



Discontinuous Innovation Audit

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Managing Innovation

How well do we manage discontinuous innovation?

This simple self-assessment tool focuses attention on some of the important areas of discontinuous 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	We deploy 'probe and learn' approaches to explore new directions in technologies and markets	
2	We actively explore the future, making use of tools and techniques like scenarios and foresight	
3	Our organization allows some space and time for people to explore 'wild' ideas	
4	We make connections across industry to provide us with different perspectives	
5	We use make regular use of formal tools and techniques to help us think 'out of the box'	
6	We have alternative and parallel mechanisms for implementing and developing radical innovation projects which sit outside the 'normal' rules and procedures	
7	We have capacity in our strategic thinking process to challenge our current position – we think about 'how to destroy the business'!	
8	We have mechanisms to bring in fresh perspectives – for example, recruiting from outside the industry	
9	We make use of formal techniques for looking and learning from outside our sector	

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- 10** We focus on 'next practices' as well as 'best practices'
 - 11** We have mechanisms for managing ideas that don't fit our current business – for example we license them out or spin them off
 - 12** We use some form of technology scanning/intelligence gathering - we have well developed technology antennae
 - 13** We have mechanisms to identify and encourage 'intrapreneurship' – if people have a good idea they don't have to leave the company to make it happen
 - 14** We have extensive links with a wide range of outside sources of knowledge – universities, research centres, specialized agencies and we actually set them up even if not for specific projects
 - 15** We make use of simulation etc. to explore different options and delay commitment to one particular course
 - 16** We work with 'fringe' users and very early adopters to develop our new products and services
 - 17** We allocate a specific resource for exploring options at the edge of what we currently do – we don't load everyone up 100%
 - 18** We have reward systems to encourage people to offer their ideas
 - 19** We have well-developed peripheral vision in our business
 - 20** We use technology to help us become more agile and quick to pick up on and respond to emerging threats and opportunities on the periphery
 - 21** We have 'alert' systems to feed early warning about new trends into the strategic decision-making process
 - 22** We have strategic decision-making and project selection mechanisms which can deal with more radical proposals outside of the mainstream
 - 23** We value people who are prepared to break the rules

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- 24 We practice ‘open innovation’ – rich and widespread networks of contacts from whom we get a constant flow of challenging ideas
 - 25 We learn from our periphery – we look beyond our organizational and geographical boundaries
 - 26 We are organized to deal with ‘off-purpose’ signals (not directly relevant to our current business) and don’t simply ignore them
 - 27 We deploy ‘targeted hunting’ around our periphery to open up new strategic opportunities
 - 28 We have high involvement from everyone in the innovation process
 - 29 We have an approach to supplier management which is open to strategic dalliances
 - 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 Management create ‘stretch goals’ that provide the direction but not the route for innovation
 - 33 Peer pressure creates a positive tension and creates an atmosphere to be creative
 - 34 We have active links into long-term research and technology community – we can list a wide range of contacts
 - 35 We create an atmosphere where people can share ideas through cross-fertilization
 - 36 There is sufficient flexibility in our system for product development to allow small ‘fast track’ projects to happen
 - 37 We are not afraid to ‘cannibalize’ things we already do to make space for new options

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- 38** Experimentation is encouraged
 - 39** We recognize users as a source of new ideas and try and ‘co-evolve’ new products and services with them
 - 40** We regularly challenge ourselves to identify where and when we can improve our innovation management

When you have finished you can review your scores and reflect on areas of strength (= high scoring questions) and areas for further development (=low scoring questions).