowledge intensive businesses requires the capacity for constant learning and adaptation. As a result, companies spend money on cross-functional teams, collaborative technology and experimental governance models that promote learning and creativity (Birkinshaw et al., 2008). Lastly, managerial innovation is driven and legitimized in large part by leadership in addition to offering strategic guidance, visionary leaders establish the organizational culture and psychological safety required for experimentation and transformation (Hamel & Breen, 2007). Ultimately, managerial innovation is not merely a response to external pressure but a proactive mechanism though which firms can build strategic renewal, enhance performance and sustain long-term relevance in a fast-changing world.

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III. Methodology:

Our study adopts a qualitative research methodology. In order to grasp some of the best managerial innovation practices, we have conducted four semi-structured interviews with four different companies falling under various sectors and sizes with an interview guide grouped into three thematic sections to guide the discussion: Managerial Innovation and its significance; Leading and Nurturing a Culture of Innovation. By conducting these interviews, we're aiming to understand the interviewees perspective on managerial innovation and its definition within their specific context but also, to explore the perceptions, experiences and attitudes of managers towards managerial innovation in order to identify barriers to adoption and ways to overcome them and how the success factors contributed into shifting from an old, uptight non preventive management style into a new liberated, collaborative and proactive one.

The samples characteristics are as follows:

Company	Sector	Firm's nature	Staff	Interviewee
1	IT Data & Governance	SME	9 employees	Agile Project manager
2	Railway Transport	National	6645 employees	CHO
3	Cosmetic Indutry	International	88.000 employees at the end of 2022	HR Executive
4	Food Products	International	96.000 employees at the end of 2022	Learning specialist

Table I: Sample Characteristics

IV. Results:

Data was collected through a one-on-one, virtual interview conducted via video conferencing. Each session lasted approximately 45 minutes. The interviews were guided by a predefined list of open-ended questions that encouraged narrative responses. The participants were invited to provide examples, reflections and critical evaluations of innovation practices in ther organizations as follow-up questions were used to clarify or deepen understanding when necessary. The findings are summarized in the table below:

Company	Sector	Interviewee	Identified managerial innovation practices
1	IT Data & Governance	Agile Scrum manager	Agile Scrum Project Management
2	Railway Transport	CHO	Knowledge Management & Succession Planning
3	Cosmetic Indutry	HR Executive	A program that aims to simplify rules and processes of corporate functions such as Finance, HR, IT but also Supply Chain and Health and Safety
4	Food Products	Learning specialist	Learning Gamification

Table II: Summary of the identified managerial innovation practices

- ***1st Item: Managerial Innovation and its significance:***

Company 1: The 1st company's interviewee's role involved facilitating the Scrum process, ensuring the team adhered to Agile principles and removing any impediments. The project aimed to develop a new e-commerce platform, the company had cross-functional teams consisting of developers, testers, designers and a Product Owner.

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In their context, Managerial Innovation refers to the continuous exploration and implementation of new and improved practices that enhance team collaboration, efficiency and overall project success. It involves experimenting with novel ideas and adapting management approaches to better suit the evolving needs of the company's projects and teams.

Company 2: The second interviewee is a Chief Human Resources Officer who's responsible for overseeing the organization's knowledge management practices, ensuring information is captured, organized and shared effectively especially those related to the core business. Additionally, he's also involved in developing and implementing succession planning strategies to identify and prepare potential future leads within the company.

To him, managerial innovation means adopting novel approaches to how they lead and manage people and processes. He believes that managerial innovation is crucial for businesses to succeed in today's competitive environment.

Company 3: The third company's interviewee is an executive with fifteen years in counting. The main managerial innovation practice identified is a program that eliminates time consuming practices and processes. The program was launched in 2016 and entered a new phase in 2022.

For him, the beauty industry is extremely fast-moving, driven by consumer demands, technological innovation and market disruptions. The managerial innovation allows the company to respond proactively to these demands by encouraging agility, improving organizational efficiency and streamlining workflows. The executive firmly believes that in order to transform the managerial culture, it's essential to start from the top, allowing top managers to embrace the change by raising their awareness, providing support and offering training. Without the involvement and exemplariness of these leaders, motivating front-line managers to evolve is unlikely.

Company 4: As a Learning and Development manager, her primary responsibilities include overseeing the implementation of gamification learning and to make sure that the program is engaging, impactful and aligned with the company's strategic goals.

To her, managerial innovation refers to the adoption of new methods and tools to improve how to manage people, strategies and processes.

