

Innovation Fitness

**How well does your organisation
manage innovation?**

**This simple self-assessment tool focuses attention
on some of the important areas of innovation.**

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Below you will find simple statements which describe 'the way things work around here'

– the pattern of behaviour that best describes how your organisation handles the challenge of innovation.

For each statement, simply put a score between 1 – 7 (1 meaning not at all true and 7 being very true).

Statement	Score (1 – 7)
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 or service development effectively from idea to launch.	☐
3 Our organization structure does not stifle innovation.	☐
4 We have good 'win-win' relationships with our external partners and 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 innovation projects to improve our performance next time.	☐
11 People know what our distinctive competence is – what we're good at.	☐
12 We have effective mechanisms to make sure everyone in our organization (not just marketing) understands customer/user needs.	☐
13 People are involved in suggesting ideas for improvements to product or process.	☐
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 to 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/users to explore and develop new concepts.	☐
20 We systematically compare our products and processes with other organizations.	☐

- 21 Our top team have a shared vision of how the organization will develop through innovation. ☐
- 22 We systematically search for ideas for new product/service offerings ☐
- 23 Communication is effective and works top down, bottom up and across the organisation. ☐
- 24 We collaborate with other organizations to develop new products/services or processes. ☐
- 25 We meet and share experiences with other organizations 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/services and processes. ☐
- 28 Our reward and recognition systems support 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 organisation can make use of it. ☐
- 31 We have processes in place to review new technological or market developments and that they mean for our organization's strategy. ☐
- 32 We have clear systems for choosing innovation projects. ☐
- 33 We have a supportive climate for new ideas – people don't have to leave the organisation 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 organization. ☐
- 37 There is sufficient flexibility in our system for innovation 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. ☐

Now list your **top scoring** three questions and your **lowest scoring** three questions:

Top scoring questions	Your score – and why you gave it...
Lowest scoring questions	Your score – and why you gave it...

Now add your scores for the following questions, then divide the total number by 8.
This will provide the data on which to plot your Innovation Fitness.

Questions	Categories	Score / 8
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	Organisation	
4, 9, 14, 19, 24, 29, 34, 39	Linkages	
5, 10, 15, 20, 25, 30, 35, 40	Learning	

Your innovation profile

Now plot a profile for the five dimensions:



