

Strategic Technology and Innovation Management Programme 2020

2. Driving organisational culture change

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Summary / Aim

As an follow-on to the 2019 STIM project, "How organisational culture affects innovation," we considered various approaches that leaders may use to drive culture change in their organisations.

Progress

- Refined and tested the organisational culture framework developed in 2019 (Figure 1)
- Enhanced the methodology for assessing (via interviews and focus groups) organisational culture

Deliverables

- A scheme to prioritise culture gap areas (Figure 2)
- A set of candidate options/tools that could be implemented to potentially mitigate organisational culture issues

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 1. Organisational Culture Framework

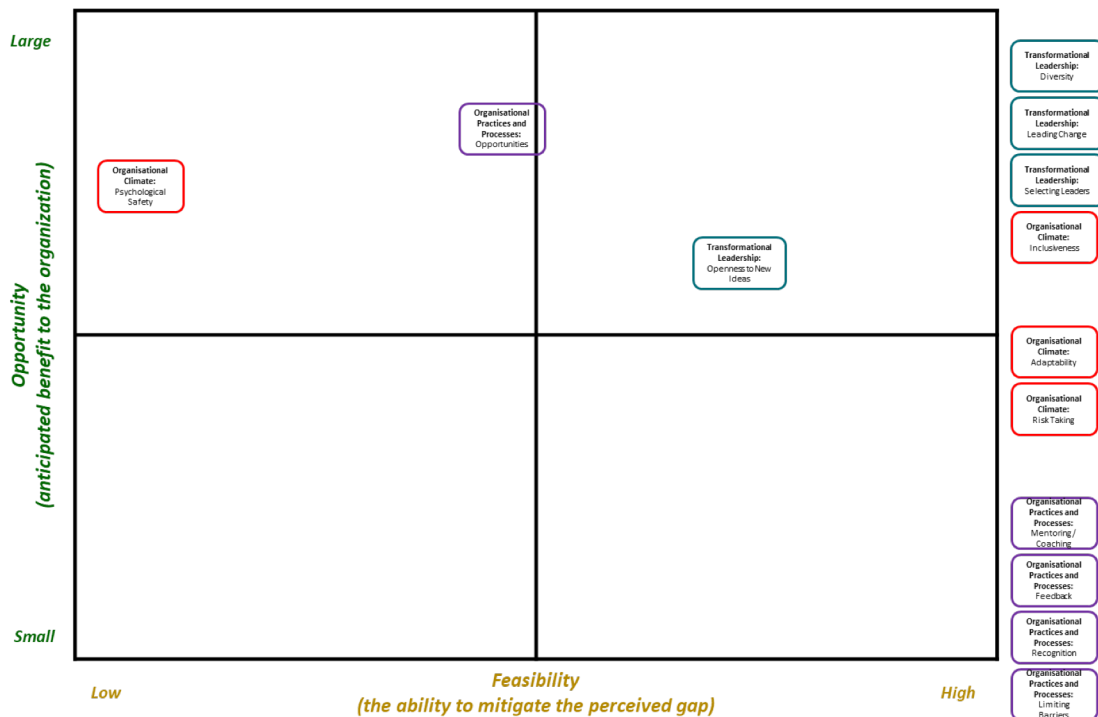


Figure 2. Culture gap prioritization scheme