

How well do we manage innovation?

This simple self-assessment tool focuses attention on some of the important areas of innovation management. Below you will find statements which describe 'the way we do things around here' - the pattern of behaviour which describes how the organization handles the question of innovation. For each statement simply put a score between 1 (= not true at all) to 7 (=very true).

Around here.....

	<i>Statement</i>	<i>Score 1= Not true at all to 7 = Very true</i>
1	People have a clear idea of how innovation can help us compete	
2	We have processes in place to help us manage new product development effectively from idea to launch	
3	Our organization structure does not stifle innovation but helps it to happen	
4	We have good 'win-win' relationships with our suppliers	
5	There is a strong commitment to training and development of people	
6	Our innovation strategy is clearly communicated so everyone knows the targets for improvement	
7	Our innovation projects are usually completed on time and within budget	
8	People work well together across departmental boundaries	
9	We are good at understanding the needs of our customers/end-users	
10	We take time to review our projects to improve our performance next time	
11	People know what our distinctive competence is - what gives us a competitive edge	

- 12** We have effective mechanisms to make sure everyone (not just Marketing) understands customer needs)
 - 13** People are involved in suggesting ideas for improvements to products or processes
 - 14** We work well with universities and other research centres to help us develop our knowledge
 - 15** We learn from our mistakes
 - 16** We look ahead in a structured way (using forecasting tools and techniques) to try and imagine future threats and opportunities
 - 17** We have effective mechanisms for managing process change from idea through to successful implementation
 - 18** Our structure helps us to take decisions rapidly
 - 19** We work closely with our customers in exploring and developing new concepts
 - 20** We systematically compare our products and processes with other firms
 - 21** Our top team have a shared vision of how the company will develop through innovation
 - 22** We systematically search for new product ideas
 - 23** Communication is effective and works top down, bottom up and across the organization
 - 24** We collaborate with other firms to develop new products or processes
 - 25** We meet and share experiences with other firms to help us learn
 - 26** There is top management commitment and support for innovation
 - 27** We have mechanisms in place to ensure early involvement of all departments in developing new
-

products/processes

- 28** Our reward and recognition system supports innovation
 - 29** We try to develop external networks of people who can help us - for example, with specialist knowledge
 - 30** We are good at capturing what we have learned so that others in the organization can make use of it
 - 31** We have processes in place to review new technological or market developments and what they mean for our firm's strategy
 - 32** We have a clear system for choosing innovation projects
 - 33** We have a supportive climate for new ideas - people don't have to leave the organization to make them happen
 - 34** We work closely with the local and national education system to communicate our needs for skills
 - 35** We are good at learning from other organisations
 - 36** There is a clear link between the innovation projects we carry out and the overall strategy of the business
 - 37** There is sufficient flexibility in our system for product development to allow small 'fast track' projects to happen
 - 38** We work well in teams
 - 39** We work closely with 'lead users' to develop innovative new products and services
 - 40** We use measurement to help identify where and when we can improve our innovation management
-

When you have finished, add the totals for the questions in the following way:

<i>Questions</i>	<i>Total</i>	<i>Score (= Total divided by 8)</i>
1,6,11,16,21,26,31,36	Strategy =	
2,7,12,17,22,27,32,37	Processes =	
3,8,13,18,23,28,33,38	Organization =	
4,9,14,19,24,29,34,39	Linkages =	
5,10,15,20,25,30,35,40	Learning =	

Now plot a profile for the five dimensions.

Innovation audit

