

how to activate  an
intentional culture
 of innovation

Gensler

agenda

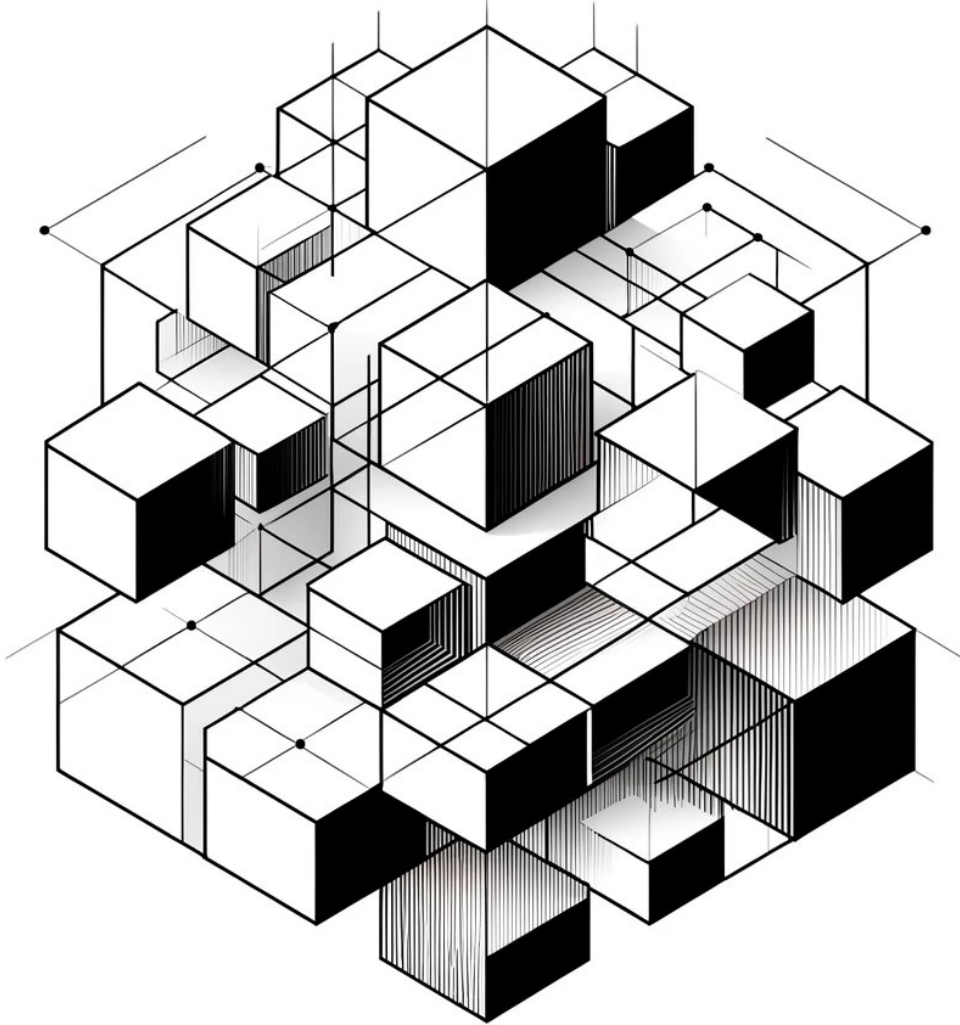
1. what shapes culture?
2. conditions for creativity and innovation
3. culture of innovation diagnostic framework
4. culture of innovation diagnostic findings
5. case stories and activation solutions
6. closing question

what shapes
culture?

you may think culture is...



but actually...



when workplace
culture **is**
misunderstood
or left
to chance...

Disengaged employees are nearly 20% less productive than their engaged counterparts.

– Gallup

A toxic corporate culture is by far the strongest predictor of industry-adjusted attrition.

Toxic corporate culture is 10x more important than compensation in predicting turnover.

– MIT Sloan Management Review

when workplace
culture is
properly understood
and intentionally
created...

A strong culture increases net income by 765% over 10 years according to a Harvard study of more than 200 companies.

– Culture Code, Daniel Coyle

Over a period of seven years, **companies with more engaged workers grew revenue 2.5x more** than companies with less engaged workers.

– Bain & Company

activate the most
powerful driver

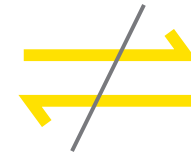
of **organizational
success**

Innate human potential is expansive, yet it's a largely untapped resource within organizations. The conduit to this resource is a positive work culture, which enables people to flourish and do their best work.

