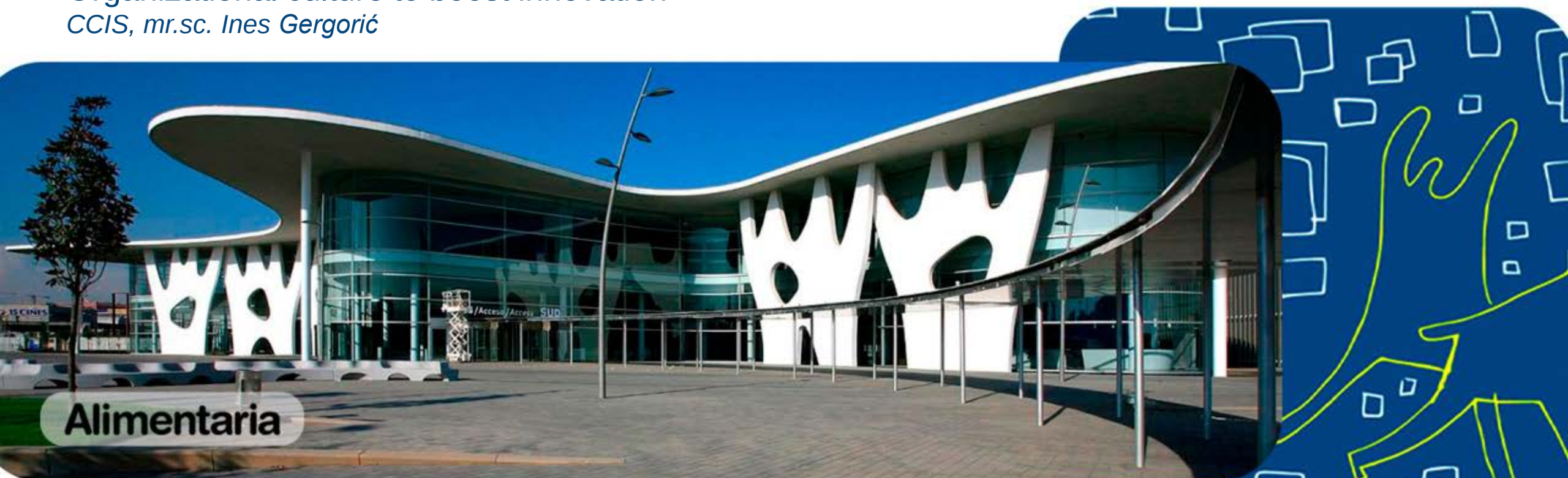


INNOVATION, ENTREPRENEURSHIP AND TRAINING IN THE FOOD SECTOR

Organizational culture to boost innovation

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WHAT IS ORGANIZATIONAL CULTURE?

