



## Innolect's NORMATIVE PROFILE Activity

### Background:

To gain understanding about the general meaning of a company's norms, we can identify those norms, both positive and negative, that currently exist. Our research indicates that every organization has its own distinctive normative patterns. In fact, *normative profiles* are likened to a fingerprint. No two are exactly alike.

One way to arrive at a description of the norms in your organization is to ask employees for their input. We have identified ten cluster groups to consider, but for this exercise, we invite you to focus on ***Innovation and Change***.

### Instructions from facilitator:

1. Familiarize your employee group with the nature and importance of norms.
2. Invite participants to identify negative and positive norms.
3. Suggest that they begin each norm statement with a prefix such as:
  - *It is a tradition around here to...or*
  - *Around here we...*
4. Participants discuss their norms and convert them to one master record sheet.
5. Collect all responses and identify areas of agreement/similarity.
6. Use consensus to arrive at your organization's norm pattern.

**Note:** This process assists employees in coming up with down-to-earth and realistic norm examples. Of course, it is important to stress the need for openness and honesty.

### ***Innovation and Change Norms***

This norm cluster concerned the degree to which employees in a work group, department, or company actively seek out positive, continued improvements in the organization's effectiveness. Norms are positive when people were eager to consider new and innovative approaches to solve business problems. Negative norms exist when people look at ways to maintain the status quo.

### Illustrative norms:

Positive	Negative
Around here... <ul style="list-style-type: none"> <li>• People are continually on the lookout for better ways of doing things.</li> <li>• In our company you get a lot of recognition for new ideas.</li> </ul>	Around here... <ul style="list-style-type: none"> <li>• People tend to hang on to old ways of doing things, even after they have outlived their usefulness.</li> <li>• In our company, don't have an idea that your boss didn't have first.</li> </ul>