

Around here.....

<i>Statement</i>	<i>What does a low score here mean?</i>	<i>What can I do about it?</i>	<i>How? (Resources in the innovation toolbox)</i>	<i>Objective measures to sharpen assessment</i>
<p>1 People have a clear idea of how innovation can help us compete</p>	<p>Lack of a clear innovation strategy – or failure to communicate it effectively</p> <p>In the first case the issue may be that there is a general recognition of its importance but no clear understanding of how innovation will take the business forward. What are the targets for change? Which projects will be undertaken and why? What’s the balance between simple incremental improvements (‘do better’ innovations), and more radical (and higher risk) ‘do different’ projects? Is the focus on product, process or other kinds of innovation? Exploring, discussing and making explicit the underlying strategy is strongly linked to innovation success.</p> <p>Alternatively the problem is that there <i>is</i> a strategy but it is not communicated effectively. People don’t know where and how innovation can help the business move forward. They see change, if and when it happens, as something which happens</p>	<p>Develop a strategy – a clear statement of where and how innovation will take the organization forward.</p> <p>Use policy deployment tools to communicate and build ‘buy-in’ to the strategy</p>	<p>Tools to help with strategy development:</p> <p><u>SWOT (Strengths, weaknesses, opportunities and threats) analysis</u></p> <p>PEST (Political , economic, social and technological) drivers analysis</p> <p><u>The 4Ps approach to exploring innovation space</u></p> <p><u>The 5 Forces approach</u></p>	<p>Physical document or strategy statement?</p> <p>Policy deployment charts/ roadmaps?</p>

but which they do not contribute to (although it may often affect them, especially if it concerns changes to working processes). This can have an impact on morale – and it also misses out on a major opportunity to mobilize the creativity and knowledge of the staff to contribute ideas and energy to support innovation efforts

Competency mapping

Competitiveness profiling

Roadmapping

Policy deployment tools:

How/why charts

'Bowling charts'

Quality function deployment

Case studies

Examples of policy deployment in action

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<p>2 We have processes in place to help us manage new product/service development effectively from idea to launch</p>	<p>There is a risk that projects will overrun in cost and time, resources may be poorly utilized and innovation becomes something of a gamble rather than a managed risk</p>	<p>These may be symptoms of a lack of enough discipline and structure to the process of innovation. To improve this:</p> <ul style="list-style-type: none"> • Implement a stage gate system • Put in place 'good practice' tools and techniques for project management and review • Ensure early involvement and concurrent working across the different groups involved • Create cross-functional teams to ensure the relevant knowledge 	<p>Stage gate system Project management Early involvement Cross-functional teams Lean tools Case illustrations Coloplast stage gate ABC Electronics</p>	<ul style="list-style-type: none"> • Is there a 'roadmap' of the process for new product or new process development – or is this just a random activity? • Do they use some form of stage gate system? • Do they have an idea of the number or % of projects late or over budget? And is this figure acceptable or too high? • Post-launch success rates? • Do they use post-project reviews of some kind to identify where and how to improve their innovation process?

and skills are available
to the project

- Use post-project reviews to map the innovation process and identify where it could be improved

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3 Our organization structure does not stifle innovation but helps it to happen	The culture – ‘the way we do things around here – is not supportive of innovation – people feel constrained. May be seen as too bureaucratic, too structured, too rigid, etc. Is there space for innovation? Specific time allocated? Where do people take innovative ideas? Is innovation recognized and rewarded?	Organizational development – enabling structures, training, facilitation, new routes for ideas flow, reward/recognition linked to innovation, etc.	Innovation training programme Idea management system Vehicles design Reward/recognition system Structure/climate audit?	Case examples, ‘folk stories and legends’ real examples of faster or better

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4	There is a strong commitment to training and development of people	People don't feel they are valued and may withhold their innovative ideas. Or they may be limited in what they can achieve by the lack of skills or knowledge	Increase investment in training, improve its effectiveness. Develop a training strategy. Use frameworks to guide the process – for example, 'Investors in people'	Innovation training programme Innovation skills audit	% of turnover invested in training, median comparison, types and range of courses, know how and know why? Training and development function and whose responsibility? Individual training plans and development? Links to appraisal system?

