

What is the culture profile of your corporation?
Use this worksheet to help construct the profile.

Corporate
 Innovation
 Online
Ideas. Self-help and News

<u>Factor #</u>	<u>Innovative culture issues addressed.</u>	<u>Ideal profile Range.</u> <i>See note below.</i>	<u>Explanation of results.</u> [Respondents to the Check Up provide the following insights.]	<u>Use this column to help construct the profile for your corporation.</u> Where do you stand? What are your survey results?
1	Management's view on profits.	1 to 2	Management is prepared to wait a reasonable time for a payout from innovation, but not too long, Management is not looking for short-term profits.	
2	Management's view on the importance of innovation.	-(3 to 4)	Management explicitly and aggressively looks for innovation.	
3	Tolerance of mavericks.	-(2 to 3)	Management really does have a high tolerance for mavericks in the organization.	
4	Planning emphasis.	2 to 3	Management, when planning, put a strong emphasis on looking for opportunities and is less focused on rationing resources.	
5	Tolerance for failure.	-(2 to 3)	Management has a reasonably high tolerance for failure.	
6	People and their interactions	3 to 4	Leaders, by way of their management practices, put a great deal of emphasis on the management of people and their interactions.	
7	Career for and recognition of innovators.	1 to 2	It is important to place some emphasis on recognizing innovators, but overall opinion is very mixed.	
8	Tolerance to a corporate norm.	0 to -1	Opinions are on both sides of this Factor and not very strong either way. Perhaps not an important Factor!	
9	Tolerance for risk (Planning)	0 to 1	Opinions are on both sides of this Factor and not very strong either way.	
10	Intra-firm communications formality.	-(3 to 4)	The emphasis in an innovative culture is on a minimum of formal communication and an encouragement of openness through less formality.	
11	Use of work independent work groups.	-(2 to 3)	Viewed as an important management practice in a culture which supports innovativeness.	
12	Decision making is broadly based.	2 to 3	Input from the whole corporation is a value associated with innovative companies. Less autocracy and more participation.	
13	Formality of decision process.	2 to 3	More informal and less formal is the view of respondents.	
14	Rewards for innovation.	-(3 to 4)	Respondents advocate the use of specific rewards for innovation.	
15	Planning or action orientation.	-(0 to -1)	Results were not significant with no definite viewpoint.	

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16	Attitudes towards mergers etc.	- (1 to 2)	It did not seem to matter much whether there was an open or closed attitude to major structural changes at the corporate level.	
17	Company versus personal loyalty.	0 to 1	Divided opinion – with a slight view that there should be some encouragement for personnel working towards personal development.	
18	Hierarchy; centralized or decentralized.	- (2 to 3)	Definite desire for a decentralized organization with little hierarchy.	
19	Availability of resources.	2 to 3	The indication, or past evidence, of resources being available for innovation is a definite incentive to be innovative.	
20	Staff versus line involvements.	0 to 1	Divided opinion – but could be a significant Factor. Some argue for lots of staff involvement; others are opposed.	
21	Retention of innovators.	- (1 to 2)	In the ideal culture for innovation, innovators should stay with the corporation but respondent's reality seems to be that innovators leave.	
22	Innovative tradition.	2 to 3	Quite important to be seen to have a tradition of innovation. Hard to get, perhaps easy to lose.	
23	R&D budget levels.	1 to 2	Should be better than the competition but not over the top either.	
24	Perception of innovation trend.	2	Somewhat similar to responses to Factor #22. Perceptions in themselves act to encourage a culture for innovation.	
25	Role of employee groups.	- (1 to 2)	Not a hugely important Factor since opinions were divided and not given a heavy emphasis on either side.	

Notes:

1. *Factors shown in red have been identified by respondents as being the most important Factors contributing to a culture which encourages innovation.*
2. *Survey results may differ somewhat from those received on-line as the results, above, are based on a statistical analysis of the on-line results and extremes have been removed.*
3. *For further information on a corporate culture for innovation, please visit <http://www.corporateinnovationonline.com>*