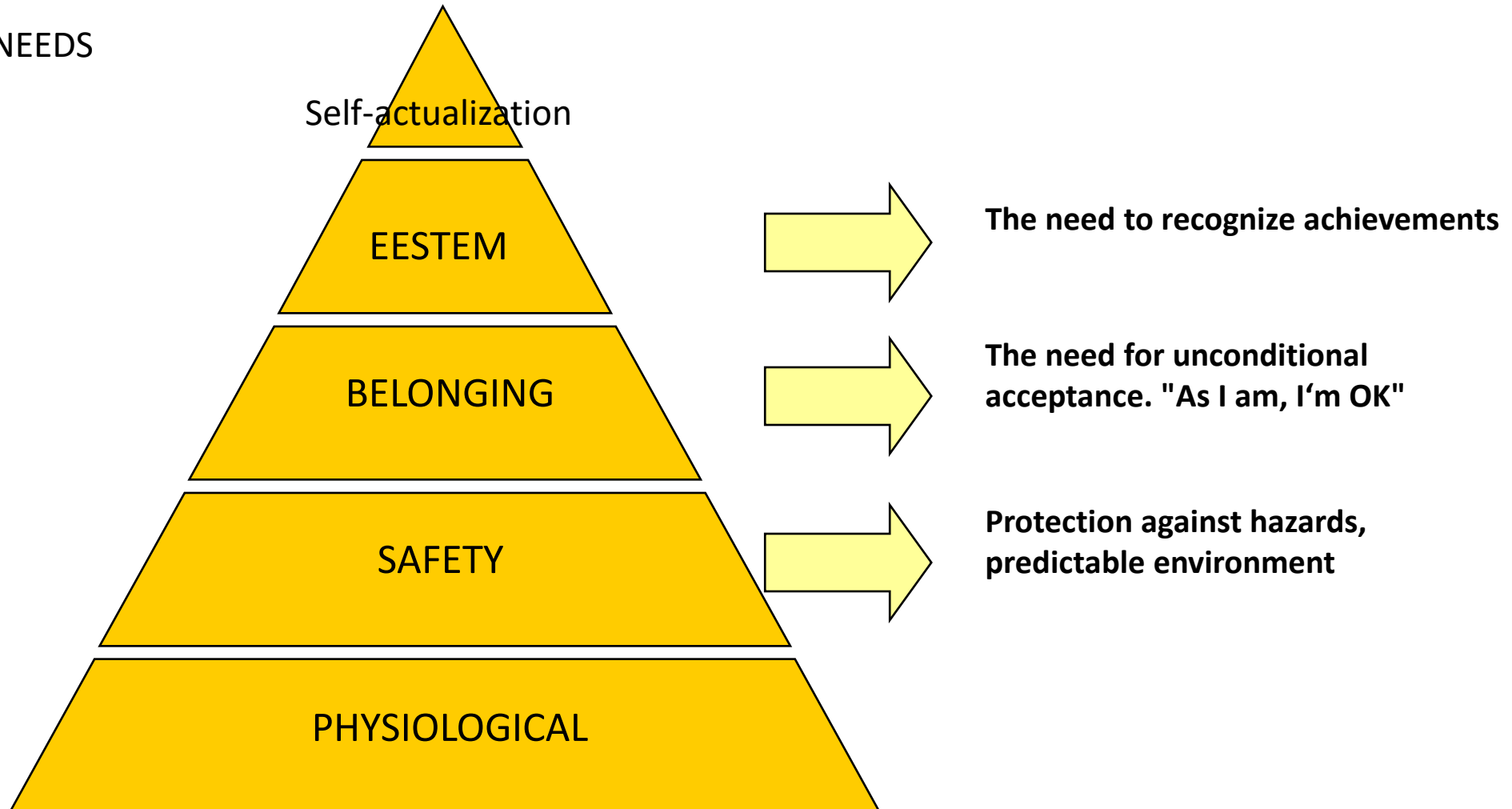
Organizational culture is the collection of all the **practices, processes, habits, values, structures, incentives**, that the organization has.

Culture is created through **consistent and authentic behaviors**.



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VALUES AND NEEDS



***How to become more disruptive,
innovative and creative?***

How to lead for innovation?

INNOVATION CULTURE

The organizational culture that **lives to the values and supports innovation**
= an **innovation culture**

... is **open to innovation practices and supports employees to make innovation happen.**

LEADING FOR INNOVATION

... innovation plays a critical role in determining organizational success

Innovations leaders are
change agents who
promote the manifestation of new ideas in a work context
by **creating a supportive climate** for creativity
and **managing the innovation process**.

CREATING CULTURE FOR INNOVATION

***Organizational culture is also
mediator of the relationship
between leadership and organizational innovation.***

CREATING CULTURE FOR INNOVATION

Characteristics:

- tolerance for failure
- willingness to experiment
- psychological safety
- highly collaborative
- non-hierarchical
- *leaders culture advocates*
- *enable employee voice*
- *forging connections between team members*
- *focus on learning and development*
- *personalized employee experience*

Innovative cultures are generally depicted as **FUN**.

(Gar Pisano)



CREATING CULTURE FOR INNOVATION

To transform organizational culture to innovative one → leader must:

- take decisive action,
- be consistent
- be patient

Culture needs time:

- to change people's understanding of **how we do things** in the organization
- to **introduce new practices and develop habits** reflecting values that support innovation in the organization
- changes take root and are **reflected in the behaviour** of the employees