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5	We have good 'win-win' relationships with our suppliers	Overall performance weakened –the whole is less than the sum of its parts. Failure to capitalize on their role as innovation sources and failure to deploy process improvements in their world to upgrade overall system effectiveness. Open innovation opportunity missed	Introduce a supplier development programme to build partnerships. Share vision about overall strategy and encourage their input to delivering this. Share or provide resources to help – training, 'guest engineers', etc.	Relationship assessment toolkit Supplier development programme Supply chain learning	Measures of success - % of on time deliveries, shared innovation projects, quality/cost/delivery metrics. Presence or absence of formal supplier development – who is responsible, role and remit of SCD etc. Frequency and nature of interactions – compliance or innovation?

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6	Our innovation strategy is clearly communicated so everyone knows the targets for improvement	People don't know where or how to focus their innovative efforts – innovation is just a slogan. The risk is they won't bother or else they will innovate but in random fashion which may not help the organization move forward	Policy deployment of a clear strategy	Deployment tools – how/why charts Strategy tools - 4Ps, SWOT/PEST, 5 forces, competency mapping, competitiveness profiling, etc.	Policy deployment charts and processes. Measurement and quantitative links between innovation efforts and performance

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7	Our innovation projects are usually completed on time and within budget	Overruns on time and/or budget usually mean there are weak or no processes in place to manage projects systematically and appropriately	Stage gate and other project management inputs. Deploy 'good practice' tools and techniques – early involvement, concurrent working, cross-functional teams, etc.	Stage gate system Early involvement Cross-functional teams Lean tools for time compression Quality function deployment Project management Process maps	% of projects completed on time and within/below budget. Case examples and project maps to highlight where problems occur.

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8	People work well together across departmental boundaries	Silo mentality, failures of communication – key information not being shared or shared too late. Conflicts between different parts of the organization – the whole is less than the sum of the parts	Review and change co-ordination arrangements. Use secondment, cross-functional teams, early involvement, quality function deployment, etc. Teambuilding and training across the innovation process	Bridging tools - secondment, cross-functional teams, early involvement, quality function deployment, etc. Teambuilding and training across the innovation process	Organizational structure and co-ordination arrangements. Time span of feedback and data on delays etc.

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9	We take time to review our projects to improve our performance next time	Without some way of capturing and holding on to learning about what works – and what doesn't work – the organization risks making the same mistakes again and again. There is no 'organizational memory' and success becomes a hit and miss affair.	Deploy post-project reviews and other learning capture devices. Link to 'standard operating procedures' and other ratchets to capture and preserve and share. Codify tacit experiences.	PPR and knowledge management tools PDCA or similar systematic capture tools	Are there examples of PPR mechanisms, logs, registers, etc to capture and make learning available? How does the organization remember?

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10	We are good at understanding the needs of our customers/end-users	Products/services which people don't buy! Missed opportunities in terms of their design ideas. Risk that we offer 'the better mousetrap' that no-one wants!	Review and extend your market research tools, especially those aimed at getting close to 'the voice of the customer' (VOC). Explore tools and techniques which bring in users at the 'fuzzy front end' of the innovation process. Use quality function deployment (QFD) to ensure the VOC gets heard throughout the organization.	VOC tools – Kano Ethnographical approaches – deep dive, empathic design User input tools – crowd sourcing etc. Web 2.0 tools QFD to ensure the VOC gets heard throughout the organization.	Use of VOC tools and extent to which this is well-developed. Awareness of new tools like empathic design, ethnography, etc. Use of web 2.0 tools? Use of QFD approaches to link VOC inside the organization?