from knowing
to **doing**

KNOWING

articulated
values



DOING

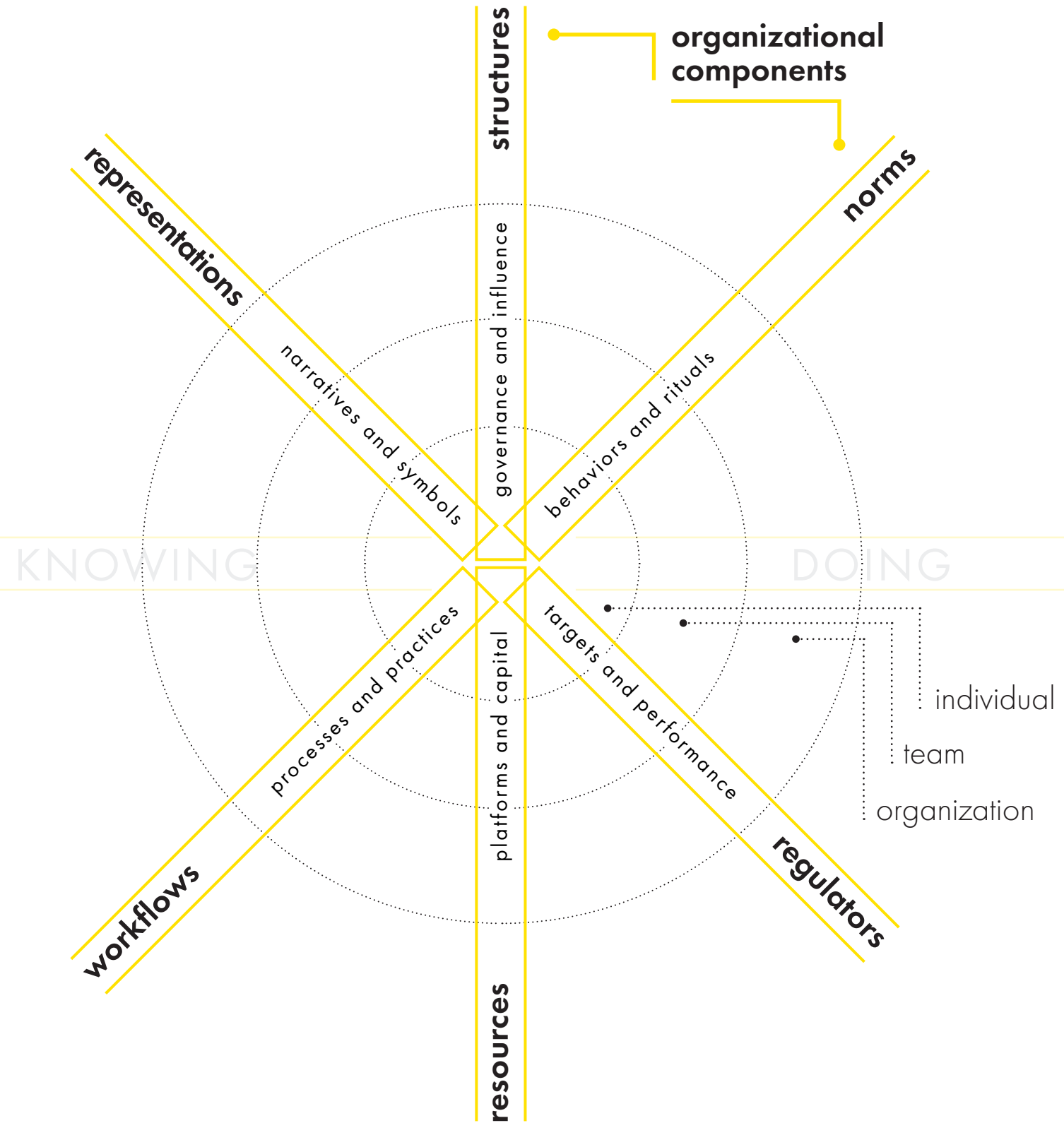
demonstrated
actions

**It takes more than just
communication to build
a constructive culture.**

culture

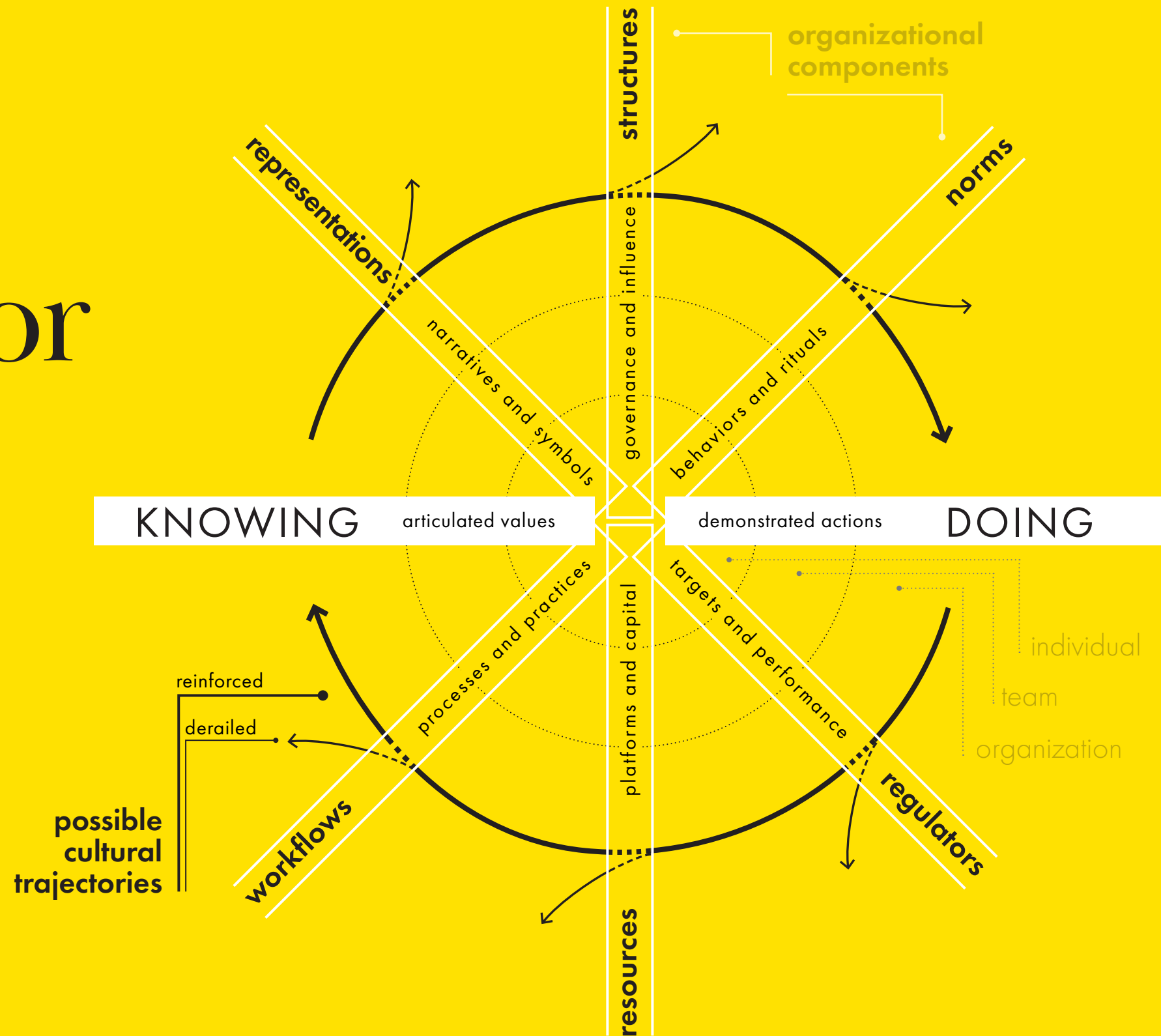
is a **living system**

Culture is dynamic and is influenced by every aspect of an organization.



the work culture indicator

Bridging the “knowing” to “doing” gap and **creating a synergized cultural feedback loop** requires that a critical mass of organizational components reinforce the desired culture.



using culture to solve common

challenges

hybrid experience

turnover

productivity

talent retention

mergers or spin-offs

silos

engagement

restructuring

change

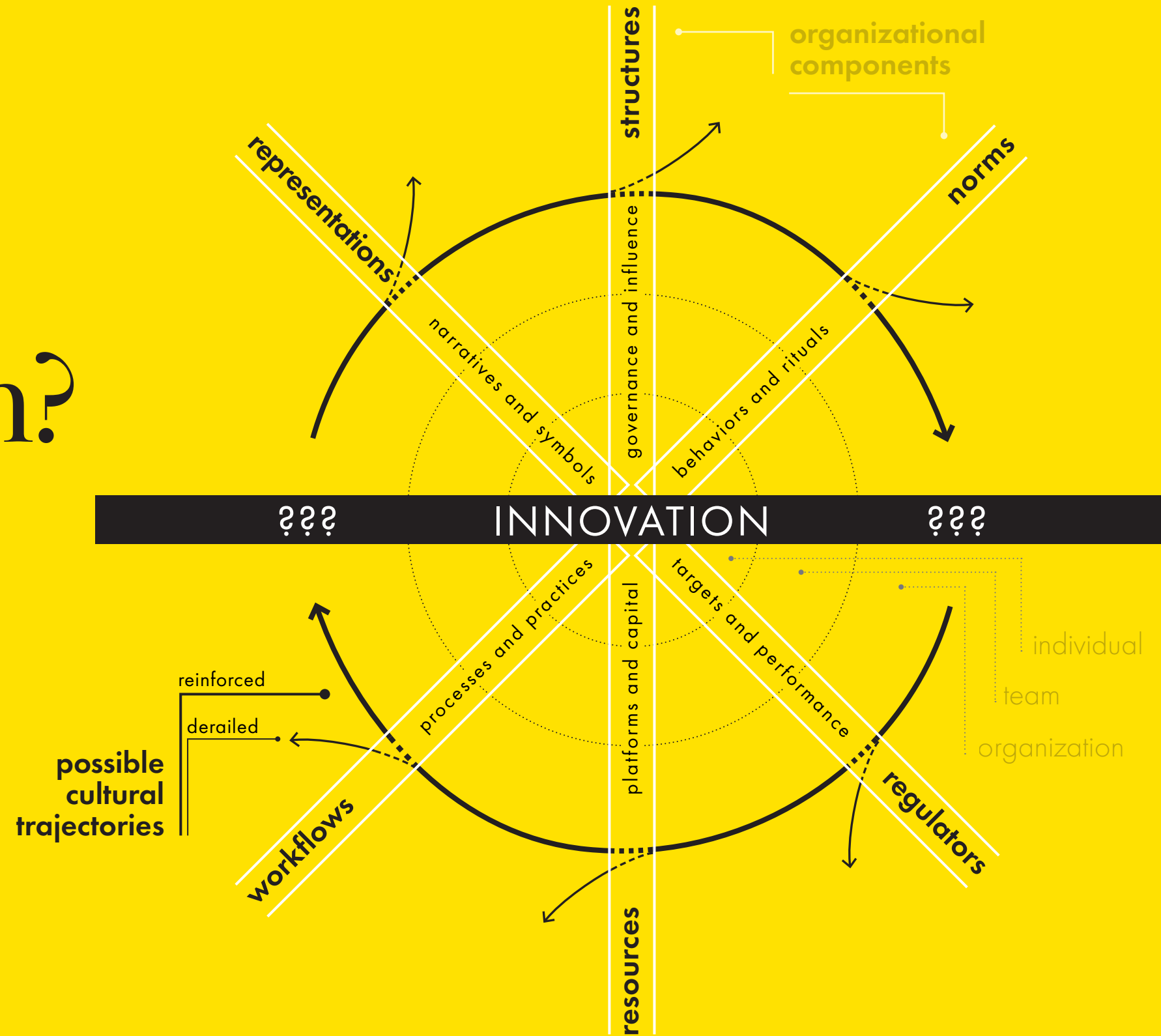
struggling workforce

rebranding or defining values

RTO

in-office attendance

how do we create a culture of innovation?



