

Table of Contents

Foreword	IX
1 Introduction	1
2 Relational Capital	11
2.1 An Initial Definition of Relational Capital	11
2.2 The Evolution of the Concept of Relational Capital	14
2.2.1 Relating the Theory to Practice: Google and Toyota	16
2.3 Is Relational Capital Real Capital?	20
2.4 The Main Types of Relational Capital	27
2.4.1 Bonding Relational Capital	27
2.4.2 Bridging Relational Capital	28
2.4.3 Linking Relational Capital	30
2.4.4 Practical Applications of Linking Relational Capital	31
2.4.5 Broader Perspectives on Relational Capital	31
2.4.6 Structural Relational Capital	32
2.4.7 Cognitive Relational Capital	34
2.5 Weak Links and Strong Links	38
2.6 Some Other Classifications of Relational Capital	41
2.7 The Level of Relational Capital Analysis	43
2.8 Negative Externalities of Relational Capital	46
3 Open Innovation Processes and Relational Capital	53
3.1 What Is Open Innovation?	53
3.2 Why Open Innovation Is Increasingly Necessary	61
3.3 How to Do Open Innovation	68
3.4 Relational Capital and Open Innovation	79

4	The Construction of Relational Capital	91
4.1	The Construction of Relational Capital for Innovation	91
4.2	Leveraging Physical Space	99
4.3	Activate Superconnectors	114
4.4	Establish a Strong Level of Trust	121
4.5	Enhancing Distance and Heterogeneity	126
5	The Activation of Relational Capital	133
5.1	Activating Relational Capital to Trigger the Innovation Project	133
5.2	Build a Cohesive Core Team that Triggers Innovation	133
5.3	Generate Energy in the Core Team through Shared Purpose	142
5.4	Fostering Listening within the Core Team	148
5.5	Codify a Set of Norms and Behaviors within the Core Team	151
6	The Use of Relational Capital	155
6.1	The Use of Relational Capital during the Innovation Project	155
6.2	The Ideation Phase	158
6.2.1	Activating Lateral Thinking	158
6.2.2	Speeding Up the Search for Innovative Ideas	162
6.2.3	Pivoting the Value Proposition	167
6.3	The Implementation Phase	171
6.3.1	Attracting Human Capital	171
6.3.2	Accessing Financial Capital	174
6.3.3	Accelerating the Diffusion of Innovation	175
7	Strategically Managing Relational Capital for Innovation	183
7.1	Strategic Management of Relational Capital	183
7.1.1	Defining Objectives	184
7.1.2	Analysis and Planning	186
7.1.3	Resource Allocation	189
7.1.4	Monitoring and Evaluation	189
7.2	Training as a Lever for the Strategic Use of Relational Capital	192
7.3	A Role Yet to Be Imagined: The Chief Networking Officer	197
7.4	Public Affairs as an Area that Can Inspire Strategic Management of Relational Capital	200
8	Conclusions	207