

How do you rate your Innovation Capability?

Score the attached questionnaire.

It is worthwhile to have all members of the Senior Management Team complete the questionnaire.

Category	Capability	Definitions	Scores					Systemic Innovation Capability Definitions
Innovation Leadership & Management	Mindset	The organisation is led by cautious "administrators"	1	2	3	4	5	The organisation is led by confident, visionary people
	Locus of Control	Our leaders exhibit helplessness - they feel that the constraints they face make innovation impossible	1	2	3	4	5	Our leaders have a strong internal 'locus of control', a radical, subversive, 'our-destiny-is-our-own' attitude
	View of Innovation	Innovation is seen as something that happens in the R & D department	1	2	3	4	5	Innovation is seen by the leadership as wider than R & D
	Commitment	The leadership does not understand innovation and shows little or no support towards it	1	2	3	4	5	Leaders have a strong visible commitment to innovation. They know what it's about and they constantly drive it with conviction and real support
Innovation Goals & Strategy	Innovation Goals	We don't have explicit innovation goals	1	2	3	4	5	We have explicit innovation goals
	Link to Strategy	There is no emphasis on innovation in our strategy and no one has any real sense that it is critical	1	2	3	4	5	Innovation is writ large in our strategy and is widely communicated and internalised
	Focus	Our innovation effort is not focussed - it's all over the place	1	2	3	4	5	Our strategy gives clear focus to our innovation effort
Innovation Structure	Responsibility	Innovation is seen as the responsibility of the 'innovation department'; for the rest of the staff it's 'business as usual'	1	2	3	4	5	Innovation goals are stitched into all roles (e.g. safety or quality); innovation is not just the role of the innovation department
	Org Structure	Horizontal structures are powerless to overcome the parochialism of the 'stovepipes'	1	2	3	4	5	The structures in place to drive horizontal (cross-unit, cross-functional) innovation are strong enough to overcome the power of the 'stovepipes'
	R & D	R & D exists as a separate reservation with little interaction with other functions	1	2	3	4	5	Structures facilitate good interaction between R & D and Marketing, Operations & Procurement
Innovation Processes	Idea Generation	Our ideas generation processes are narrowly focussed on product innovation	1	2	3	4	5	Our ideas generation processes trawl for innovation opportunities right across the primary and secondary value chains
	Innovation Process	The innovation process is not streamlined and is more sequential than concurrent	1	2	3	4	5	The innovation process is characterised by intensive, concurrent activity (like a rugby scrum moving down field) rather than sequential
	Project Management	The whole innovation process lacks the discipline of project management	1	2	3	4	5	Project and programme management disciplines are applied throughout the process
	Cost Benefits Analysis	The process of commercialisation/securing business benefit lacks rigor	1	2	3	4	5	The process of commercialisation (or securing the business benefit) is rigorous
Innovation People	Performance Management	Innovation is not highlighted in the performance management system	1	2	3	4	5	Performance management systems drive a focus on innovation
	Reward & Recognition	Reward systems promote everything that is the opposite of innovation	1	2	3	4	5	Reward systems – financial, symbolic and social - act as an incentive for innovation
	HR Rules & Regulations	HR Rules and Regulations stifle innovation	1	2	3	4	5	HR Rules and Regulations are adequately differentiated to support innovation

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Innovation Culture	Politics	Organisational politics inhibits information sharing and collaborative effort	1	2	3	4	5	Organisational inter-unit politics supports innovation
	Values	There is little or no reference to innovation among our core values	1	2	3	4	5	Innovation is expressly declared as a core value
	Taboos	There are many taboos, non-discussables and it is not wise to question aspects of the status quo	1	2	3	4	5	Staff at all levels feel free to question the status-quo
Innovation Funding	Innovation Budget	The innovation budget is inadequate	1	2	3	4	5	There is an adequate, ring-fenced innovation budget
	Resources	Innovation projects are not adequately resourced	1	2	3	4	5	Innovation projects are adequately resourced
	Accounting Policies	Accounting policies are designed for our current, highly competitive business and do not support innovation	1	2	3	4	5	Accounting policies are designed to foster, and not frustrate, innovation
Innovation Metrics	KPI's	We don't have explicit innovation KPI's	1	2	3	4	5	We have explicit innovation KPI's
	Tracking Drivers	We don't track the drivers of innovation	1	2	3	4	5	We know what the drivers of innovation are and we track them
	Measures	The measures we apply to the stages of innovation are patchy/inappropriate	1	2	3	4	5	We apply a suitable set of appropriate measures to the various stages of innovation from ideas-generation to commercialisation
Innovation Ecosystem	Buzz	There is little or no buzz in the surrounding industry environment	1	2	3	4	5	The broad industry environment in which the organisation operates has a palpable innovation buzz about it
	Corporate Environment	The wider corporate environment discourages local innovation	1	2	3	4	5	The wider corporate context is highly supportive of innovation at subsidiary/local level
	Trade Unions	The Trade Unions frustrate innovation	1	2	3	4	5	The Trade Unions genuinely support innovation (in the widest sense)
Customer Centricity	Deep Customer Insights	We rely on general market research	1	2	3	4	5	We use Deep Customer Ethnography to identify customer insights
	All Touch Points	We measure overall customer satisfaction	1	2	3	4	5	We analyse all touch points along the customer lifecycle
	Customer Company Designs	Our structures, processes and policies are designed around departmental silos and legacy demarcation	1	2	3	4	5	Customer facing org designs - all our processes and structures and policies are designed to enhance customer experience and satisfaction
Other	Please name the 2 or 3 most successful innovations in your organisation?							
	Please name the innovations in your industry that have caught your eye?							
	How would you express the need for innovation - i.e what is the business case for innovation?							