2^nd^ Item: Identifying and Fostering Managerial Innovation

Company 1: They initially began by creating a clear product vision and establishing a well-defined product backlog. The interviewee stated that they followed the Scrum framework diligently, starting with sprint planning meetings which refer to short, time-boxed iterations of intensive work within a software development project or other initiatives. Throughout each sprint, the team had daily stand-up meetings to synchronize work, address any changes and maintain focus. The Scrum Master emphasized collaboration and communication within the team, ensuring everyone had a shared understanding of the project's objectives. Regular sprint reviews and retrospectives allowed the project team to gather feedback, improve their processes and adapt to changes effectively. The interviewee stated that the key factors that contributed to the project's success are first and foremost the strong commitment and engagement from the team. Everyone was motivated and empowered to take ownership of their work all in a culture of trust and respect which enabled open communication and collaboration but he also stated that their company encouraged innovation by giving them the autonomy to experiment with new practices and tools.

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Even though the company had succeeded in implementing the Scrum Agile Process, they did face two main big challenges beforehand, which are resistance to change and time. To overcome these challenges, the interviewee focuses on small, incremental changes rather than big ones.

Company 2: The Knowledge Management project came to light when the company realized that valuable knowledge was often scattered across various teams and departments, leading to duplication of efforts and a lack of awareness about existing resources. The company wanted to break down these information silos and foster a culture of knowledge sharing to boost innovation and decision-making. The interviewee stated that they wanted to capture both explicit and tacit knowledge in order ensure that they are both accessible and searchable within the system and is currently conducting workshops and training sessions, to encourage employees to share their knowledge and experience with their colleagues.

The organization has encouraged and supported employees to bring forth new ideas by establishing multiple avenues but also, ensured that employees who contribute valuable ideas are recognized.

One of the major setbacks faced by the CHRO was the resource constraints such as limited budgets, staffing, or time which can stifle innovation efforts. To address these, they focused on starting small with pilot programs to demonstrate value and secure buy-in for broader implementation.

Company 3: Daily changes happen concretely by involving methodological improvements such as organization and facilitation of meetings: having a more precise agenda, adhering to the initial timing and reducing the number of participants to include only those who are truly relevant to the discussion. Another example is the way ideas were exchanged in their organization, which used to be filled with intense confrontations where everyone had to vigorously defend their viewpoint. Nowadays, a more collaborative approach is preferred, emphasizing active listening and empathy over competition.

The multinational group fosters innovation by collaborating in a cross-functional manner, as bringing individuals together from diverse backgrounds and expertise can lead to innovative ideas and solutions. Aside from that, the group occasionally hosts innovation challenges, inviting employees to propose creative ideas and solutions to specific problems or opportunities which encourages a bottom-up flow of ideas. While implementing the program, the company faced some resistance in order to change the established routines but also, an issue in ensuring alignment across regions and departments with varying priorities and resources that were addressed by leveraging strong communication, highlighting benefits through pilot projects and demonstrating ROI with clear data metrics.

Company 4: In the context of their organization, they focus on integrating gamification learning techniques into traditional managerial processes to drive better employee performance, boost motivation and foster a culture of learning and growth. For the learning manager, managerial innovation can yield several benefits for businesses such as promoting a positive, dynamic work environment and contributing innovative ideas. Additionally, managerial innovation leads to improved decision-making processes, as managers leverage data-driven insights and creative solutions to address challenges effectively:

The company does not only use learning gamification during the training process, but it also serves in the recruitment process. They developed a game that allows players to create and manage their virtual company, making strategic decisions in various professions such as building construction, recruitment, development strategy and product sales. Also, the players who wish to share their personal data with the company's values and who could be potential candidates for internship or job opportunities.

Yet again, this company has also faced a major challenge, which is the resistance to change as people are often hesitant to adopt new methods, as they usually like to stay in their comfort zone. Therefore, the

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company had to communicate the benefits clearly, providing hands-on training and piloting the initiative on a small scale to demonstrate its value".

Item 3: Leading and Nurturing a Culture of Innovation

Company 1: Lastly, our participant states that a managerial innovation culture can increase employee engagement and satisfaction, as team members feel empowered to contribute ideas and be part of the decision-making process as well as improving problem-solving capabilities within the organization where teams are encouraged to think outside the box.

He also states that people usually thrive more in an environment where the employees' contributions are valued.

Company 2: In his opinion, fostering a culture of managerial innovation has several key benefits. Firstly, it encourages employees to think creatively and contribute their ideas, leading to increased engagement and job satisfaction. Secondly, it improves decision-making processes by incorporating data-driven insights and best practices. Thirdly, a culture of innovation attracts top talent who are eager to work in an environment that encourages growth and progressive thinking.

