

Developing an Innovation Culture in Pharmaceutical Organisations

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*The broad objective of this research is to develop innovation capabilities in organisations by (1)introducing changes to the organisational climate to become supportive of creativity and (2) generating and implementing culture change programs to enhance individual's creativity and performance. The research followed an in-depth action research inquiry into a single case study in a large pharmaceutical organisation in Jordan over a two years period. The **Model for Enhancing Individual Performance and Creativity through Culture (MEIPaC)** was developed based on an extensive literature survey to define factors influencing individual performance and creativity in Organisational Development interventions. These factors included: (1) national culture, (2) organisational climate factors such as organisational encouragement, sufficient resources, challenging work, group support and (3) change dimensions; leadership dimension, motivation dimension; and values dimension. Resistance to change was also marked and recognised in the model. The change intervention program was designed and carried out in the organisation, specifically in one of its key departments in three main phases: (1) Pre-change intervention assessment, (2) Change intervention design and implementation, (3) Post-Change intervention assessment. The tools used in the pre and post change intervention assessments included internationally recognised tools, these were; Keys to creativity which was developed by the Centre for Creative Leadership in the USA to assess the climate to creativity, The Organisational Cultural Assessment Instrument (OCAI) developed by Cameron and Quinn, in addition to other tools assessing motivation, leadership, and performance. Extensive experience gained from this research suggested that a full consideration of the national and organisational cultures is essential for the success/failure of the business. It was found that the national culture in Middle Eastern countries, such as Jordan, highly influenced the manner individuals perceived and accepted change. Their national culture originated to a large extent from religious values widely accepted and practiced by employees of the company. The religious values were carefully respected and incorporated into the change programme enhancing the individual's creativity, sense of belonging, achieving better performance and developing individuals-company values congruence. The overall performance of the chosen department showed considerable improvement with enhanced supportive climate to creativity. Future research can apply the MEIPaC model to more organisations in different parts of the world.*

Field of research: change management, culture, creativity, innovation, management

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