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# C360 The Culture of Innovation

Presented by Christine Ross, CCE, MBA, MS, IOM



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# Goal for Today

Learn how to build a creative and innovative culture in your organization.



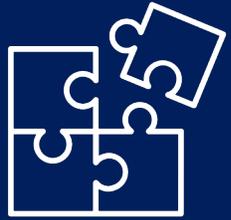
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## CULTURE DEFINED

- Organizational culture sets the context for everything an enterprise does.
- Culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods.
- Culture also provides an informal control mechanism. A shared understanding among employees about what is important.





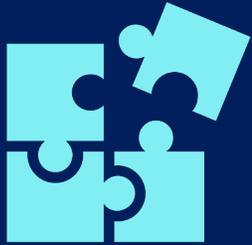
## INNOVATION DEFINED

Innovation is the practical implementation of ideas that result in the introduction of new goods or services or improvement in offering goods or services.



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## INNOVATION FOR BUSINESS

Innovation allows organizations to stay relevant in the competitive market, it also plays an important role in economic growth.



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# WHAT'S HOLDING BACK INNOVATION IN YOUR ORGANIZATION?



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# Is there a culture of psychological safety?



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# Let's think about this.....



Azim Premji, (born July 24, 1945, Bombay [now Mumbai], India), Indian business entrepreneur who served as chairman of Wipro Limited, guiding the company through four decades of diversification and growth to emerge as a world leader in the software industry.

When the rate  
of change  
outside is more  
than what is  
inside, be sure  
that the end is  
near. [Azim Premji]



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## KEYS TO A CULTURE OF INNOVATION

1. Clear goal setting
2. Work assignments that match individual's interests and provide positive challenge
- 3: Open communication systems
- 4: Feedback that is frequent, constructive, and supportive
- 5: Equitable and generous rewards and recognition
- 6: Absence of unnecessary bureaucracy
- 7: Supportive collaboration



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**Seven Steps to Creating A Culture Of Innovation**

Authors: [Jim Ludema and Amber Johnson](#)





## Brainstorm Rules:

Defer judgement

Encourage wild ideas

Build on the ideas of others

Stay focused on the topic

Have one conversation at a time

Go for quantity



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## Let's practice

Circulation of your printed chamber magazine has been plummeting for the last five years.

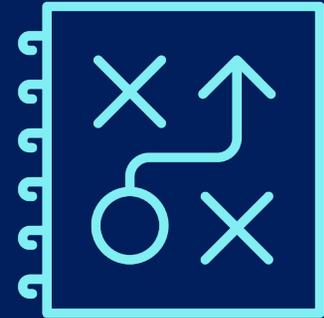
- Goal: Improve communication
- Why? Make it aspirational
- Focus Statement: What does outstanding strategic communication look like in 2022?



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## Small Group Assignment

Divide into groups of four. You have fifteen minutes.  
Pick someone to report out.

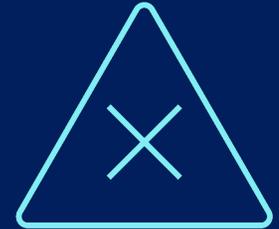


### Challenge:

Memberships are declining, but business start ups are soaring in your region.

- Goal: Stop the decline, create momentum to drive new members
- Why? Make it aspirational.
- Focus Statement: What is an exceptional value proposition for a new member?

# IMPEDIMENTS TO INNOVATION



Be aware, these four points can trip up the best of us:

1. Lack of exposure
2. Clarifying the challenge
3. Identifying the goal
4. Articulating your “why” (aspirational)

Can you think of others?



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# BUILDING THE BUSINESS CASE FOR INNOVATION



Innovation should always be a top priority for any organization interested in gaining, or maintaining a competitive market advantage.

