

How can we drive sustainable innovation based on organisational values and culture?

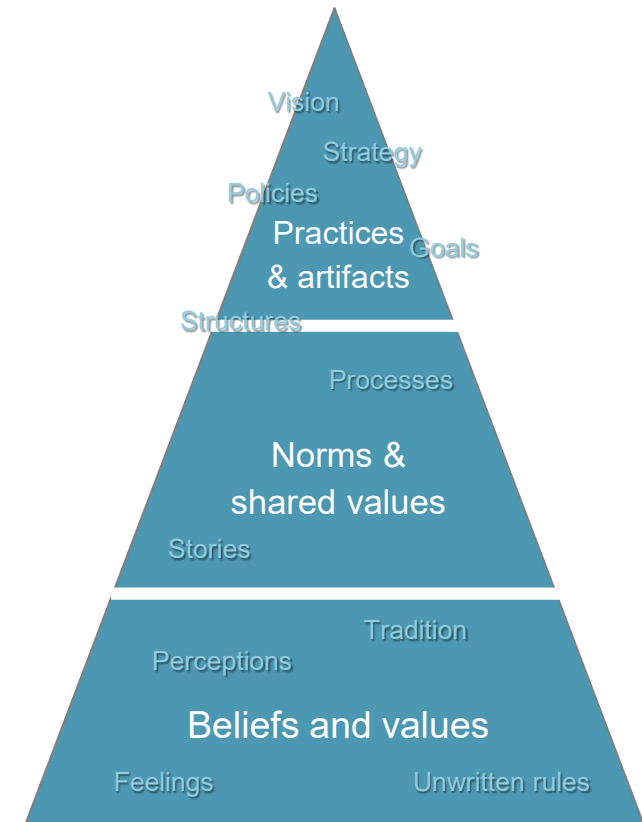


Values-Based &
Sustainable
Innovation

Connecting the dots I: Values, culture, sustainability and innovation.

- **Values** (i.e. notions of the desirable; what we care about – systems of priorities) are constitutive moments of organisational cultures, but they have been widely neglected as drivers of innovation.
- **Culture** is emerging as one major hot topic among innovation professionals:

“In the last years we went from exploring future scenarios, to building dedicated Innovation labs to focussing on changing values and culture” (Innovation manager of a global recycling and environmental services company).



Adapted from Schein's model of organisational culture

Discussion Questions I: Round of introductions

- Please present your **name**, your **organisation** and what you are **doing** there
- Which **experiences** have you made, which challenges are you facing with (changing) values and culture in your organisation?

Connecting the dots II: Values, culture, sustainability and innovation.

- **Sustainability**-oriented innovation requires considering values and purpose beyond the pursuit of short-term economic benefits. “A sustainable organization expresses its purpose, vision and/or mission in terms of social, environmental and economic outcomes” (Stubbs & Cocklin 2008).
- Values abound within organisations, but how can they be leveraged to **understand and manage innovation**?