To ensure that innovation is not only limited to a select few individuals, the company plays on inclusivity and leadership: ***Company 3:*** The HR Executive thinks that to inspire and motivate a team to embrace innovation, there has to be a combination of leadership, communication, recognition and creating a sense of purpose.

In order to nurture this innovation culture, this organization ensures that innovation transcends boundaries and is embedded across all organizational levels, which requires deliberate and strategic inclusion:

Company 4: As for the Learning Specialist, she motivates her team by demonstrating enthusiasm for new ideas and if the approach doesn't go as planned, the company treats these kinds of situations as learning opportunities.

V. Discussion:

Each of the four interviews have helped us grasp on different managerial innovation practices that we'll discuss thoroughly.

1st Item: Managerial Innovation and its significance:

The responses of the interview's questions reveal a deep understanding of managerial innovation as both mindset and a strategic approach within modern organizations. They defined managerial innovation not just as adopting new tools or processes but as a rethinking of leadership styles, organizational structures and decision-making mechanisms. This suggests that innovation in management is perceived as a cultural and behavioral shift rather than a purely technical one.

A key point that is emerging is the idea that managerial innovation is context-driven. The manager links it to the need for adaptability, responsiveness and empowerment within agile environments. This shows that the value of innovation is largely tied to how well it supports the specific goals and dynamics of an organization. Furthermore, the manager emphasizes that managerial innovation is essential for survival in today's competitive business environment.

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This aligns with the literature that defines managerial innovation as the “generation and implementation of new management practices, processes and structures that significantly alter the way managerial work is performed” (Birkinshaw, Hamel & Mol, 2008). The respondents underscore the strategic importance of managerial innovation in reacting to market volatility, client demands and the internal need for agility.

From the managers ‘perspectives, the key benefits of managerial innovation include enhanced team engagement and ownership due to greater autonomy and inclusion in decision-making, increased transparency and collaboration facilitated through regular communication rituals and also, improved organizational learning with feedback loops embedded in the management process. Collectively, these benefits reflect that managerial innovation is not framed as optional but as essential for long-term competitiveness and sustainability.

2nd Item: Identifying and Fostering Managerial Innovation

As far as it concerns the mechanisms through which managerial innovation is identified and supported, the interviewees emphasized that their organization actively encourages innovation by creating intentional spaces for ideation such as retrospectives, brainstorming and training sessions as well as workshops. This participative approach aligns with research on organizational creativity, which then emphasizes psychological safety, idea freedom and inclusive processes as key enablers for innovation (Edmondson, 1999).

The Agile Scrum Management is an alternative to traditional project management methods. While both approaches have their strengths and weaknesses, Agile Scrum offers several advantages that make it a popular choice particularly in dynamic and fast-paced environments. It empowers teams since they’re more self-organized and cross-functional. They have autonomy to make decisions, leading to higher levels of engagement and accountability and consequently resulting in more motivated and innovative teams. It ensures a fast response to change while keeping stakeholders engaged and aligned.

The adoption of Agile Scrum itself is a strong example of such innovation, indicating a shift away from inflexible, hierarchical structures and toward more flexible, team-centered approaches. One of the important findings is that managerial innovation is motivated by a need for responsiveness, collaboration and ongoing development

Whilst Agile Scrum can be more beneficial than the standard project management process, it might not be the best fit for every project or organization. Factors such as project size, complexity and team dynamics should be considered when deciding whether to adopt Agile Scrum or not. Some managers, for instance, struggle to let go of control and trust the team to self-organize. It’s a natural reaction but it can slow down adoption. However, some projects might benefit from a hybrid approach that combines elements from both of the Agile and traditional methods.

The second practices are Knowledge Management and Succession Planning. These two address critical aspects of the organization’s human capital, knowledge assets and strategic planning.

Knowledge management ensures that vital information and expertise are efficiently captured, shared and utilized throughout the organization leading to improved decision-making, increased innovation and enhanced efficiency by reducing knowledge loss due employee turnover, retirement…etc. On the other hand, succession planning identifies and develops potential future leaders, making sure leadership transitions go smoothly and reducing disruptions during turnover periods. Moreover, succession planning reduces recruitment costs and time spent searching for external candidates, while amplifying the organization’s market changes.

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However, implementing these practices are not without challenges. For knowledge management, the primary difficulties lay in consolidating diverse sources of information and ensuring user adoption across departments. As for succession planning, identifying future leaders requires a systematic and unbiased approach which can be challenging.

