

Culture: An Important Aspect in the Entrepreneurial Process

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**DO IT DIFFERENTLY, OR
CALL UPON A DIFFERENT PERSON**

Outline

- Why?
- What?
- Who?
- How?

Why?

- Resistance? I am not Van Gogh?
- I need to cope with basic requirements!
- Lack of resources!
- Resistance of the environment
- Risk taking for no reward
- The tradition in education and society inspired from *psychophysics*: effective and efficient manufacturing plants. (Taylorism) and **conformity**
- It is the catalyst to growth

Why?

- Main goal: changing **attitude**
- **Challenging** the sterility of the environment
- Deprofessionalisation; technicity instead
- Needed: **innovationist**, not just innovative individuals and organizations
- **Cargo cult**: the followers of a cult that believe salvation will come in the form of wealth ('cargo') brought by others.
- The market place: **hostile to incumbents**
- **Change**: pace and quality

Mahmoud darwich

• أحنُّ إلى خبز أمي
وقهوة أمي
ولمسة أمي..
وتكبرُ فيّ الطفولةُ
يَوْمًا على صدرِ يوم
وأعشَقُ عمري لأنني
إذا مُتُّ،
أخجل من دمعة أمي

- I long for my mother's
bread
And my mother's coffee
And my mother's touch...
My childhood grows within
me
Day after day
I love my life because
If I died,
I would be embarrassed by
my mother's tears

William Shakespeare

- To be or not to be
That's the question
- - what's so special about these verses?
- - Can't any average 10 year-old kid come up with these expressions?
- Everything has been thought of before, but the problem is to think of it again. (Goethe)

Needs for innovationism

- Markets are becoming more global with new competitors,
- product life cycles are shortening,
- customers are more demanding and
- the complexity of technology is increasing.

Dictionary

- **1.** change, revolution, departure, introduction, variation, transformation, upheaval, alteration
- **2.** newness, novelty, originality, freshness, modernism, modernization, uniqueness
- Innovative: novel, new, original, different, fresh, unusual, unfamiliar, uncommon, inventive, singular, ground-breaking, transformational, variational

So what is innovation

- Invention
- Creativity
- Innovation
- Ideas
- Thinking about ideas
- Implementing ideas

innovation

- Creativity involves thinking and behaving *imaginatively*.
- Overall this imaginative activity is *purposeful: that is, it is directed* to achieving an objective.
- Third, these processes must generate something *original*.
- Fourth, the outcome must be of *value in relation to the objective*.

Innovation

- **Innovation:** of developing new **values** through solutions.
- The creative generation of new ideas and implementation of new ideas into valuable products. (Nijstod & De Dreu, 2002).
- The effort to create purposeful, focused change in an organization

Sources/incentives

- Most successful innovations spring from a **conscious, purposeful** search for opportunities
- Individual and group creativity: the building blocks of organizational innovation
- A creativity **mechanism**: to induce creative ideas; necessitates “**knowledge management capacity**”

knowledge management capacity

- capacity of: - **acquiring** and **sharing** knowledge
- developing **organizational** knowledge management capacity

This requires frequent practicing with the individual creativity mechanisms.

knowledge

- Knowledge-based economy and
- Knowledge-driven economy
- Knowledge as « a commodity that can be packed, bought and sold”.
- Both explicit knowledge and tacit knowledge.

Knowledge and innovation

- Innovation is a generation of novel combinations from existing knowledge
- integration and combination of specialized knowledge inputs from **many different** areas (Kyriakopoulos & Ruyter, 2004; Cohen & Levinthal, 1990)

Knowledge-driven economy

- affects the innovation process? Or
- the approach to innovation?
- innovation is based upon: scientific research (technology-push theory) and interaction between organizations and other actors? or
- On the current social network theory of innovation, where knowledge management plays a crucial role in fostering innovation?

environment

- Organizations can foster or stifle innovation
- The state, institutions, ideology, people
- But most of all when the individual internalizes the others' attitudes and represses the personal need or desire to be innovative

Combat uniformity

- uniformity in aims,
- Uniformity in content,
- uniformity in assessment,
- uniformity in expectations.
- Use of **lateral and critical thinking**

Who? youth

- **Unique** individuals having **social needs** and belonging to a **community** with their own **needs** and **interests**, with personal **perceptions**, who are actively searching for **meaning**, who can **reflect** and **think** critically
- The older generation: experience or bad habits
- The younger: **the future + time + energy + freedom**

Steps to follow:

- develop your understanding of the creative process;
- overcome barriers or blocks to having new ideas;
- enlarge your parameters of vision;
- learn to build on ideas as well as criticize them;
- increase your tolerance for uncertainty and doubt;
- listen, look and read with a creative attitude;
- take or make time to think;
- become more confident in yourself as a creative person. (Adair, 1990)

How: make of innovation a way of life

- generate imaginative ideas in response to stimuli;
- discover and make connections through play and experimentation;
- ask 'why', 'how', 'what if' or unusual questions;
- look at and think about things differently and from other points of view;
- respond to ideas, tasks and problems in surprising ways;
- apply imaginative thinking to achieve an objective;
- make connections and see relationships;
- reflect critically on ideas, actions and outcomes (Horner and Ryf, 2007); and
- **share**

The story of the eagle

The Eagle has the longest life-span of its species. It can live up to 70 years. But to reach this age, the eagle must make a hard decision. In its 40th year its long and flexible talons can no longer grab prey which serves as food. Its long and sharp beak becomes bent. Its old-aged and heavy wings, due to their thick feathers, stick to its chest and make it difficult to fly.

- Then, the eagle is left with only two options: DIE or go through a painful process of CHANGE which lasts 150 days. The process requires that the eagle fly to a mountain top and sit on it's nest.

- There the eagle knocks its beak against a rock until it plucks it out. Then the eagle will wait for a new beak to grow back and then it will pluck out its talons. When its new talons grow back, the eagle starts plucking its old-aged feathers. And after 5 months, The eagle takes its famous flight of rebirth and lives for 30 more years

Why is change needed?

- Many times, in order to survive we have to start a change process. We sometimes need to get rid of old memories, habits and other past traditions. Only freed from past burdens, can we take advantage of the present.

To be or not to be

- We don't socialize passively
- Personal development as a human right to be advocated
- More communication and more bridging
- A matter of 'to be or not to be'

**THANK YOU FOR BEARING THIS
HUGE RESPONSIBILITY AND FOR
BEARING WITH ME**