

The fabric of a culture for innovation.
What's your weave? Where do you end up?

What's happening in your corporation?
Outward evidence of an innovation problem?

Does your company have a tradition of innovation?

Start by assessing your own situation.

Theme #1.

Senior management explicitly looks for innovation.

No.

You cannot go further with the same leadership!

Exit this decision tree and start again with new everything!

Is innovation increasing? Quality, volume, risk profile?

Yes
No

Exit this decision tree!
Reinforce your culture, but better check first!

Innovators stay with the company.

Innovators are leaving the company.

Theme #1: Leadership for innovation.

Theme #2: Organization and management of day-to-day affairs.

Theme #3: Idea generation and realization.

Are there career opportunities for innovators?

Yes

Are there special rewards for innovation?

Yes

No.

Theme #2.

Too much formal communication

Lots of informal communication?

Top-down decision making.

Bottom-up decision making.

Highly centralized organization?

Decentralized organization?

Action-oriented management?

Moribund in planning?

Theme #3.

Risk assumption in the planning process?

Cost reduction only?

Opportunity search - ideas.

Management's planning emphasis?

Yes

Yes

Management has a longer-term view of profits.

Management has a very short-term view of profits.

How tolerant is the corporation for 'newness'?

- For mavericks?
- For failure?
- For differences?
- Risk in the planning process?

Encouragement of ideas/'newness'.

Reward mechanisms for innovators?

R&D spending compared to the competition?

Tolerance : a priority for a culture for innovation.

Above average?

Below average?

Organization exhibits little tolerance.

Your plan for improving the culture for innovation.

Go back to Theme#1.