

Innovation and cultural transformation - Study in a Brazilian foundation to support research.

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Abstract

The innovations in the organizations have increasing demand every year, what raises needs to manage and to stimulate the process so that its generation happens in a systematic way, with engagement of the collaborators and the leaderships. In this context, innovation emerges as an organizational function in companies, requiring to deal with conflicts and limitations to support and manage innovation practices in the organizational environment with ambidexterity. When the implantation or reinforcement of the innovation function also comes with the strategic goal of cultural transformation, in order to move away from a traditional model to a more fertile culture for innovation, the challenges are greater. These are some of the contemporary elements of change that influence role, form, and relationship to work, as well as challenge new practices in human resource management. In this perspective, the paper aims to discuss the perception of employees of a research support foundation regarding innovation initiatives in parallel with their routine responsibilities, in an institutional program of cultural transformation. The foundation is based in a Brazilian public University. With more than forty years and responding to the control entities and the financiers, it was bureaucratizing, losing agility and the quality in the service of its main stakeholder, the researcher. Along with the fall in public investment in research in recent years, with national and state political-economic crisis, which has generated losses in its revenue, the foundation has sought to reinvent itself with innovation initiatives. An analysis of internal company documents published on the Intranet and interviews with leaders, questionnaire application with employees and use of gamification throughout their conduction, it was possible to

identify aspects related to the engagement and development of the participants allowed to identify as main results from the difficulty of reconciling the routine with innovation initiatives, together with the lack of involvement of all employees and the support of the leaders. At the same time, they also emphasized the importance of the program for their respective personal and professional development, as well as the transformation of culture, aiming for more innovations. It was also observed the use of new tools to support planning and organization and the beginning of the incorporation of agile methods of management. Qualitative questions were presented to complement the analyzes, bringing elements of reflection on the development of innovations and cultural transformation. The results bring contributions to broaden the discussion about the innovation function, the transformation to a culture of innovation and its challenges in other organizations. These aspects connect with the proposal of Management 3.0, as well as with reflection on the role of leadership and organizational structure. They also present practical initiatives that can be replicated, with appropriate adjustments, to other contexts in order to support cultural transformation that promotes an environment more conducive to the generation and implementation of innovation in the organization.

Key-words: innovation management; innovation function; cultural transformation; management 3.0; organizational ambidexterity.

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