conditions for
**creativity and
innovation**

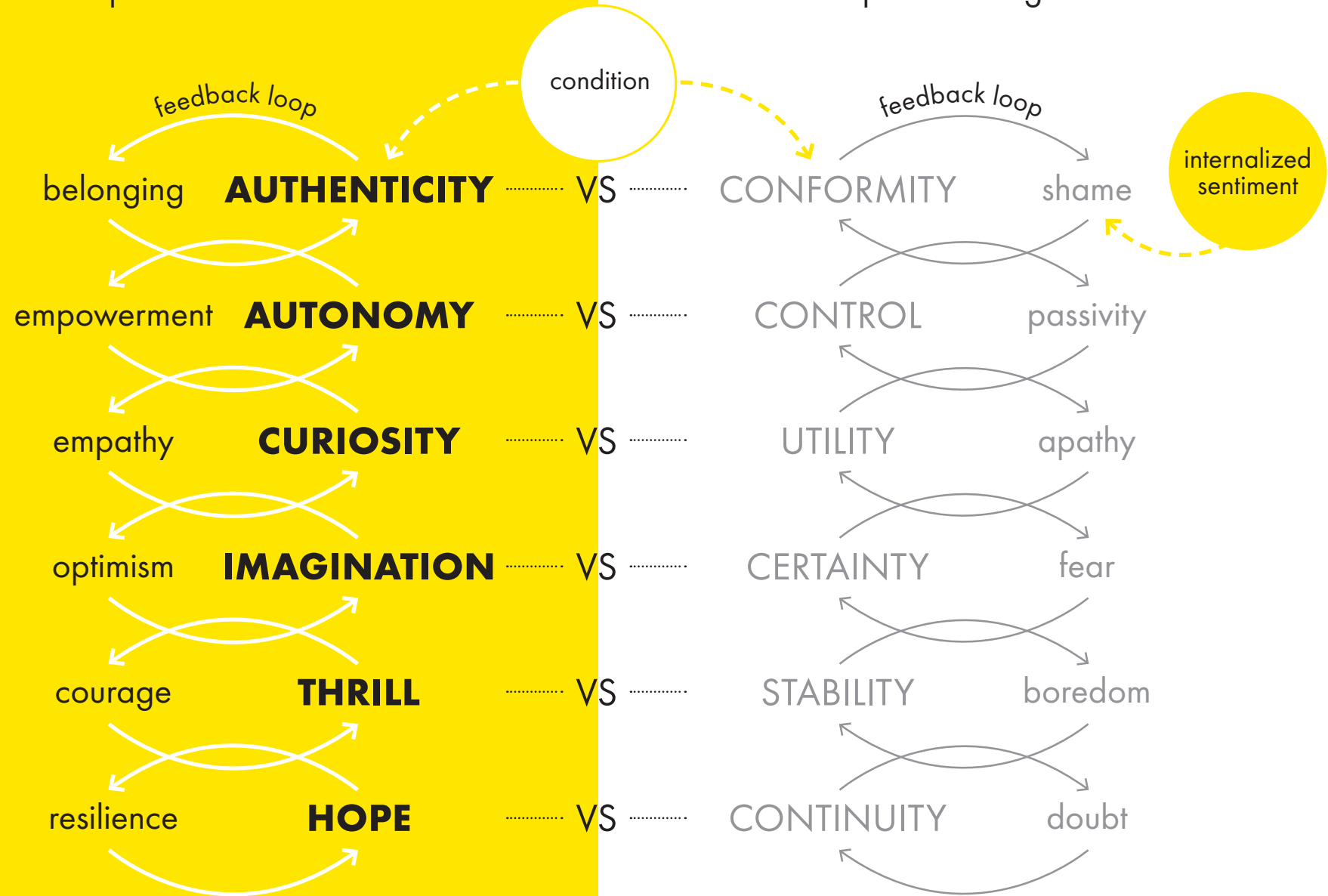
enabling

conditions prioritize innate human needs

disabling

conditions prioritize organizational needs

Each enabling condition has a parallel disabling condition that shows the pitfalls of slipping into business-as-usual priorities and practices.



enabling conditions

for creativity and innovation

AUTHENTICITY



belonging

AUTONOMY



empowerment

CURIOSITY



empathy

IMAGINATION



optimism

THRILL



courage

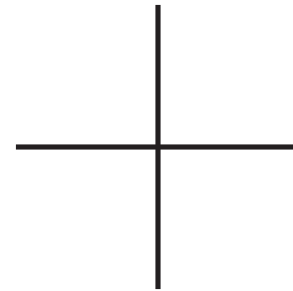
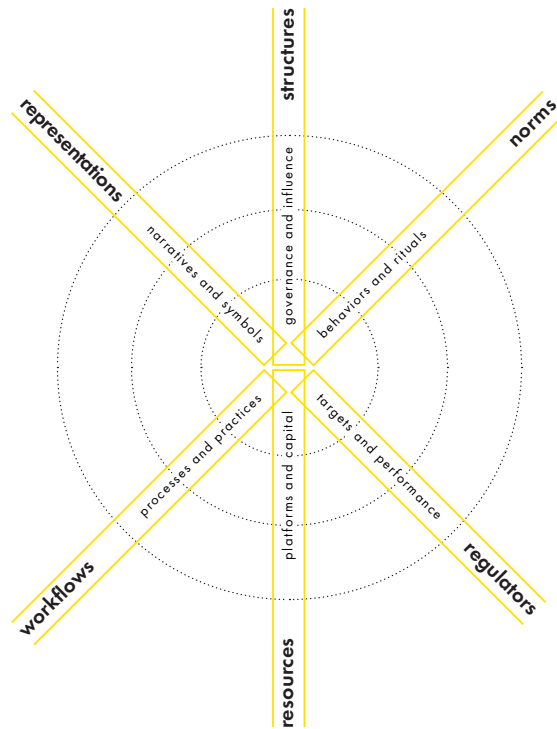
HOPE



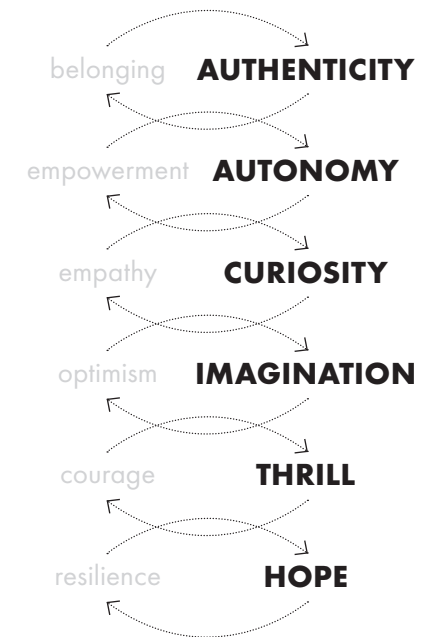
resilience

diagnostic framework

the
organizational
components of culture



the
conditions for innovation



Together, both combine to outline a **diagnostic framework** to assess and evaluate cultures of innovation.

CONDITIONS OF INNOVATION

COMPONENTS OF CULTURE

	AUTHENTICITY	AUTONOMY	CURIOSITY	IMAGINATION	THRILL	HOPE
representations	How do your representations enable authenticity ?	How do your representations enable autonomy ?	How do your representations enable curiosity ?	How do your representations enable imagination ?	How do your representations enable thrill ?	How do your representations enable hope ?
structures	How do your structures enable authenticity ?	How do your structures enable autonomy ?	How do your structures enable curiosity ?	How do your structures enable imagination ?	How do your structures enable thrill ?	How do your structures enable hope ?
norms	How do your norms enable authenticity ?	How do your norms enable autonomy ?	How do your norms enable curiosity ?	How do your norms enable imagination ?	How do your norms enable thrill ?	How do your norms enable hope ?
regulators	How do your regulators enable authenticity ?	How do your regulators enable autonomy ?	How do your regulators enable curiosity ?	How do your regulators enable imagination ?	How do your regulators enable thrill ?	How do your regulators enable hope ?
resources	How do your resources enable authenticity ?	How do your resources enable autonomy ?	How do your resources enable curiosity ?	How do your resources enable imagination ?	How do your resources enable thrill ?	How do your resources enable hope ?
workflows	How do your workflows enable authenticity ?	How do your workflows enable autonomy ?	How do your workflows enable curiosity ?	How do your workflows enable imagination ?	How do your workflows enable thrill ?	How do your workflows enable hope ?

