

What Leaders Can Do to Create Organizational Cultures That Foster Innovation

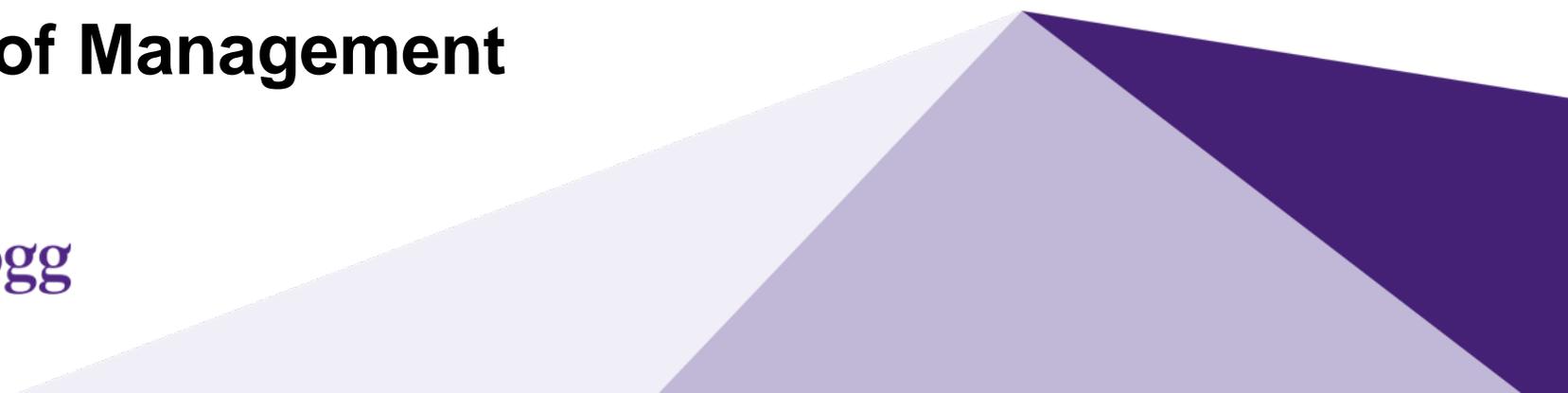
ARL-CNI Fall Forum 2018

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AGENDA

- Introduction
- Understanding the Elements of Culture
- Six Pillars of a Culture That Fosters Innovation
- Shaping Culture and Creating The Change Catalyst
- Takeaways

Why is Innovation Required?