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11	People know what our distinctive competence is - what gives us a competitive edge	If we don't know what we know – and more important, what do we know which is unique or hard to imitate – then we don't really understand how we will compete. Building an awareness of the things we know about and can do well- means that innovation is not a random set of ideas but linked to areas of strength.	Develop and share an understanding of 'core competencies' and how we can leverage these in products, services and processes. What are our distinctive strengths? And how do we protect and exploit our intellectual property (IP)?	SWOT analysis, competency maps, knowledge banks, etc. Knowledge portfolio analysis IPR management assessment	Competence maps, IPR management. Clear part of explicit business strategy. SWOT analysis

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12	We have effective mechanisms to make sure everyone (not just Marketing) understands customer needs)	Successful innovators understand their customers needs – that’s a key message from countless studies. But it is important that the understanding gets through to everyone in the organization – otherwise they may put their ideas and energies into creating products/services which no one wants!	Deploy approaches – like quality function deployment (QFD) - to ensure everyone understands customer needs and how their innovation activity can contribute to meeting these. Engage people from other functions – not just Marketing – in customer visits, market research, etc	QFD, deep dive and other tools to enable a wide range of staff to hear the voice of the customer.	VOC tools, QFD, etc. What is in place – maybe develop a soft benchmark for good user needs understanding and input

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13	People are involved in suggesting ideas for improvements to products/services or processes	Is innovation seen as something confined to the 'licensed few' – and do you risk losing potential ideas and input from everyone else? The danger is also that ideas for new processes – ways of working – may be resisted because people weren't involved in their development	Develop and implement a formalized high involvement programme – training, tools, process, enablers	High involvement innovation programme – training, facilitation, core process, idea management systems, etc. High involvement audit tool	Number of suggestions, % implemented, benefits. Case examples where this has happened? If a key area carry out a more detailed high involvement innovation audit

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14	We work well with universities and other research centres to help us develop our knowledge	Your knowledge net may be spread too thinly and you could be failing to build the rich links needed in open innovation world. Possibly 'reinventing wheels' because you aren't aware of or using what is available in the wider knowledge environment	Develop an 'open innovation' strategy – identify key needs and where to find them. Develop mechanisms to form and manage knowledge supply relationships – for example, through Knowledge Transfer Partnerships with universities.	Absorptive capacity review KTP, CASE and other transfer arrangements	Awareness of and use of mechanisms to transfer KTPs, external knowledge maps?

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15	We learn from our mistakes	Reinventing wheels, making the same mistakes again	Learning and review mechanisms – reflection tools and aids, learning cycle	PPR and knowledge management tools PDCA or similar systematic capture tools	Presence/absence of formal approach to learning and capture – e.g. SOP, PPR and updating of practices

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16	We look ahead in a structured way (using forecasting tools and techniques) to try and imagine future threats and opportunities	Being surprised by unexpected developments not on the current trajectory. Too little time to react because not aware until the crisis hits	Deploy futures tools and techniques – forecasting, scenarios, horizon scanning, etc.	Futures toolkit – SWOT, scenarios, DELPHI, simulations, etc.	Awareness of, use of/ and commitment to futures thinking?

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17	We have effective mechanisms for managing process change from idea through to successful implementation	Resistance to change, lack of buy in or maybe direct hostile action. Lack of user input means weaker design and lack of ownership	Deploy change management approaches which ensure buy-in – communicate, share visions, training, user involvement in design, etc.	Change management toolkit	Case examples of change management. Formalized approach and experience with change management

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18	Our structure helps us to take decisions rapidly	Slow decisions which affect the speed and flexibility of innovative response – too late for opportunities, overruns on time and budget etc.	Optimize decision routes – for example multi-track for big and small innovation projects. Cross-functional teams, concurrent working, early involvement and other time compression techniques Lean thinking applied	Lean review tools – decision process maps, etc.	Time and value stream analysis – value adding and waiting time

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19	We work closely with our customers in exploring and developing new concepts	Loss of important ideas which can shape a better product / service. Missing out on smoothing the user acceptance path through engaging early adopters, in prototyping, recommendation and viral marketing, etc.	Deploy user-led innovation tools – crowdsourcing, prototyping, etc. Web 2.0 approaches. Customization toolkit. Lead user workshops and methods.	Open collective innovation tools – innovation contests, communities, markets, etc. Design methods – prototyping, etc.	Examples/cases of user led approaches. Structures and mechanisms to enable user input.