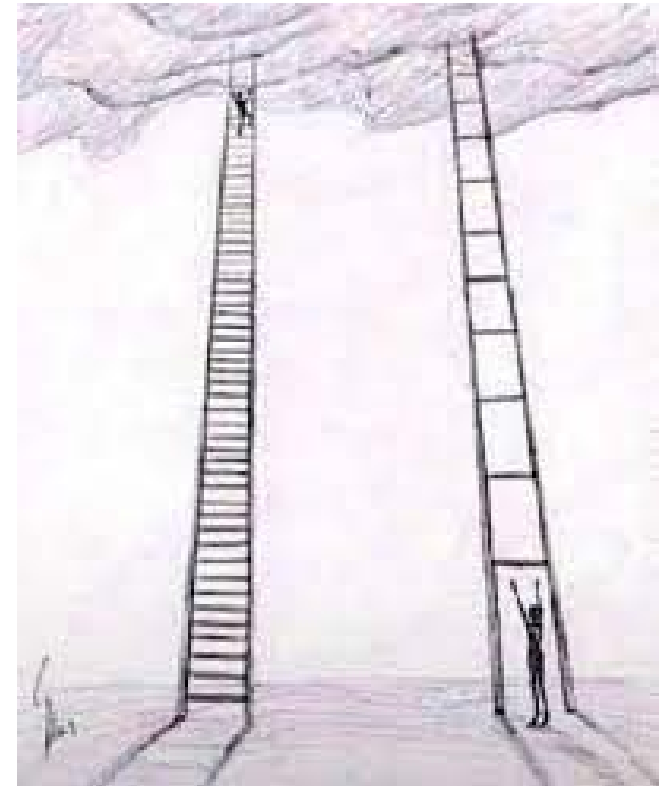
CULTURE IS BUILT ON
**ACTIONS AND
BEHAVIOUR**

How to create innovation culture and promote innovative thinking in the company?

Every change starts with small steps.

The key things to create innovative climate and culture:

1. **Understand the status quo and *why* underneath it**
2. **Cultural change starts from the top**
3. **...but, happens from the bottom-up**
4. **Encouraging curiosity as a part of creating innovative culture**



1. Understand the status quo and *why* underneath it

Understand the existing organizational culture:

- mechanics of the cultural system,
 - map out strengths and weaknesses
 - listen to employees
- to be able to introduce changes to things that can contribute to desired transformation to innovative culture.

Analysis of the existing culture → basis for understanding why things are the way they are.

The **answer to the “why” question** is crucial → there lies the answer to **motivation to make the change**.



2. Cultural change starts from the top

Leaders are like **role models to other employees** → by behaving in a way of supporting innovative culture they are:

- **showing others which behaviours should be promoted** within the company
- **what is expected** from them.

Leader's behaviour should be accompanied with:

- **transparent communication** of importance of transformation
- **destination** the company is headed.



If the culture transformation is not supported from the top, it likely will not live within the organization.

3. ...but, happens from the bottom-up

Transformation of the culture happens only when employees throughout the company **expect and believe** in the new destination.

The ways of working within company should **change at every level**.

Forceful and impactful changes **in everything that guides employees' behaviour** should take place on day-to-day basis →

- **Resource allocation** processes
- **Hiring** human resources and **firing** decisions
- **Rewarding** and promoting systems
- **Communication** and **management** practices



Creating a more innovation-oriented culture:

- Creating an **idea challenge system** focused on **internal issues**, where you ask every employee what is preventing them from innovating or pursuing novel ideas → commit to tackle a predetermined number of these.
- Set up an idea challenge system focused on **external stakeholders**, and ask every employee to pinpoint the biggest frustrations existing customers have, and reserve budget for addressing some of them.
- Introduce **continuous improvement processes** for doing incremental innovation across the company, which means making **gradual, continuous improvements on existing products, services**.
- **Celebrate and reward** those employees who are actively contributing towards new innovations in addition to their regular role in the company.
- Give employees the **possibility to test their ideas**
- Incorporate innovativeness as a **characteristic of candidates in every hiring decision** in the company

4. Encouraging curiosity as a part of creating innovative culture

“Curiosity is the spark that can lead to breakthrough innovation”.

Organizations and their leaders can play a crucial role in **instilling curiosity among their employees** to create a significant **impact on engagement, innovation and productivity**.

- Organisation should have a **curiosity-based culture**.
- Culture begins **at the top**.
- Creating a **path of learning and exploration** can be critical to an organization's success.

Ways of nurturing curiosity in organisation ...