Some Context About Academic Libraries



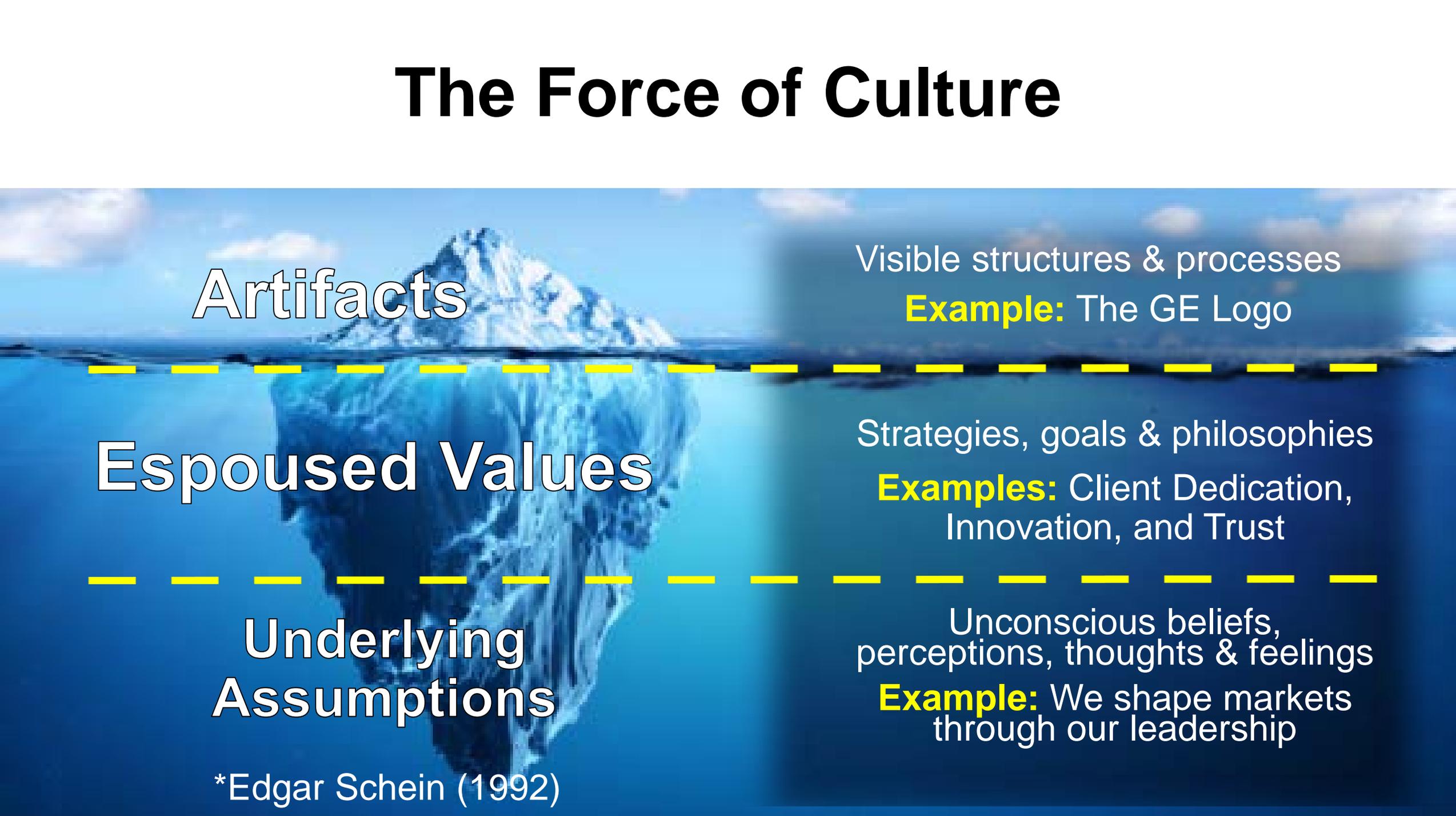
- The benefits of exploration—the generation and use of new knowledge—cannot be overstated.
- The librarian profession is an information-poor one where “decisions are not supported by evidence” and “research in the field is poorly understood, communicated, and applied.”

(Neal, 2006)

So, How Do You Use the Force?



The Force of Culture

An iceberg floating in blue water under a blue sky with clouds. The iceberg is divided into three horizontal sections by dashed yellow lines. The top section is above the water line, the middle section is just below, and the bottom section is deep underwater. The text labels each section on the left side of the iceberg.

Artifacts

Visible structures & processes

Example: The GE Logo

Espoused Values

Strategies, goals & philosophies

Examples: Client Dedication,
Innovation, and Trust

Underlying
Assumptions

Unconscious beliefs,
perceptions, thoughts & feelings

Example: We shape markets
through our leadership

*Edgar Schein (1992)

Culture of Innovation: Six Pillars



Encourages curiosity, open to new ideas, challenges assumptions



Wants to be involved, knows how to get involved, asks for help



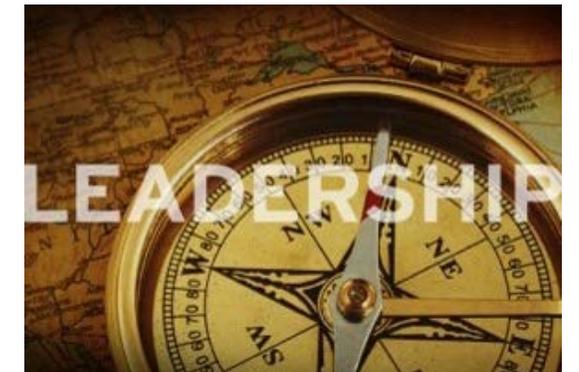
Provides resources and incentives, measures innovation outcomes



Fails forward, learns from mistakes, applies adjacent success



Deep understanding of customer, innovation driven by customer need



Makes innovation a priority, provides direction, identifies innovation leaders

How do you Shape Culture?

