

2020 Strategic Technology & Innovation Management Programme

Driving organisational culture change

Contact: John Saiz, jrs98@cam.ac.uk, +1 832 908 3530

Summary

This project serves to further validate an organisational culture framework and engagement methodology developed in 2019. In addition, the intention is to develop an approach that companies can use to prioritise perceived ‘gap’ areas and take action to improve the culture in their organisation.

Industrial / managerial need addressed

This project is an extension of the 2019 STIM project, “How organisational culture affects innovation,” which included an organisational culture framework along with a set of engagement methodology to help companies gain a more comprehensive understanding of the current state or their organisational culture from a working level perspective.

Expected deliverables

- A scheme to (qualitatively) prioritise culture gap areas
- A set of candidate options/tools that could be implemented to potentially mitigate organisational culture issues
- A preliminary methodology to measure the impact of culture improvement initiatives
- IfM working paper that includes a description of the approach that companies can use to drive culture change in their organisations

Engagement opportunities

Up to four (4) STIM companies are invited to participate in the development and subsequent testing of the approaches/methodologies depicted in the background/aims and deliverables. Participating companies will receive the raw company-specific outputs that are generated during pilot and follow-on testing.

All information provided by participating companies will be anonymised for this study.

Approach

This follow-on activity includes the following aims:

- Further test, refine and validate the organisational culture framework
- Develop a qualitative approach to assess the culture in their organisation and prioritise perceived ‘gap’ areas
- Investigate options to mitigate culture gaps
- Consider methodologies to measure the results of culture change efforts.