

Strategic Technology and Innovation Management Programme 2019

How organisational culture affects innovation

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Motivation

We are investigating the relationship between climate/culture and innovation in an organization. We also plan to use the results to support continued TIM diagnostic and management toolkit development at the IfM.

Aims

- To understand the relationship between organisational climate / culture and innovation
- To consider what TIM tools could be used to bring about a more innovative climate/culture

Progress

- TIM Diagnostic access (see Figure 1) was provided to delegates representing 11 of the STIM companies and one non-STIM company

TIM Diagnostic Presentation

- The assessment is presented in three areas for the Strategy, the TIM System, and the People and Organization;
- The People and Organization area includes an 'organisational culture' category

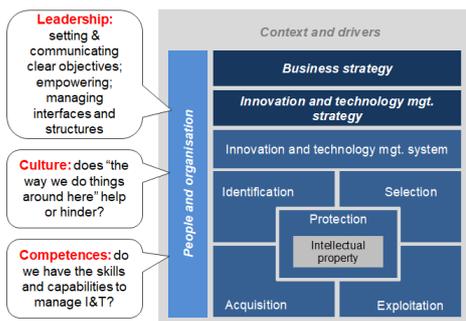


Figure 1. TIM Diagnostic

- Guided by review of the literature, the team developed a framework (Figure 2) that considers the leadership, the organisational climate and the processes and practices in the organisation
- Three STIM companies hosted a set of 8 interviews and 6 focus groups. These companies also participated in workshop-based roadmapping trials using the template depicted in Figure 3

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Leadership—the art of motivating a group of people to be innovative and create change that will positively impact the organisation

- Openness to new ideas**—willingness to hear and consider new ideas or concepts
- Diversity**—the unique characteristics, perspectives and experiences that employees bring to the workplace
- Leading Change**—the act of guiding an organisation from where it is now to where it wants to be
- Selecting Leaders**—attracting and identifying the leaders of the organisation

Organisational Climate—the experience of the employee in the work environment

- Inclusiveness**—a workplace that makes employees with diverse perspectives feel valued, welcomed, and integrated
- Psychological Safety**—the freedom to express one’s ideas, offer suggestions, and disagree with others without fear of reprisal or consequences
- Adaptability**—when an employee can be flexible and adjust to changing work conditions
- Risk Taking**—the tolerance of uncertainty in the organisation

Organisational Practices and Processes—internal systems that enable consistent performance across the organisation and provide a basis for cumulative, long-term benefits to the organisation.

- Opportunities**—assignments that may offer growth or advancement
- Mentoring/Coaching**—guiding others in the organisation and assisting with their learning and development
- Feedback**—information on performance for the purpose of continuous improvement and development
- Recognition**—acknowledging an employee or team’s contribution
- Limiting Barriers**—key obstacles that need to be addressed to enable innovation

Figure 2. Organisational culture framework / definitions

Organisational Culture Roadmap	Present State (2019)	Short-Term (_____)	Mid-Term (_____)	Long-Term (_____)	Future State (Vision)
External Trends (political, economic, social, technological, legal, environmental)					
Internal Drivers (company vision, mission, objectives, etc.)					
Transformational Leadership					
Organisational Practices & Processes					
Organisational Climate					
Capabilities					

Figure 3. Organisational culture roadmap template

Deliverables

- Company feedback from TIM Diagnostic results, interviews and focus groups, and roadmap trials (done);
- A workshop-based tool that could be tailored and utilised to foster a more innovative climate / culture (done);
- IfM working paper that outlines the relationship between culture and innovation (in work);
- A research-based and tested TIM Diagnostic with an updated organisational culture category that companies may use to assess their internal capabilities (in work)