1. Attention, measurement & control:
 - What the leader attends to or notices
2. Reactions to critical incidents:
 - How organizations respond in a crisis
3. Deliberate role modeling:
 - Set the example
 - Actions plus rhetoric



How do you Shape Culture? (cont.)

4. Reward Allocation:
 - Incentives & Compensation
5. Recruitment, Selection and Retention:
 - How organizations effectively attract, hire & keep quality employees



Two Important Questions

- Which one of the six pillars of innovation is your strongest one and why?
- Which one of the six pillars of innovation is your greatest impediment and why?

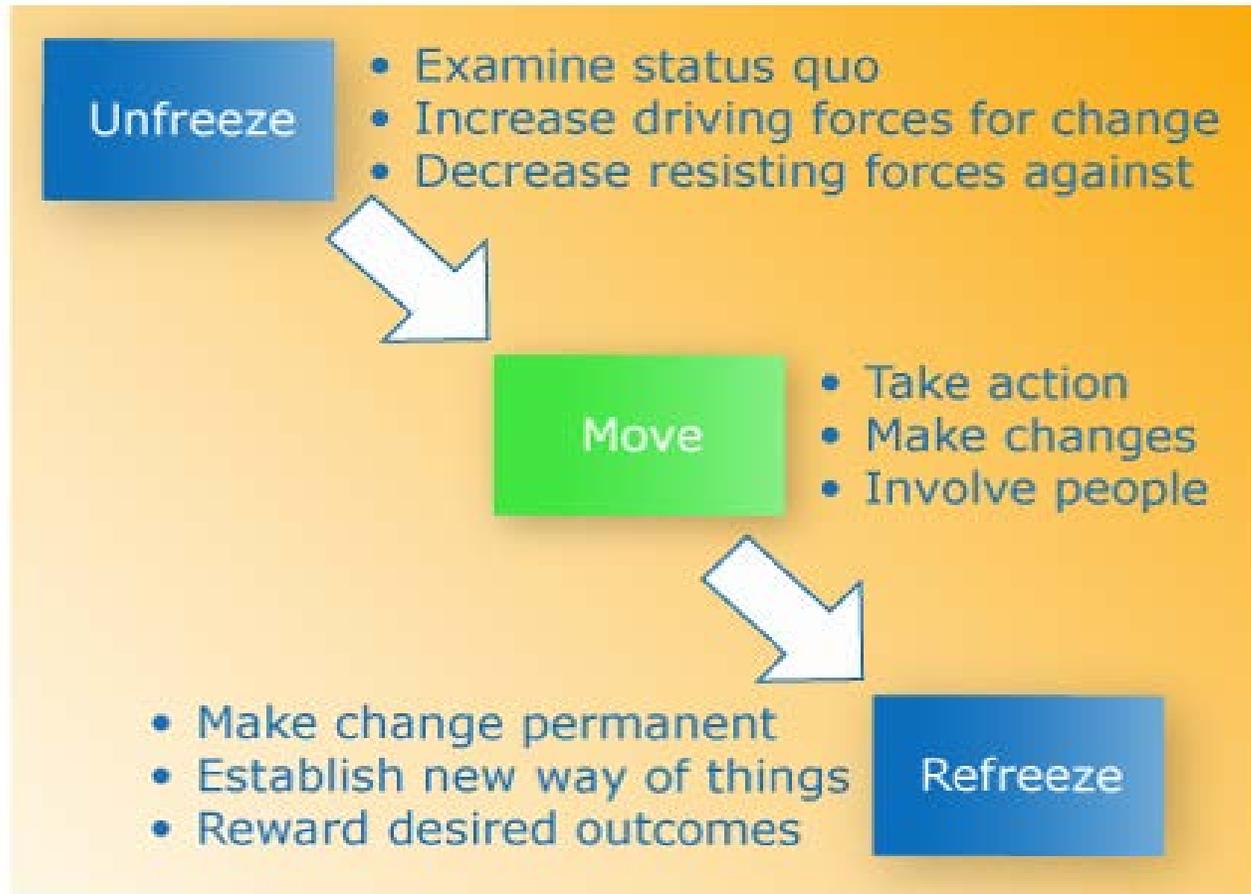
Transformation is Easy to Say, But Never Easy to Do!



