



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).

	Statement	Score 1=Not true at all to 7=Very true
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	There is a strong commitment to training and development of people	
5	We have good 'win-win' relationships with our suppliers	
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 take time to review our projects to improve our projects to improve our performance next time	
10	We are good at understanding the needs of our customers/end-users	
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 organizations	
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' develop innovative new products and services	
40	We use measurements 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:

	Qu. no.	Score	Qu. no.	Score	Qu. no.	Score	Qu. no.	Score	Qu. no.	Score
	1		2		3		4		5	
	6		7		8		9		10	
	11		12		13		14		15	
	16		17		18		19		20	
	21		22		23		24		25	
	26		27		28		29		30	
	31		32		33		34		35	
	36		37		38		39		40	
Total										
+ by 8										
Your score for...	<u>Strategy</u>		<u>Processes</u>		Organization		<u>Linkages</u>		<u>Learning</u>	

Now plot a profile for the five dimensions:

Innovation audit

