

WORKSHOP 1

DEVELOPMENT OF PRO-INNOVATIVE CULTURE AS SELF-IMPROVEMENT OF AN ORGANIZATION

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ABSTRACT

In the business practice, innovations are a significant factor to support execution of the development strategy of companies, but also of the whole economy, by enabling renewal of industrial structures or contributing to development of new sectors in business activities. Due to the increasing of these phenomena of conversion in the scope of cultural patterns according to new requirements of the global economy, they now become one of the basic problems which almost all companies all over the world face these days. Company culture is understood as fixed patterns of thinking and behaviour of employees, developed by attitudes and behaviour of the management. It permeates the processes of both formulating the strategy and executing it. The company which understands its culture may use this knowledge as a source of strategic power. The objective of the paper is to present the results of diagnosis of organisational culture in terms of its pro-innovativeness. In the first stage of the study, on the basis of the obtained results of descriptive and questionnaire studies, the model of organisational culture in each of the companies was produced. The study used descriptive observations during a visit in the companies, the results of the analysis of internal documents and interviews with staff and managers. The survey used a questionnaire developed by Cameron K.S. and Quinn R.E. The next stage of the study consisted in defining the culture required in the studied entities due to the strategy executed by them. First, the strategy of the studied companies was determined, and then the type of desired culture which enables proper execution of the strategy. The final stage of the study consisted in indication of directions and areas of changes in the current organisational culture.

Key-words: company culture, diagnosis, pro-innovativeness, descriptive observations, internal documents

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