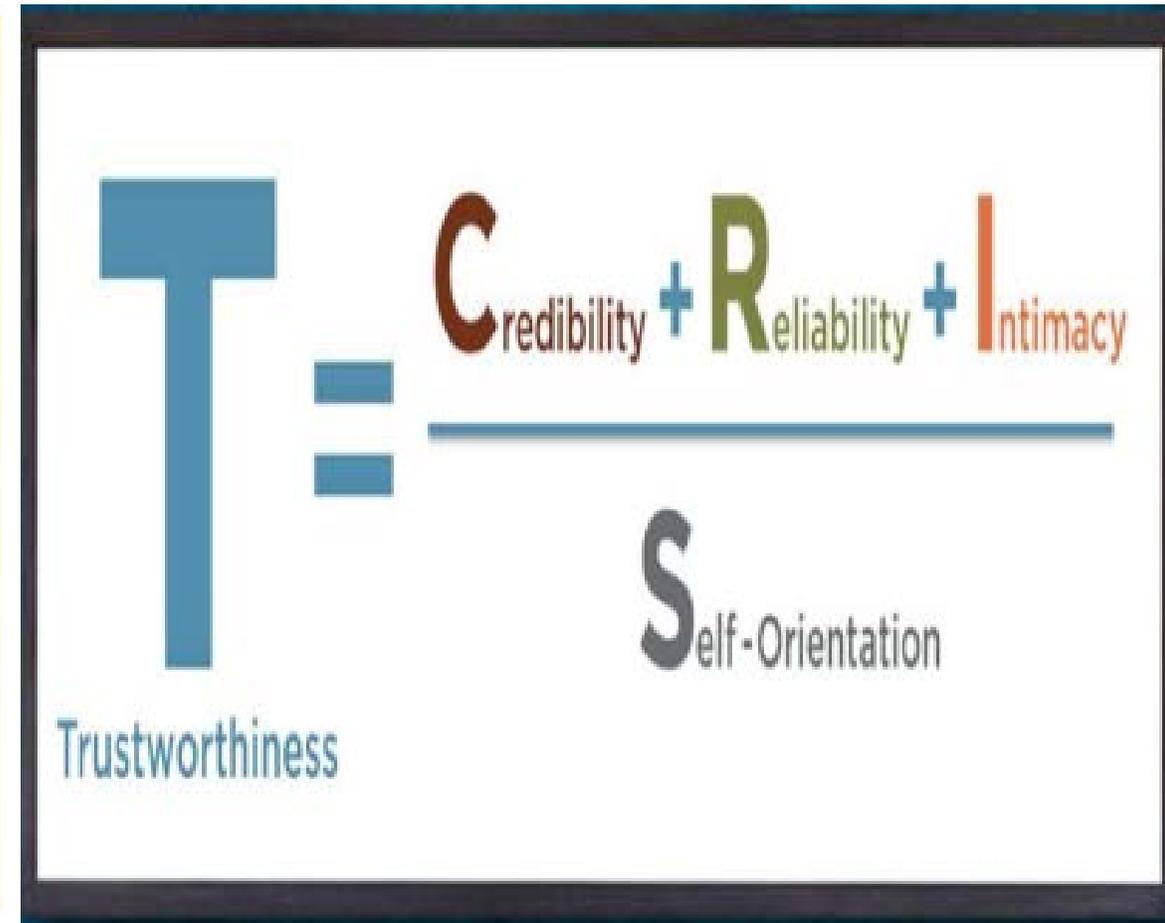
“If you do not like change, then you will like irrelevance even less.”

General (Retired) Eric Shinseki

The Most Important Thing Transformation Requires!



(Lewin, 1959)



(Green, 2000)

TAKEAWAYS

- Your customers' needs are changing and you must address them well in a timely manner in order to remain relevant
- Possessing a culture that embraces “smart risk taking” is critical
- Embedding mechanisms are the most influential drivers of cultural change
- “Unfreezing” your culture is the single most important step going forward
- Pursuing innovation requires a high degree of trust