Research methods

2,700

respondents from two national panel-based surveys

281

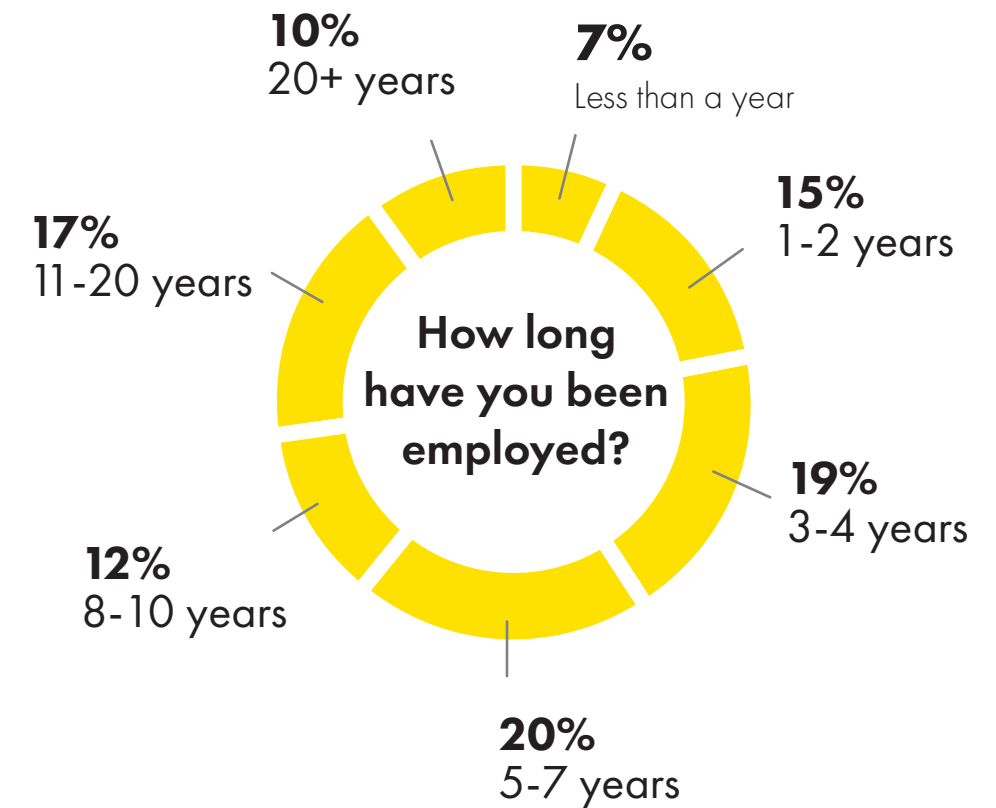
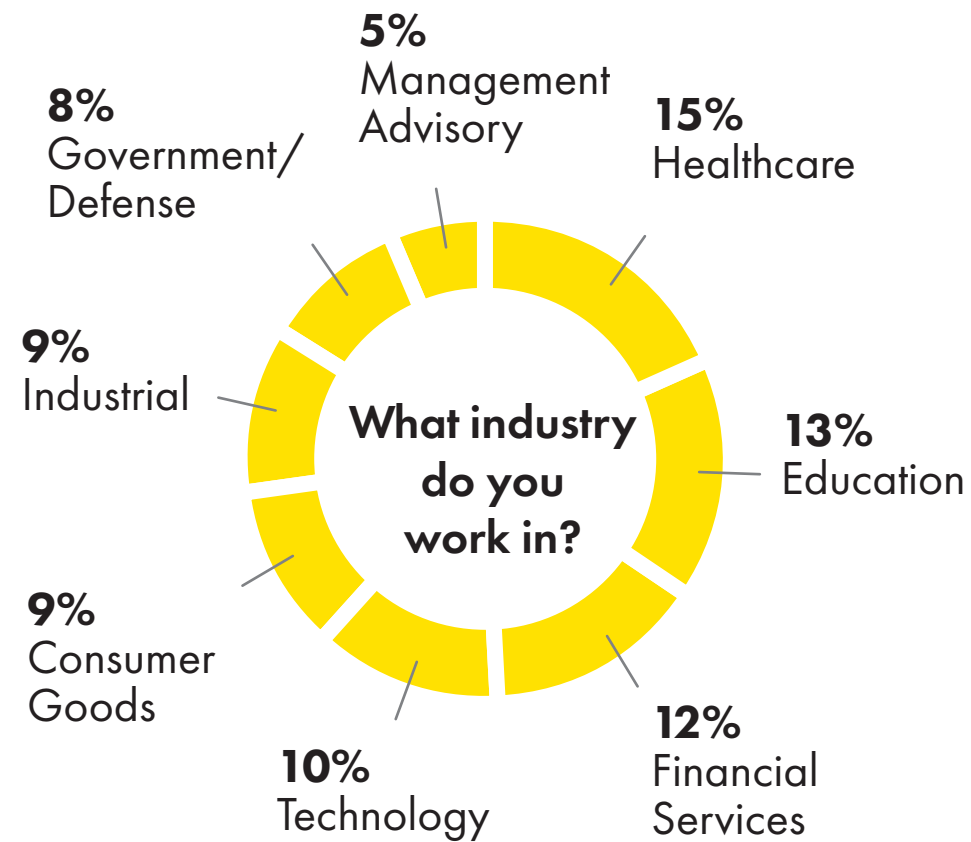
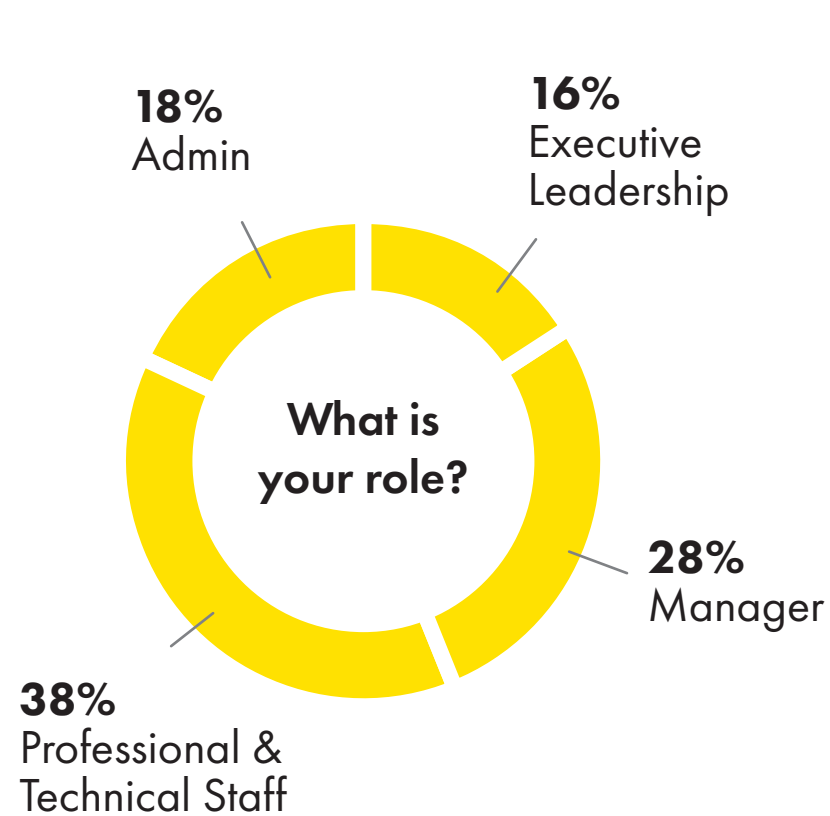
employees representing two large organizations

150

secondary sources including academic literature, business books, and online media.

