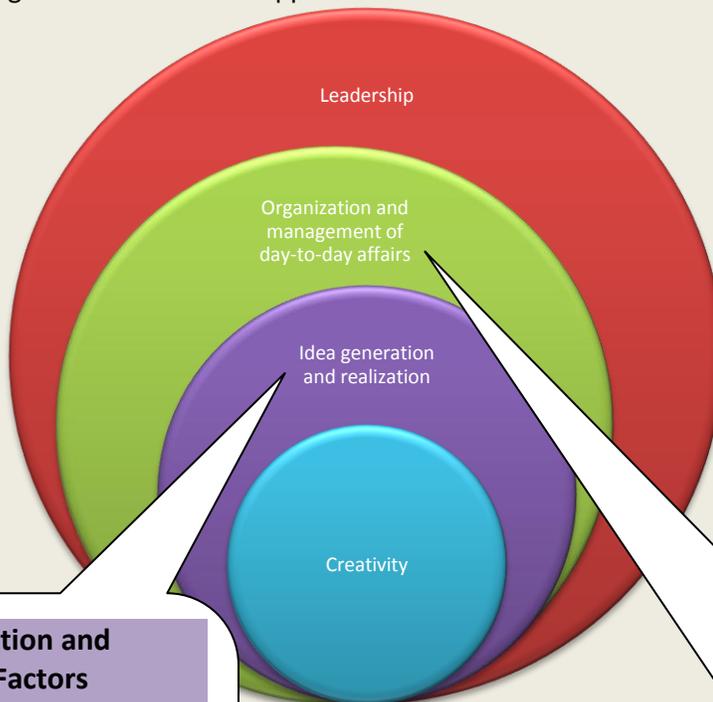


Unlocking creativity!
**Probing three dimensions of innovativeness; depth,
breadth, and timing.**
Measuring innovativeness leads to focused solutions!

Means of measurement	Explanation
On-line survey results	If the score (the 'Delta') is over 60 there is probably a problem(s) to address
Innovators are leaving the company	Factor #21 – a huge gap between the 'Ideal' and 'Reality' indicates an issue
Company has an innovative tradition	Factor #22 – a tradition established and still exists
A sense that innovation is increasing or decreasing	Factor #24 – probing in which direction innovation is trending?
Innovation Assessment Tool [IAT] See web site; http://www.corporateinnovationonline.com	Examines the corporation's innovation culture, the 'Spectrum of Innovation' and the presence of Innovation-oriented structures to enable innovation.

The on-line survey, one of the tools used to measure innovativeness, addresses employees' opinions regarding 25 Factors which can be grouped into three themes. Respondents are asked to provide their opinion on what would be an 'Ideal' situation and then asked for their opinion on their 'Reality'. The answers to three of the 25 Factors – see above -indicate the presence of a problem to be addressed. The IAT probes the depth and breadth of enabling mechanism which support innovativeness.



Leadership Factors

- Emphasis on short versus longer-term profits – F#1
- Extent to which management explicitly looks for innovation – F#2
- Planning emphasizes opportunities and not just cost reduction – F#4
- Use of career ladders and recognition of innovators – F#7
- Tolerance for risk in the planning process – F#9

Organization and management of day-to-day affairs Factors

- Emphasis on management of people and their interactions – F#6
- Degree of formal communications in the organization – F#10
- Use of independent work groups – F#11
- Management decisions with input from a broad cross section of employees – F#12
- Formality of the decision process – F#13
- Planning versus action orientation – F#15
- Decentralization versus centralized hierarchy – F#18
- Staff versus line involvement in the decision process – F#20

Idea generation and realization Factors

- Tolerance for mavericks – F#3
- Tolerance for failure – F#5
- Tolerance for variation from a corporate norm – F#8
- Mechanisms in place to reward innovators – F#14
- Resources available for new ventures – F#19
- R&D budget levels above the competition – F#23