But with the both combined, knowledge management and succession planning form a robust foundation for organizational resilience and sustainable growth, enabling companies to thrive in an ever-changing business landscape.

For the third company, the program aimed different corporate functions such as Finance, HR and Health & Safety. The world has never become so complex and so, having a collaborative approach and being more cooperative is key in order to win in the market today. The employees won't change overnight therefore, tools and right support must be provided in order to promote positive new behaviors.

The principles of the program are simple: The first is to enable freedom within a frame which means that while maintaining structure and guidelines is necessary for a well- functioning organization, allowing a certain degree of freedom can lead to a more engaged and productive workforce. The second principle is growing people and promoting cooperation by investing in training in development, providing constructive feedback and establishing a mentorship program because when individuals within a company are nurtured and encouraged to develop their skills, a positive and supportive work environment is created. The third principle of the program is managing complexity at the right level of the organization. This is crucial for ensuring efficiency, effective decision-making and overall success. When complexity is appropriately handled, it allows teams and individuals to focus on their core responsibilities and avoid unnecessary bottlenecks. Lastly, reducing complexity. Simplifying processes, structures and workflows can lead to better-making and more agile and adaptable companies.

As mentioned before, the last company's practice is gamification learning. Gamification in learning refers to the use of game elements and game design principles in non-game contexts such as educational or training settings to enhance learning outcomes. When applied as a managerial innovation, gamification can have several benefits in the workplace, particularly in the context of employee training and development. Employees are incentivized to complete modules or earn rewards, encouraging them to engage in ongoing skill development which ultimately benefits both the employees and the company but also, gamification platforms often provide immediate feedback on performance, allowing employees to understand their strengths and weaknesses. Managers can use this data to identify skill gaps and implement targeted training interventions.

However, it is essential to design gamification systems thoughtfully and align them with the organization's learning goals and culture. The effectiveness of gamification as a managerial innovation largely depends on how well it is integrated into the broader learning and development strategies of the company. Additionally, not all learning needs may be suitable for gamification, so it should be used selectively and in conjunction with other learning methods to maximize its impact.

Item 3: Leading and Nurturing a Culture of Innovation

As stated during the interviews, the respondents emphasized that their primary responsibility as a manager is to act as enablers rather than controllers of innovation. Their perspectives reflect a transformational leadership approach, where the manager seeks to inspire, motivate and empower teams rather than dictate solutions (Bass & Riggio, 2006). The managers further highlighted that innovation cannot be mandated but must be encouraged through leading by example, showing enthusiasm for new

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ideas and playing on inclusivity. Demonstrating personal curiosity, adaptability and the willingness to learn from failures sets the tone for the teams. This kind of approach helps normalize experimentation and reinforces that innovative behavior is valued, even when it does not lead to immediate success.

According to the managers, recognition plays a vital mechanism for sustaining a culture of innovation. Efforts to innovate, whether successful or not, are publically acknowledged during meetings or through internal communication platforms. This reinforces the message that innovation is not just permitted but celebrated. Such recognition also serves motivational function. According to Amabile and Kramer (2011), a sense of progress is one of the most powerful drivers of intrinsic motivation in the workplace. When employees see that their contributions are valued and impactful, they are more likely to continue engaging in innovative behavior.

VI. Study shortcomings and conclusion:

Since we've only collected 4 cases, this research might cover in the future a larger sample of organizations relevant to a specific context. This study could also be conducted to emphasize the variables that contribute successfully to implant managerial innovation practices but also the failure causes.

The data we had gathered all converge on a central theme: managerial innovation is both a response to external pressure and a proactive strategy for internal transformation. It requires a redefinition of managerial roles, reconfiguration of team dynamics and the adoption of systems that prioritize collaboration and continuous learning.

From a theoretical perspective, the findings reinforce existing frameworks on dynamic capabilities, learning organizations and innovation diffusion. Practically, they offer a roadmap for organizations seeking to embed innovation into their management philosophy.

In conclusion, we can say that traditional management, with its hierarchical structures and right processes has long been the prevailing approach in many organizations. However, today's fast-paced and dynamic business environment demands a more flexible and innovative approach to stay competitive. Managerial innovation on the other hand, offers a fresh perspective by encouraging experimentation, knowledge sharing and employee empowerment. While traditional management may provide stability, managerial innovation offers the agility required to thrive in a constantly evolving landscape. Ultimately, the strategic integration of managerial innovation with proven traditional management practices will enable organizations to navigate uncertainties.

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