16

subject matter expert interviews from industry stakeholders



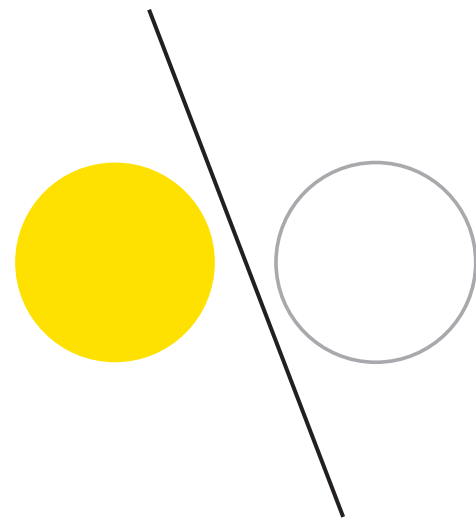
Methodology: This study is based on data from 2,700 U.S. adults collected in two separate surveys in 2021. The survey was conducted online via anonymous, panel-based survey platforms. Respondents were distributed across different industries, tenures, and roles.

the
findings

three **key** findings

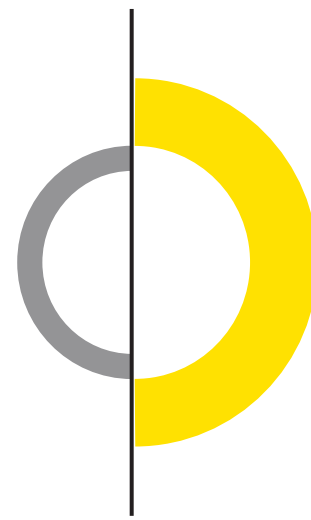
1

There are disconnects between senior leadership and staff about supporting innovation.



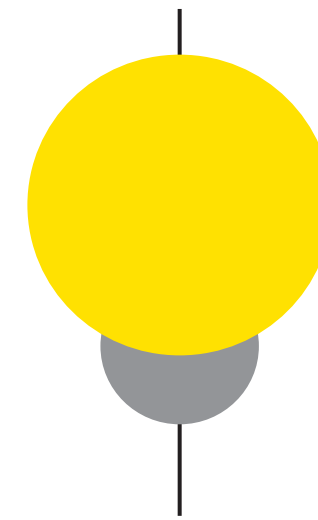
2

Cultures of innovation are associated with high engagement and commitment.

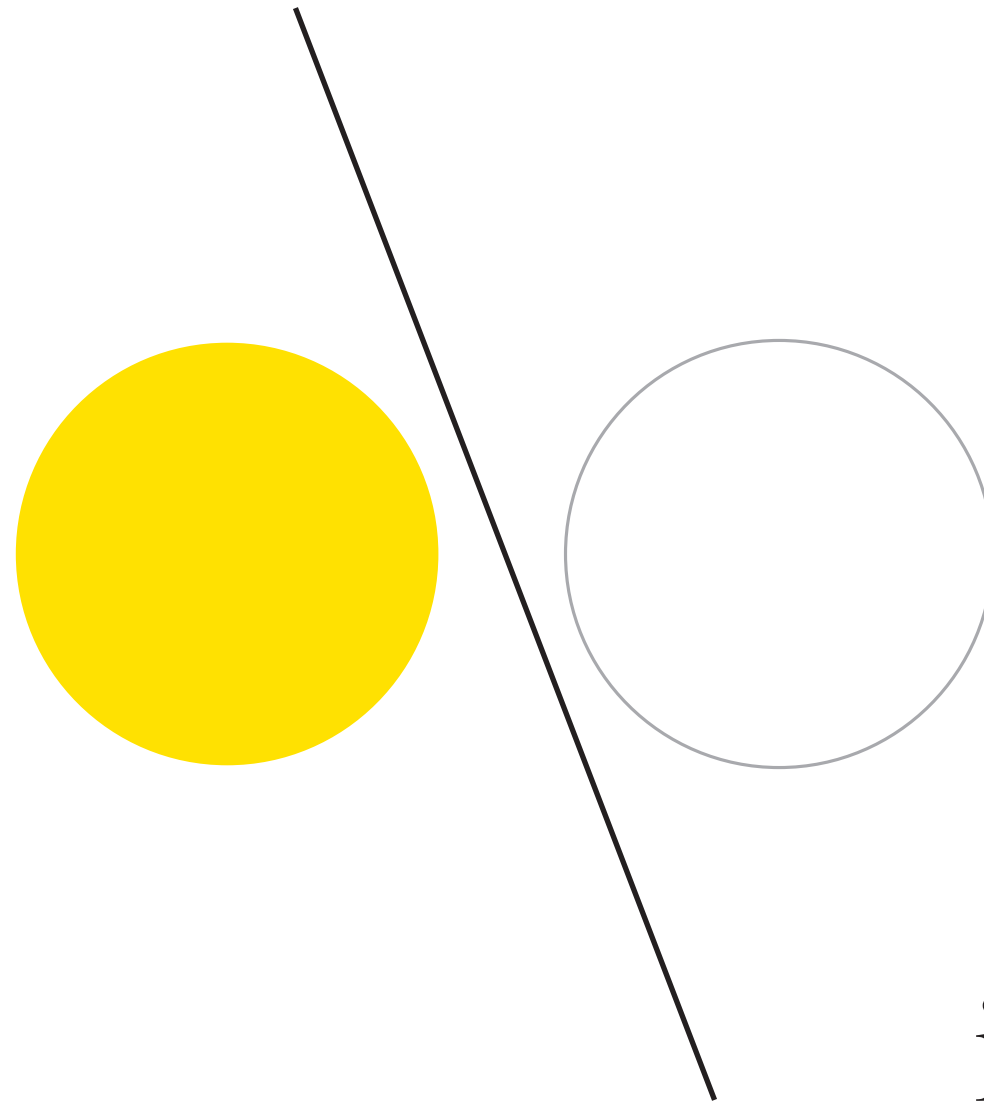


3

Direct investment in innovation drives desired results.



