

Preview of the On-line survey.
These are the Factors included in the survey.

Factor Description	Extreme left	Extreme right
1. Management's emphasis is on short-term versus long-term profit.	Emphasizes very short term	Emphasizes very long term
2. Management explicitly looks for innovation.	Explicit objectives for innovation.	Has no interest in innovation.
3. Management's tolerance for mavericks.	A lot of tolerance.	Very little tolerance
4. Planning emphasizes rationing resources or identifying opportunities.	Very much rations resources.	Focus is on identifying opportunities.
5. Management's tolerance for failure.	Very high tolerance for failure.	Very low tolerance for failure.
6. Leaders emphasize management of people and their interactions.	Little emphasis on people.	Very much emphasize people management.
7. Corporation provides career ladders, powers and titles for innovators.	Innovators have limited career opportunities.	Innovators have careers and recognition.
8. Corporation is tolerant towards variances from the corporate norm.	Corporation highly tolerates differences.	Corporation has little tolerance for differences.
9. Management's tolerance for uncertainty (as distinct from risk) in the planning process.	Plans have a very low tolerance for risk.	Plans have a very high tolerance for risk.
10. Type of communication within the organization.	Communication is highly informal.	Communication is highly formal.
11. Management's discourages or encourages use of independent work groups for special purposes.	Use of independent work groups is greatly encouraged.	Use of independent work groups is greatly discouraged.
12. Management makes decisions with lots of input from the rest of the corporation.	Little consultation.	Lots of input is sought.
13. Decision process is elaborate and formal versus short and informal.	Process is short and informal.	Process is elaborate and formal.
14. The corporation has specific mechanisms available for rewarding innovation.	Mechanisms exist for rewarding innovation.	No mechanisms for rewarding innovation.
15. The organization is planning-oriented or action-oriented.	Organization is prone to planning and analysis.	Organization is prone to action with little planning.
16. Management has an open and relaxed attitude towards mergers, acquisitions, joint ventures and divestitures.	Very open attitude to mergers and acquisitions.	Very closed attitude to mergers and acquisitions.
17. Management expects people to be totally devoted to the corporation or encourages personal development.	Insists all time and effort are devoted to corporate objectives.	Really encourages personal development.
18. The organization has a decentralized or centralized hierarchy.	Highly decentralized hierarchy.	Highly centralized hierarchy.
19. Resources (budget, personnel, time, etc.) are generally available for new ventures.	Few resources are ever available.	Resources are generally available.
20. Extent of staff involvement (as opposed to line) in the decision process.	Little staff involvement in decisions.	Lots of staff involvement in decisions.
21. Innovators tend to stay with the organization.	Innovators stay with the corporation.	Innovators leave the corporation.
22. The organization has or has not an innovative tradition.	Corporation has not tradition of innovation.	Corporation has a fine reputation for innovation.
23. The R&D budget is less or more than the competition.	R&D spending is much less than the competition's.	R&D spending greatly exceeds competition's spending.
24. Innovation is perceived as decreasing or increasing.	Innovation is decreasing rapidly.	Innovation is increasing rapidly.
25. Employee organizations discourage or encourage innovation.	Organizations encourage innovation.	Organizations discourage innovation.