

Tolerance

One of four Major Elements of an Innovative Culture

How is tolerance achieved?

Mavericks

- Management needs to demonstrate a high tolerance for mavericks in the organization
- Input from a broad cross-section of employees, including mavericks is a value associated with innovative companies

Failure

- Management has a reasonably high tolerance for failure
- Management explicitly and aggressively looks for innovation and demonstrates a tolerance for risk

Management Practices

Tolerance for differences from the corporate norm

- Survey [the 25-Factor survey] results suggest that this is not an important factor. Opinions are on both sides

People management

- Encouraging people to share their ideas, to collaborate across business units and divisional lines no matter what their background and experience
- Less autocracy and more participation

Built on a base of
Trust and Respect

...for diversity, beliefs, values, traditions, language, behavior, geographic location, history, governance, social habits, attitudes, training, education, timing, threats, change, etc.

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