there **are**
disconnects
between senior
leadership

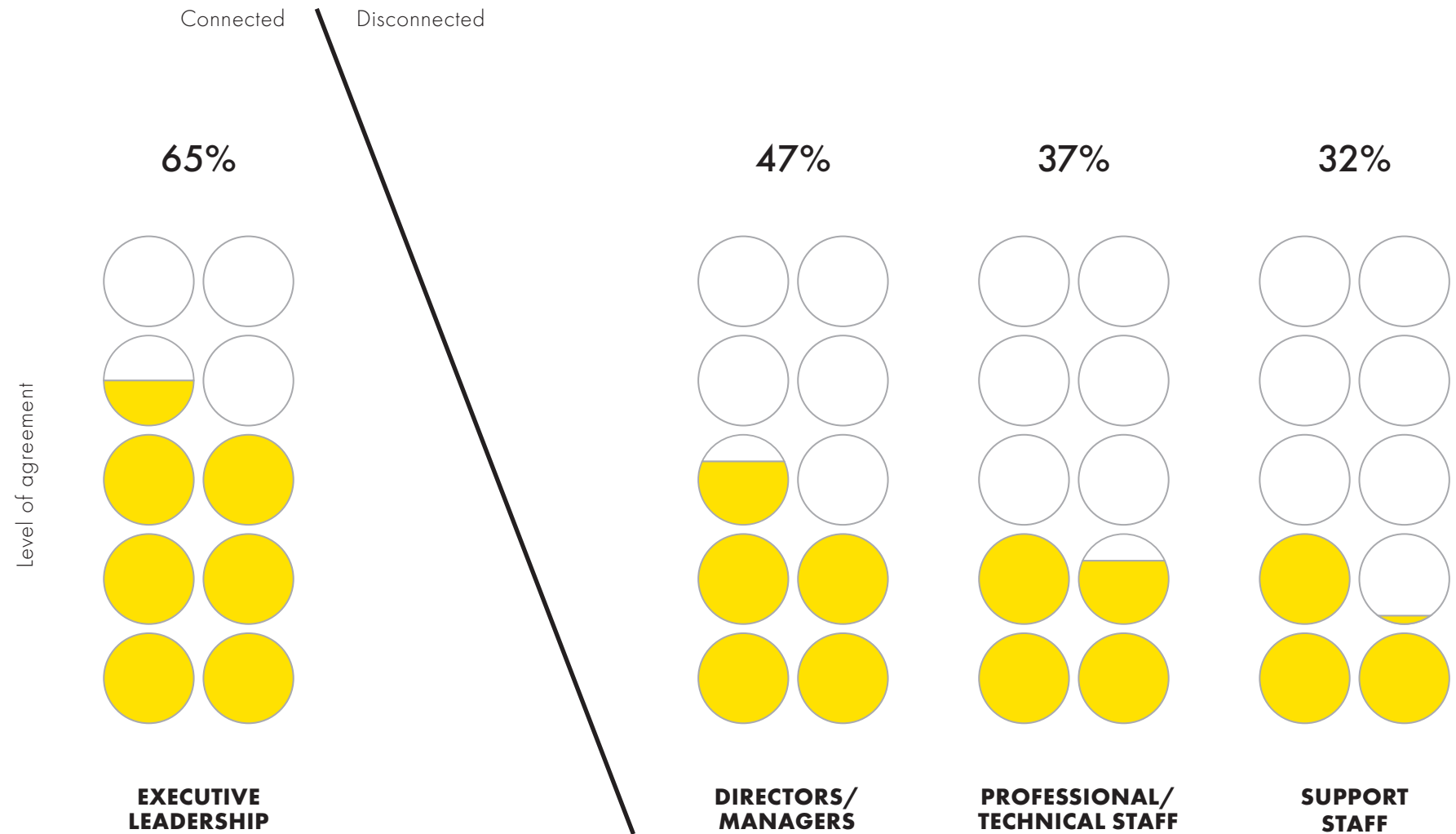


and
staff about
supporting
innovation

1

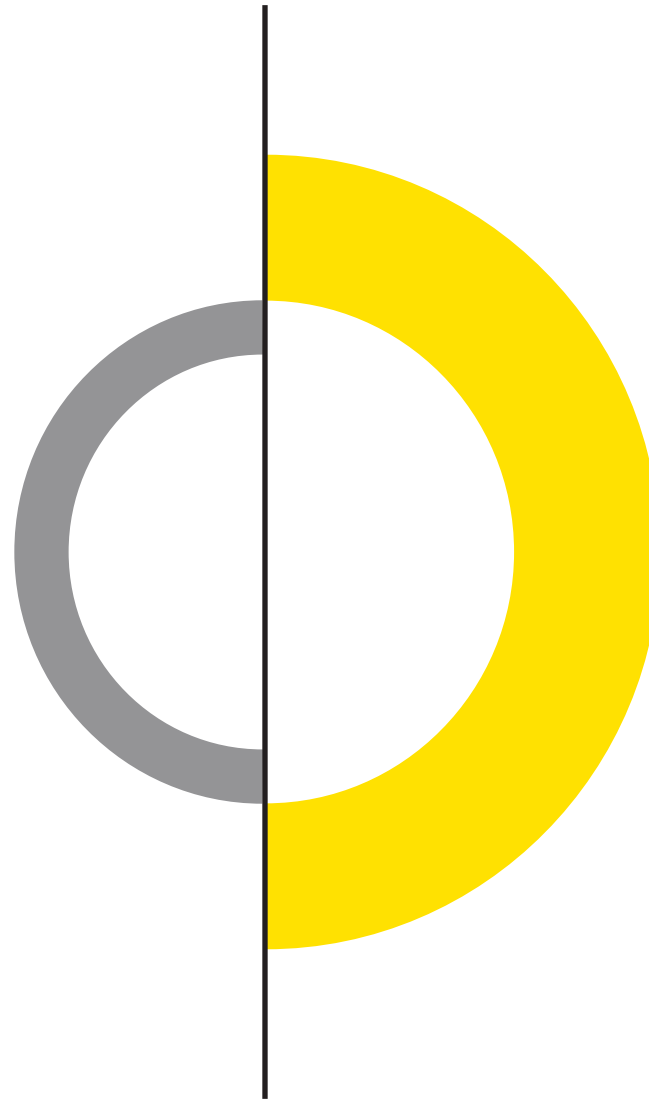
leadership disconnect

Executives may believe their organizations incentivize risk-taking; however **the majority of staff do not feel empowered to venture into new territories and take chances.**



Our company incentivizes risk-taking.

cultures of
innovation
are associated



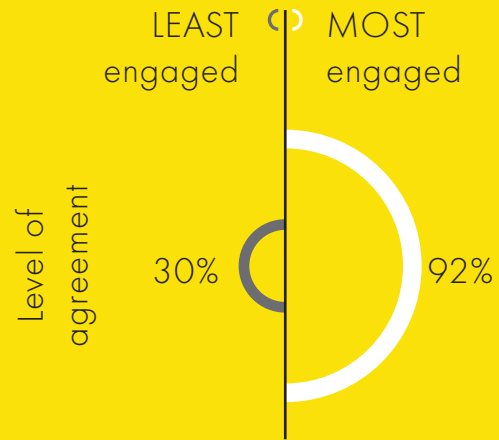
with high
engagement &
commitment

engagement

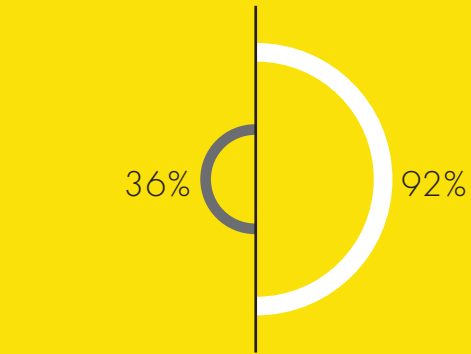
*Engagement includes feelings of happiness while working, feeling energized and absorbed in the work, and a willingness to exceed expectations.

commitment

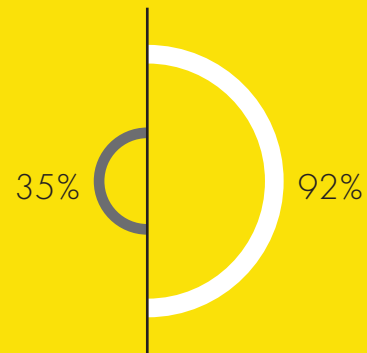
*Organizational commitment reflects retention, likelihood to recommend one's company, and feeling proud to work for the company.



New ideas are often implemented.

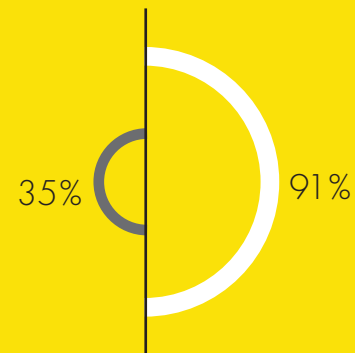


I am empowered to experiment with new ideas.



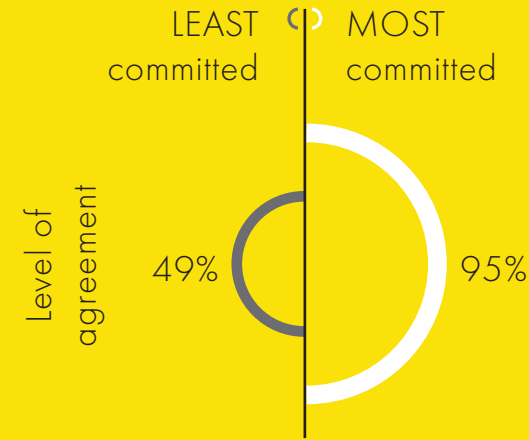
My company actively invests capital in new ideas, strategies, or products.

action

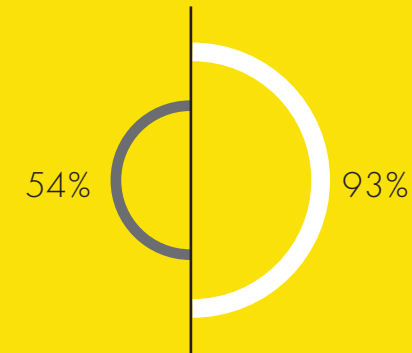


I can spend part of my work time exploring new ideas and initiatives.

experimentation

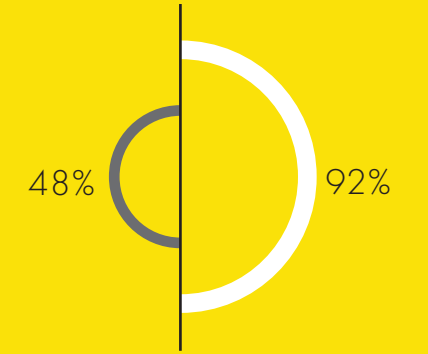


My achievements are acknowledged and celebrated.

