

The Innovation Fitness Test

This is a simple tool designed to help focus attention on key areas of innovation management within an organization. It can be used as a questionnaire survey or as the basis for a structured interview.

Below you'll find the instrument itself with the key questions and analysis scheme.

[You can find tools to help with this analysis here:](#)

And download specific templates to help – see below.

Template	Link
Innovation assessment of an organisation, department or team	Excel download (xlsx)
Innovation assessment that enables comparison of orgs, departments and teams	Excel download (xlsx)
Innovation assessment that enables completion by multiple stakeholders	Excel download (xlsx)

There is also an explanation of what low scores mean – and what your organization might do about this. [Click here for this.](#)

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.	<input type="checkbox"/>
2 We have processes in place to help us manage new product development effectively from idea to launch.	<input type="checkbox"/>
3 Our organisation structure does not stifle innovation.	<input type="checkbox"/>
4 There is a strong commitment to training and development of people.	<input type="checkbox"/>
5 We have good 'win-win' relationships with our suppliers.	<input type="checkbox"/>
6 Our innovation strategy is clearly communicated so everyone knows the targets for improvement.	<input type="checkbox"/>
7 Our innovation projects are usually completed on-time and within budget.	<input type="checkbox"/>
8 People work well together across departmental boundaries.	<input type="checkbox"/>
9 We take time to review our projects to improve our performance next time.	<input type="checkbox"/>
10 We are good at understanding the needs of our customers/end users.	<input type="checkbox"/>
11 People know what our distinctive competence is – what gives us a competitive edge.	<input type="checkbox"/>
12 We have effective mechanisms to make sure everyone (not just marketing) understands customer needs.	<input type="checkbox"/>
13 People are involved in suggesting ideas for improvements to product or process.	<input type="checkbox"/>
14 We work well with universities and other research centres to help us develop our knowledge.	<input type="checkbox"/>
15 We learn from our mistakes.	<input type="checkbox"/>
16 We look ahead in a structured way (using forecasting tools and techniques) to try to imagine future threats and opportunities.	<input type="checkbox"/>
17 We have effective mechanisms for managing process change from idea through to successful implementation.	<input type="checkbox"/>
18 Our structure helps us to take decisions rapidly.	<input type="checkbox"/>
19 We work closely with our customers in exploring and developing new concepts.	<input type="checkbox"/>
20 We systematically compare our products and processes with other firms.	<input type="checkbox"/>

- 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 organisation.
- 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 systems supports innovation.
- 29 We try to develop external networks of people who can help us – for example 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 firm'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 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.

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

Your innovation profile

Now plot a profile for the five dimensions:



