



## DEVELOP A CULTURE OF INNOVATION A FINANCIAL SERVICE COMPANY

Many companies are realizing that their culture can be an impediment to innovation. Moreover, company culture plays a huge role in their recruitment brand, employee experience, hiring and retention.



**LARRY**  
CFO INVESTMENT  
BANKING

Larry is CFO of a large investment bank. He wants to develop a culture of innovation, but he isn't sure where to start. Is it free food and time to work on passion projects? Is an internal innovation challenge doing enough?

Larry feels it makes sense to "take a look in the mirror," since leadership sets the mood in the company and is expected to model desired behavior. So Larry decides to profile the bank's leadership and management teams using the Swarm Innovation Profiler.

In a two-day offsite, they work through the Profiler findings, identifying the innovation behaviors where they already do a pretty good job, as well as their gaps. Together, they map out the key behavior changes they want to make as a leadership team to drive a culture of innovation. For example, they have been slow to react to emerging trends (part of Think). They over-invest in initiatives versus making low-cost experiments and iterating (part of Deliver). They decide to include the eight innovation skills in annual leadership and employee reviews, as well as in hiring.

After six months, the language of innovation at the bank becomes very practical and standardized leveraging the Swarm research. Their innovation process now consciously includes the eight innovation behaviors. Employees notice leadership's new behaviors and increasingly buy-in to the change. Most importantly, employees are running with the new framework and applying it to their day-to-day work, with visible impact not only on culture, but on innovation business results.

### About Swarm Vision

Swarm Vision is a Silicon Valley-based predictive analytics company focused on corporate innovation.

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