## 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).

## Around here.....

	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	We have good 'win-win' relationships with our 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 projects to improve our performance next time	
11	People know what our distinctive competence is - what gives us a competitive edge	

- 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
- We work well with universities and other research centres to help us develop our knowledge
- 15 We learn from our mistakes
- We look ahead in a structured way (using forecasting tools and techniques) to try and imagine future threats and opportunities
- We have effective mechanisms for managing process change from idea through to successful implementation
- 18 Our structure helps us to take decisions rapidly
- We work closely with our customers in exploring and developing new concepts
- 20 We systematically compare our products and processes with other firms
- Our top team have a shared vision of how the company will develop through innovation
- We systematically search for new product ideas
- 23 Communication is effective and works top down, bottom up and across the organization
- We collaborate with other firms to develop new products or processes
- We meet and share experiences with other firms to help us learn
- 26 There is top management commitment and support for innovation
- We have mechanisms in place to ensure early involvement of all departments in developing new

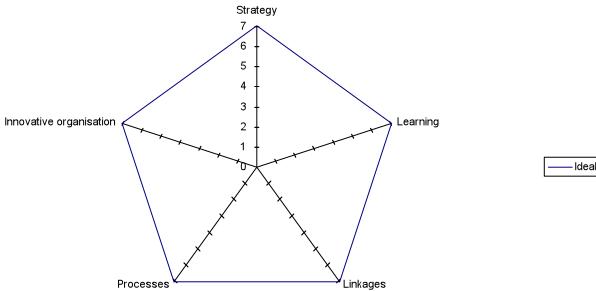
28	products/processes Our reward and recognition system supports innovation
29	We try to develop external networks of people who can help us - for example, with specialist knowledge
30	We are good at capturing what we have learned so that others in the organization can make use of it
31	We have processes 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 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

When you have finished, add the totals for the questions in the following way:

Questions	Total	Score (= Total divided by 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	Organization =	
4,9,14,19,24,29,34,39	Linkages =	
5,10,15,20,25,30,35,40	Learning =	

Now plot a profile for the five dimensions.

## Innovation audit



Ideal score