

**Introduction to the special session on Resilience and Innovation:
Resilient Innovation Journeys**

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Finding the right organizational form in support of innovation processes is a complex endeavor especially in the light of sustained innovation performance. New Product Development has become a cross-functional responsibility instead of being solely the domain of the R&D department - thus demanding that almost all departments in an organization balance exploration and exploitation, short and long term, manufacturing and market demands. Innovative forms of organizing are needed which are dynamic, continuously changing and making use of semi-structures, links in time and sequenced steps: characteristics of structures for resilience. These may be the very characteristics of an innovative organization fostering resilient behavior for innovation performance. The linking of resilience to organizing in itself is not new, but in this special session we would like to provide a few insights on how resilience influences various aspects of the innovative organization and how organizational forms can be made more resilient specifically in the light of innovation performance in New Product Development. For example, individual knowledge workers' resilience positively influences both their creativity and their performance under pressure. Additionally, resilient leaders organize for growth and support their employees by putting responsibility as low as possible in the organization. The contributions to the special session, for which the abstracts are outlined below, and full papers will be available at the Research Forum, are meant to engage in a fruitful discussion with PDMA members and Research Forum participants on this topic and to look ahead at new avenues for research on this fascinating topic. We envisage a special session agenda as follows:

10" Introduction to the theme

60" 3 presentations of 20" each including discussion

20" panel discussion