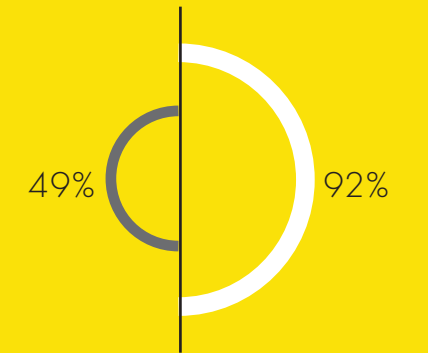


I am able to express my individuality through personal style.

individuality



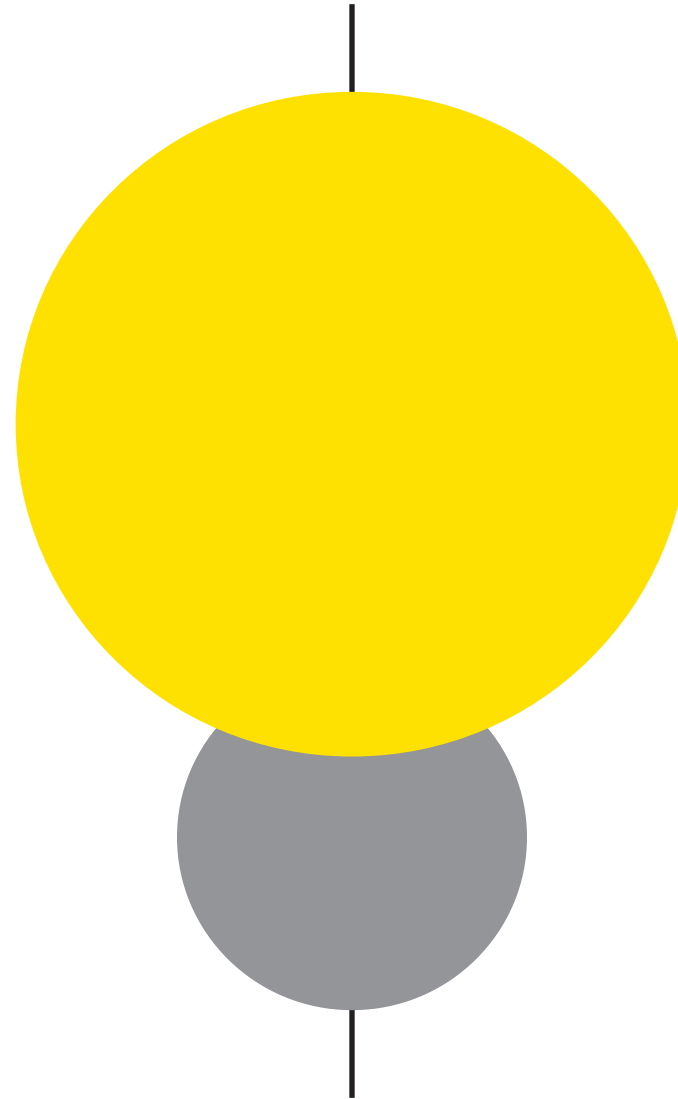
We have access to resources to explore new concepts.



We have the resources to enable fun experiences.

resources

direct
investment in
innovation

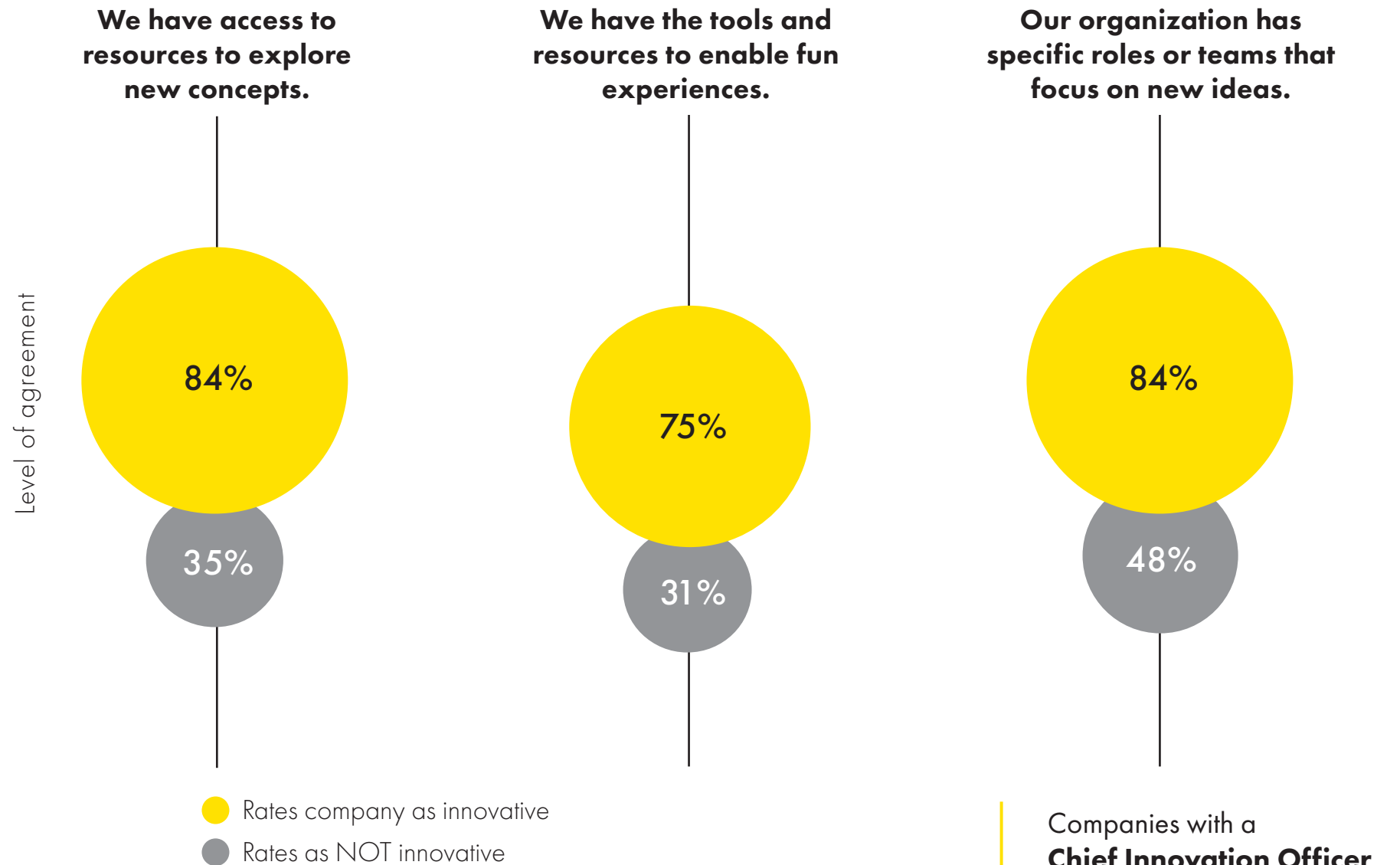


drives
desired
results

3

direct investment

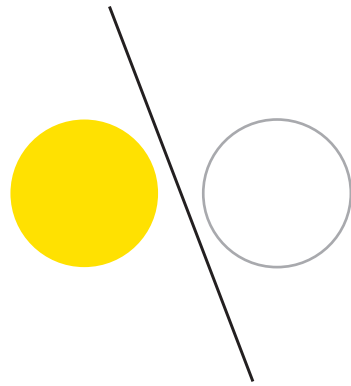
Companies that provide concrete **resources and roles** are considered significantly **more innovative**.



