

Why

To generate entrepreneurship and innovation it is crucial to develop a culture that is supportive of these things. It serves no purpose to put these topics on the agenda if the core elements that define culture are not aligned with them. Core elements consist of organizational stories and myths, symbols, routines and rituals, structure, control systems, power structure and organizational structure. If these point in the opposite direction to entrepreneurship and innovation, namely, a company's culture sends the message "whatever you do never take the initiative or offer new ideas," then attempts to inspire entrepreneurship and innovation will fail.

What

Taking a critical look at the core elements that define company culture to see if they are supportive or contradictory to the culture you want. Changing whatever you can to support the desired culture.

Culture is the broader values, norms and beliefs that shape an organization. Next to culture there is also climate which is far more localized and defines how it feels to work for a specific leader at a specific point in time. Culture can be thought of as the organization's atmosphere; climate is the local "weather" that people experience within that atmosphere at a particular point (see shape the right climate tool card).

How

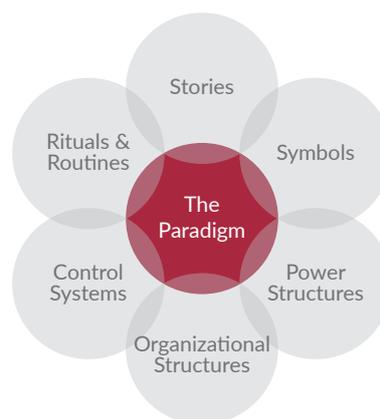
Take a look at the different elements that have a big influence on culture and climate and analyze to what extent they are in line with the desired culture and how you can move them in another direction.

For example, when you want to encourage entrepreneurship and innovation:

- Stories and myths: you will not succeed if the main stories going around within the company are about the failure of entrepreneurship and about people who took the initiative and were punished. You will succeed if you can change these stories and myths to point in the opposite direction.
- Routines and rituals: if, for example, company routine is that you ask permission for everything you do and if you never celebrate initiative or innovation (ritual) then this will work against the behavior you want.
- Symbols: if symbols, such as the way the offices look, all point to conformism instead of entrepreneurship and creation then you will get conformism.
- Power structure: if you as management want entrepreneurship but the unions, for example, have a lot of power and don't support it then you have a problem. The same goes for different groups that have more informal power within the company.
- Control systems: what do you measure and validate? One could say that you don't get what you want but what you reward/validate. So have a look at what is actively appreciated within the company or team: is it entrepreneurship and innovation or the opposite?
- Organizational structure: if you want entrepreneurship but at the same time you have several hierarchical levels in place that all need to give workers permission to act, this will discourage initiative.

When

When you want to re-shape the behavior of co-workers you have to make sure that company culture is as supportive as possible of the desired behavior. Otherwise you are investing effort and money in creating failure and frustration.



The Cultural Web

Skills and necessary training

Have a look at the cultural web developed by Johnson and Scholes.

Critical success factors

The influence you have to align/change the different elements that define culture.

Possible workshop exercise

Apply the cultural web to your organization, department or team: what are the different elements saying? Do they support or block entrepreneurship and innovation?