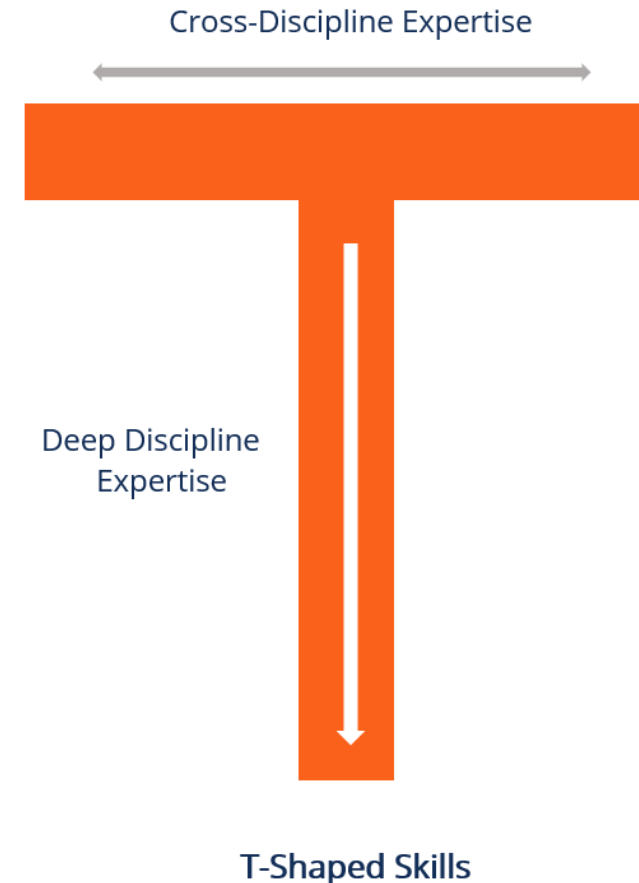
Strategies leaders can employ to bolster curiosity:

- **Hire T-shaped employees**
- **Model inquisitiveness.**
- **Emphasize learning goals**
- **Let employees explore and broaden their interests.**
- **Have “Why?” “What if...?” and “How might we...?” days**
- **Communicate with purpose**

1. Hire T-shaped employees

“T-shaped” employees

- **deep skills** that allow them to contribute to the creative process → (the vertical stroke of the T)
- a predisposition for collaboration **across disciplines**, a quality requiring empathy and curiosity → (the horizontal stroke of the T).



2. Emphasize learning goals

To boost motivation frame the work around learning goals:

- developing **competence**
- **mastering new situations**

.... rather than performance goals (hitting targets, proving our competence, impressing others)

When motivated by learning goals, employees:

- acquire **more-diverse skills**
- do better at **work**
- do better on **problem-solving tasks**
- receive **higher ratings** after training



Leaders can reward people for learning as well as performance.

3. Model inquisitiveness

Leaders encourage curiosity:

- ASKING QUESTIONS
- GENUINELY LISTENING TO THE RESPONSES

Asking questions → promoting more meaningful connections and more creative outcomes.

Listening is as important as talking:

- helps to **fill gaps in our knowledge** and identify other questions to investigate
- convey the message to our employees that they are **important and valued**



4. Let employees explore and broaden their interests

Give employees **time and resources to explore their interests** → an opportunity to think innovatively about the work tasks they are tackling.

Employees need to have other competencies that enable them to do their job:

- soft skills
- interdisciplinary skills



5. Have “Why?” “What if...?” and “How might we...?” days

“What if...?” and “How might we...?” questions about the firm’s goals and plans

- encourage employees to think about the problem innovatively and engage them more in searching for possible solutions
- teach employees **how to ask good questions**
- organize **“Why?” days**, when employees are encouraged to ask that question if facing a challenge



6. Communicate with purpose

- **repeatedly** communicating the **same message consistently** across all levels of the company
- **transparent communication** builds **trust**, transfers “the why” - the real meaningful purpose of the transformation
- create a **memorable motto** to capture employees’ imagination,
- try to use **stories** - a great potential to engage employees on emotional level, easier to remember



It is with transparent, captivating and purposeful communication that is repeated and is consistent that the leader creates the innovation culture that is reflected in employees’ way of work.

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Creating organizational culture that enables innovation is as much a **top-down as is bottom-up endeavour**, that **depends on managers and employees alike**.

To promote innovation and innovative thinking in the company leaders must ...

Foster organizational warmth 	Encourage tolerance for failure and ambiguity 	Nurture long-term future orientation 
A warm organization is supportive, approachable and amicable . There is positive contact between employees, individuals feel supported by their peers , and everyone is on the same side.	Employees and leaders are treated with care, interest and emotional intelligence . <u>It is all right to be wrong.</u> Social activities that enhance trust are desirable and help loosen up strict hierarchies.	Organizational members should be united by a vision that carries the organization forward. The present is a time in which the future is crafted. Optimism nurtures motivation and ideas.

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prehajanja med izobraževanjem in okoljem v osnovnih šolah



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THANK YOU FOR THE ATTENTION!

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