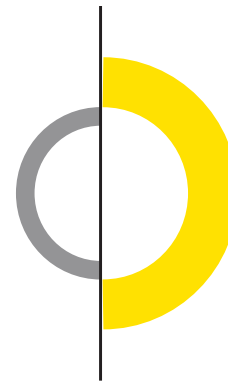
Companies with a **Chief Innovation Officer (CINO)** are more likely to have **stronger cultures**.

so what do we
do about it?

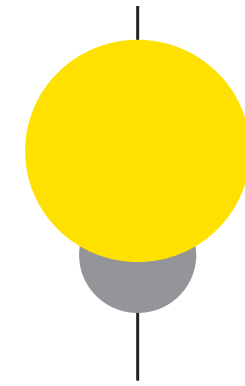
There are disconnects between senior leadership and staff about supporting innovation.



Cultures of innovation are associated with high engagement and commitment.



Direct investment in innovation drives desired results.



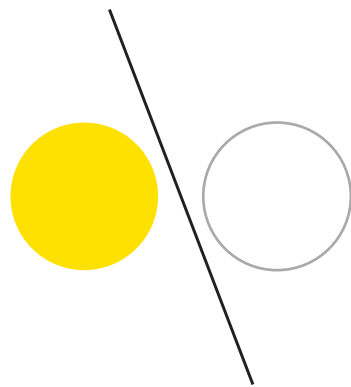
case story 1
enabling
risk-taking

case story 2
increasing
impact

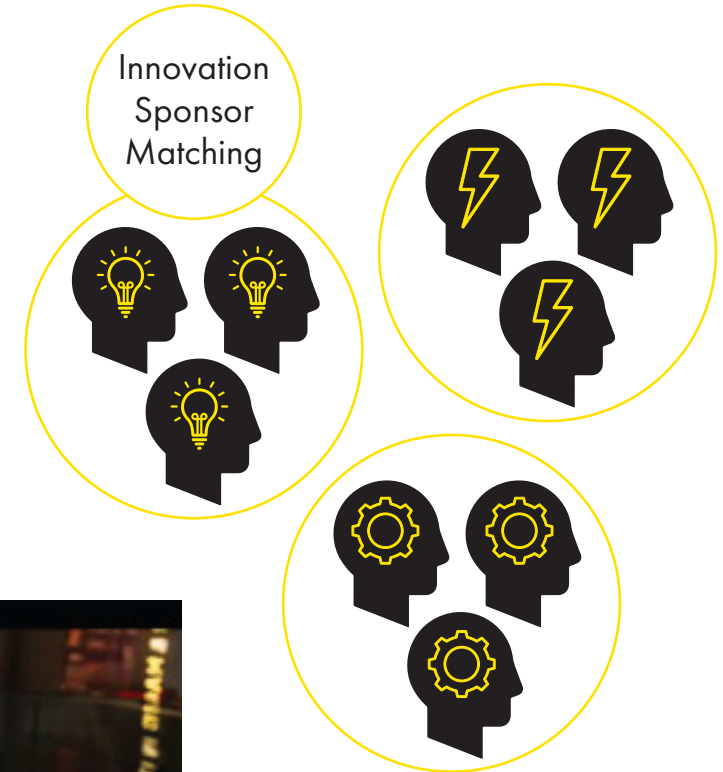
case story 3
scaling
innovation

case story 1
enabling
risk-taking

There are disconnects between senior leadership and staff about supporting innovation.



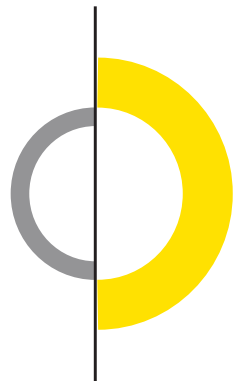
Favorite Failures Podcast



Safety Net to Swing for the Fences

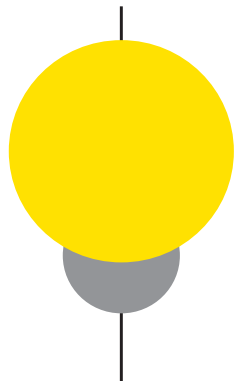
case story **2**
increasing
impact

Cultures of innovation
are associated with high
engagement and commitment.



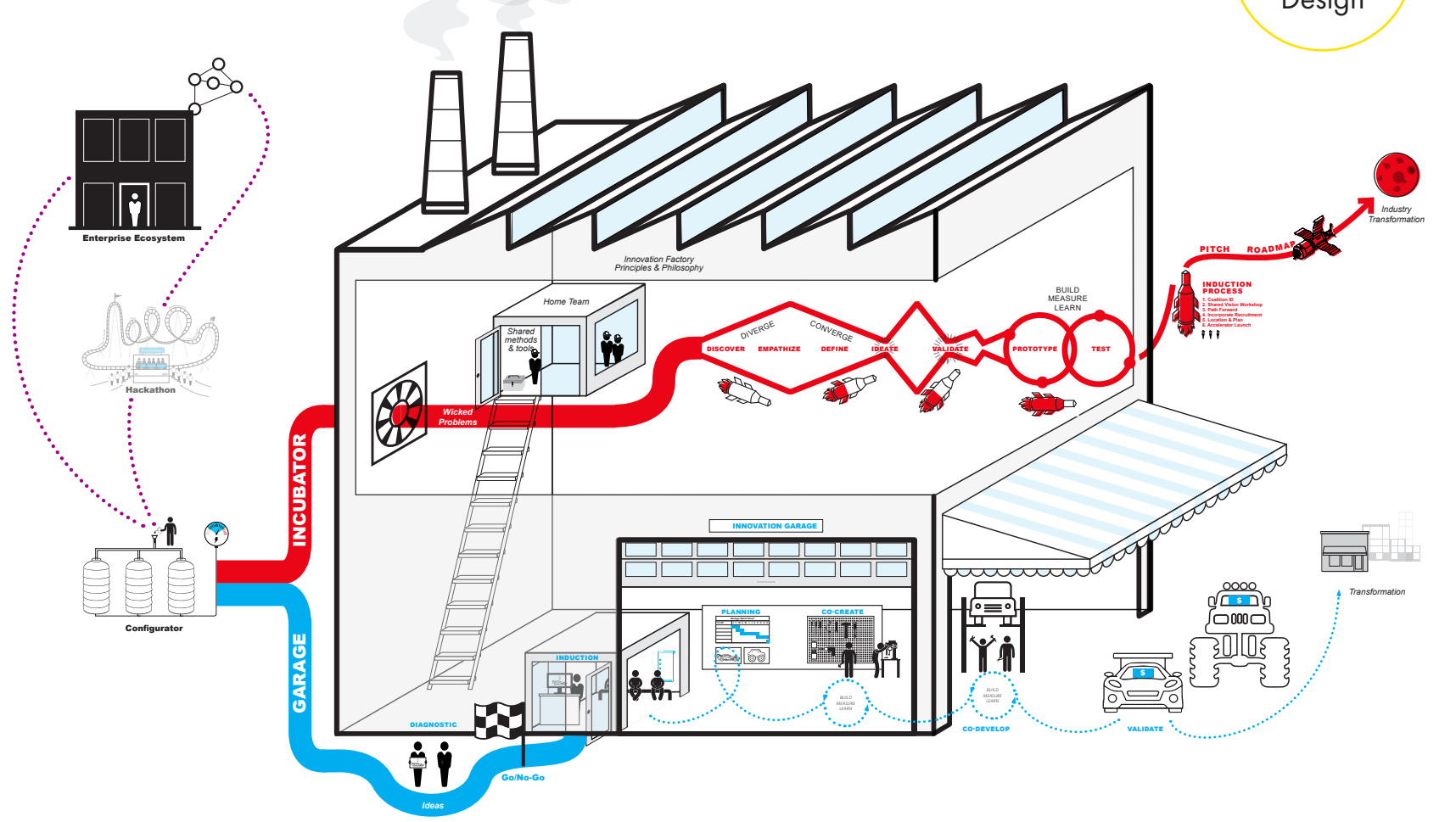
case story 3
 scaling
 innovation

Direct investment in
 innovation drives
 desired results.



Innovation Factory

Innovation
Experience
Design



the key to a
culture of

innovation is
intention

what cultural **challenges**
do you want to be more
intentional about addressing?



let's build culture
together

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