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20	We systematically compare our products/services and processes with other firms	Unawareness of where the frontier is, or what 'best practice' is. You may risk being surprised by faster, cheaper or other performance advantages. Or you may find that all you have are 'me too' products/services or processes which are only at – or even below – the industry average.	Deploy approaches to enable benchmarking of products, process and services	Benchmarking toolkit Competitiveness profiling	Benchmark data available? Benchmarking processes in place?

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21	Our top team have a shared vision of how the company will develop through innovation	No clear sense of direction or complacent and comfortable without a sense of stretch	Develop and share a strategic vision	Strategy workshop	Vision statement available – clear picture of where the organization is going?

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22	We systematically search for new product or service ideas	Innovation is a random hit and miss activity with no product/service strategy. No steady source of ideas for new products/services – risk of pipeline running dry	Product strategy linked to portfolio analysis Structured search methods – benchmarking, profiling, reverse engineering, etc	Portfolio management tools Creativity tools Search strategy audit	Product strategy in place? Range of search mechanisms used?

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23	Communication is effective and works top down, bottom up and across the organization	Slow information flow, missing elements, conflicts and other 'friction – affects time and costs of innovation	Communications review and strategy	Communications mapping Social network analysis tools	Case examples Communication analysis – lean toolkit

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24	We collaborate with other firms to develop new products or processes	Missing key source of insights and chance to leverage someone else's competencies. Costs of growing your own and reinventing wheels. Open innovation – 'not all the smart guys work for us' – if we believe they do we carry the costs of that	Develop an 'open innovation' strategy – careful understanding of our competencies and what we need from others. Strategic alliances and managed relationships	Collaboration toolkit	Number and nature of collaborations.

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25	We meet and share experiences with other firms to help us learn	Insulated view of the world and belief in home grown solutions. Risks being surprised by other developments and misses out on learning opportunities	Commitment to learning networks and clubs. Building informal and formal networks to enable this. Use opportunities offered by 3 rd parties – trade associations, regional organizations, support agencies, etc	Building and running learning networks - toolkit	Extent of participation in these networks

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26	There is top management commitment and support for innovation	No leadership and no resources - key factor in innovation success and absence linked with failure	Explicit support and clear resource and other expressions of commitment – e.g. time, godfather roles, etc.	Leadership training and development Coaching support	Role of top management in innovation implementation

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27	We have mechanisms in place to ensure early involvement of all departments in developing new products/services/processes	Delays and overruns in cost, failure to meet technical specs, etc. Downstream fixes and their associated costs	Early involvement, cross functional team working. Project team design and training pre-project	Early involvement structures and models Cross-functional team building Lean tools Teambuilding and coaching support	Presence of x-functional arrangements?

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28	Our reward and recognition system supports innovation	People won't contribute because they don't feel recognized and rewarded	Review/develop reward and recognition system linked to innovation Build innovation goals into appraisal processes	R&R tools and structures Coaching support	R&R arrangements Links to % and number of suggestions, etc.

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29	We try to develop external networks of people who can help us - for example, with specialist knowledge	Limited input and insulated view of the knowledge world – the ‘closed innovation’ problem. Missing key source of insights and chance to leverage someone else’s competencies. Costs of growing your own and reinventing wheels. Open innovation – not all the smart guys work for us’ – if we believe they do we carry the costs of that	Open innovation strategy – commitment to developing networks. Sending out scouts, using other channels – web 2.0, etc. – to help build them	Search strategy toolkit	Nature and extent of networks Mechanisms and investment in building them

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30	We are good at capturing what we have learned so that others in the organization can make use of it	Mistakes are repeated and loss of organizational memory. Problems of delays and overruns persist	Deploy post-project reviews and other learning capture devices. Link to 'standard operating procedures' and other ratchets to capture and preserve and share. Codify and share across the organization	Learning toolkit – PPRs, codification tools, knowledge management	Presence of formal knowledge management arrangements and mechanisms