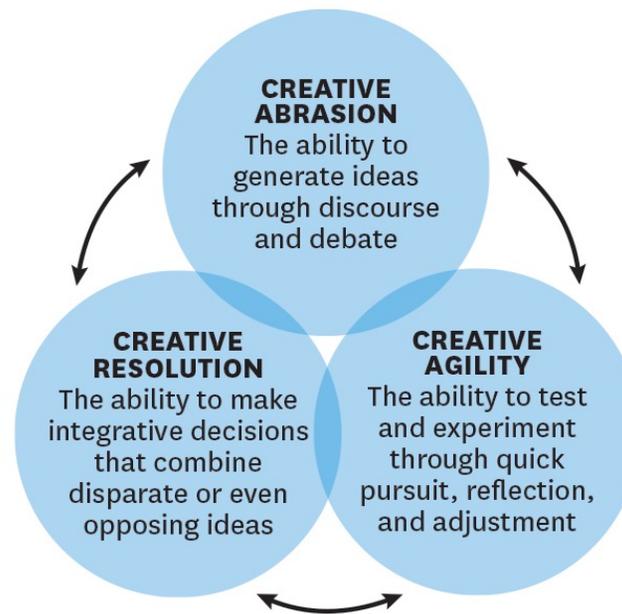
## IT IS IMPERATIVE IF YOU WANT TO:

1. Continuously Improve your Business for the Better
2. Transparency in Times of Uncertainty
3. Pivot Quickly to Meet Changes in Demand

# 3 BEST PRACTICES to help you win at the game of continuous innovation:



## THREE CAPABILITIES OF INNOVATION



SOURCE LINDA HILL, GREG BRANDEAU, EMILY TRUELOVE, AND KENT LINEBACK

HBR.ORG



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**The Capabilities Your Organization Needs to Sustain Innovation**

by [Linda A. Hill](#), [Greg Brandeau](#), [Emily Truelove](#), and [Kent Lineback](#)

## Reality Check - Hard Truth About Innovative Cultures

### Tolerance for failure, but not incompetence

- Tolerance for failure requires having extremely competent people.
- Expect that attempts to create novel technological or business models are fraught with uncertainty.
- Building a culture of competence requires clearly articulating expected standards of performance.

### A willingness to experiment but highly disciplined

- Organizations that embrace experimentation are comfortable with uncertainty/ambiguity.
- Disciplined experimentation requires balance. Leaders should encourage people to entertain “unreasonable ideas” and give time to formulate hypotheses.
- Leaders need to model discipline , terminating projects they championed or to demonstrate willingness to change their minds if the data provides that conclusion.

### Psychologically Safe but Brutally Candid

- Innovation can be crushed if people are afraid to criticize.
- Leaders need to set the tone by being willing (and able) to constructively critique others’ ideas without being abrasive.
- Leaders can encourage this type of culture by demanding criticism of their own ideas and proposals.



# More Reality Check - Hard Truth About Innovative Cultures

## Collaboration with Individual Accountability

- Well-functioning innovation systems need information and integration of effort from a diverse array of contributors.
- Collaboration is not consensus.
- Everyone must be accountable.
- Accountability and collaboration can be complementary and can drive collaboration.

## Flat but Strong Leadership

- Encourage cultural flatness – flat but strong leadership.
- Give team members wide latitude to take actions, make decisions, and voice their opinions.
- Flat organizations often devolve into chaos when leadership fails to set clear strategic priorities and directions, they require stronger leadership.

## Leading the Journey

- Because innovative cultures require a combination of seemingly contradictory behaviors, they risk creating confusion.
- Certain behaviors required for innovative cultures are relatively easy to embrace, others will be less palatable for some in the organization
- Because innovative cultures are systems of interdependent behaviors, they cannot be implemented in a piecemeal fashion.



## Remember : **ANNUALLY YOU SHOULD**



- Form a plan to review your programs, products, services, communication tools, digital strategies.



- Leverage diversity of thought.
- Encourage engagement from different departments, various levels of employees.



- Seek out different perspectives.
- Encourage criticism of ideas and proposals.





## FINAL TIPS TO REMEMBER

- Use research to determine your members' needs and discern the real costs and returns
- It is critical to see what can we learn from others?
- Be specific with where you can conduct research and gather data.
- Understand what is the market potential?
- Consider competition, market saturation, demographics, economic stability, diversity of economic base, safety, diversity and ecology of product.





# THANK YOU!

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