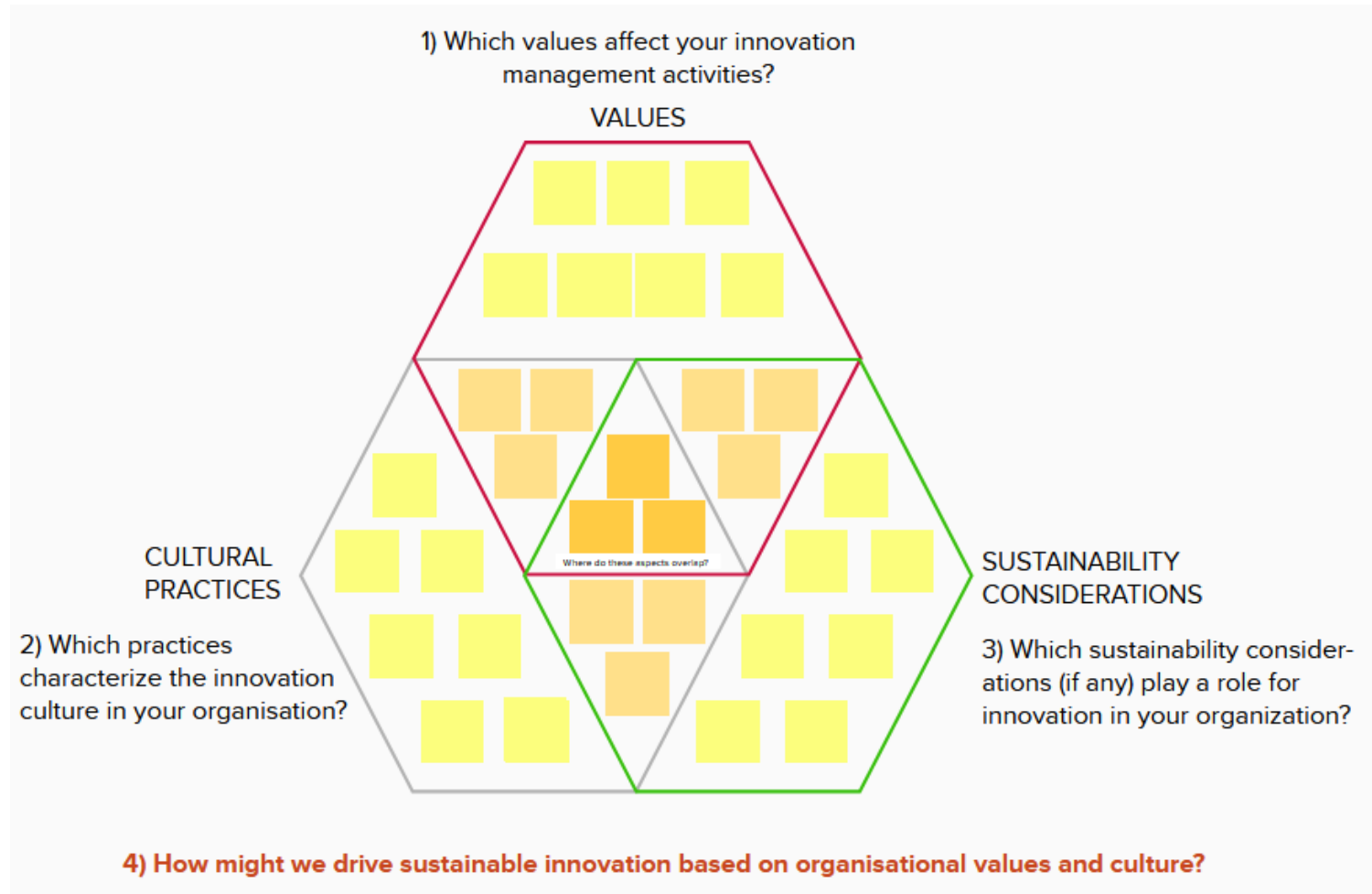
In how far do these quotes resonate with your experiences? Which associated challenges, approaches and critical issues can you share?



- "Culture eats strategy for breakfast" (**Peter Drucker**, management consultant and writer).
- "Raise your arm if you don't want an innovation culture at your organisation" (**John Bessant**, Professor of InEn).
- "Values are the wellspring of innovation and value creation" (R. **Edward Freeman**, Professor of Business Administration).
- "I actually believe 'Sustainability', as a concept, is one of the arteries leading to the heart of so many of our cultural transitions at play today" (**Brandon Boyd**, musician).
- "For those who think business exists to make a profit, I suggest they think again. Business makes a profit to exist. Surely it must exist for some higher, nobler purpose than that" (**Ray Anderson**, founder and former CEO of Interface).
- ".....the core values that underpin sustainable development - interdependence, empathy, equity, personal responsibility and intergenerational justice - are the only foundation upon which any viable vision of a better world can possibly be constructed" (**Jonathon Porritt**, Co-Founder of Forum for the Future).



Discussion II: How might we drive sustainable innovation based on organisational values and culture?



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