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31	We have processes in place to review new technological or market developments and what they mean for our firm's strategy	Risk of being surprised by external developments – open to disruption	Peripheral vision and external environment scanning approaches. SWOT/ PEST etc.	R&D, market research systems Search toolkit	Evidence of these mechanisms

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32	We have a clear system for choosing innovation projects	Spreading resources too thinly. Picking 'wrong' projects which don't match competencies or with poor market potential. Conflicts downstream over reasons for choice – politics etc around pet projects	Deploy portfolio management linked to stage gate review	Portfolio management Stage gate system	Presence/absence of these mechanisms

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33	We have a supportive climate for new ideas - people don't have to leave the organization to make them happen	Entrepreneurial ideas and enthusiasm are blocked – through lack of channels, through lack of resources, through lack of commitment, through lack of time and other space to take forward. Entrepreneurial players keep their heads down or become so dissatisfied that they leave Consequent loss of creativity and energy.	Create opportunities for intrapreneurship – routes through the system – idea contests, innovation challenges, seed funding, etc. cf 3M, Google and others	Intrapreneurship programme	Availability of entrepreneurial support and routes.

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34	We work closely with the local and national education system to communicate our needs for skills	Lack of key skills to support new developments – and inability to exploit opportunities as a result	Develop a clear skills strategy and close links with external agencies in the system	Skills audit and planning	Evidence of mechanisms and experience of skills matching

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35	We are good at learning from other organisations	Insular view – can lead to being surprised by events, or complacent assumptions about performance and portfolio. Not learning from others may create vulnerabilities	Develop networks and structured approaches to learn – benchmarking. Develop absorptive capacity – how to assimilate ideas from outside.	Benchmarking toolkit	Evidence of mechanisms for learning

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36	There is a clear link between the innovation projects we carry out and the overall strategy of the business	Innovation activity which does not move the organization forward and may even represent an opportunity cost, starving other projects of resources. Lack of commitment or support for innovation projects.	Clear strategic planning process and linkage between innovation and other components.	Strategy toolkit	Evidence of linkage. Explicit and clear statement of strategy and communication of this.

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37	There is sufficient flexibility in our system for product development to allow small 'fast track' projects to happen	Projects get slowed or starved of resources because they need to wait for the 'heavy hand' of stage gate and other major project management systems. May even cost more than the innovation idea will create. People get turned off because the wait is too long or the process is seen as too bureaucratic	Use multiple tracks and idea management system	Idea management system Stage gate system High involvement innovation toolkit	Presence of multiple tracks and arrangements for idea management

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38	We work well in teams	Conflicts and failure to get the whole to be greater than the sum of the parts – leads to delays, cost overruns, sub – optimal technical solutions etc,	Team building and appropriate project management structures	Team development toolkit	Team structures and training arrangements Case studies of success

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39	We work closely with 'lead users' to develop innovative new products and services	Missing out on key user perspectives and in particular the shaping and development which lead users – with tolerance for failure – can bring. Co-creation means they have buy-in and ownership and become not only good test beds abut also powerful advocates	Use lead user methods – find them, engage them, deploy them in co-creation but also in diffusion	User-led innovation tools Design methods	Lead user methods in place?

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40	We use measurement to help identify where and when we can improve our innovation management	Operating an informal or sub-optimal innovation process – missing the chance to enhance performance. Attempts to improve are poorly targeted so the momentum falls away and there may be little apparent benefit	Regular review of how the innovation process is working. Deploy innovation audit approaches – surveys, interviews, etc. Link to explicit models and frameworks	Innovation audits	Result of innovation audits

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	<i>Strategy =</i>	
2,7,12,17,22,27,32,37	<i>Processes =</i>	
3,8,13,18,23,28,33,38	<i>Organization =</i>	
4,9,14,19,24,29,34,39	<i>Linkages =</i>	
5,10,15,20,25,30,35,40	<i>Learning =</i>	

Now plot a profile for the five dimensions.

Innovation audit

