

ISA – Innovation Survey Assessment

A survey which addresses a range of management practices impacting the corporate environment for innovation

Innovation Survey Assessment - ISA

A tool to better understand the corporate environment for innovation

Background

The ISA used in business settings is how we think about our innovativeness

Purpose

Understanding the management practices which impact innovation

Limitations

While surveys are a pragmatic means of collecting data, this tool provides only one input to the assessment of innovativeness. It is a starting point.

The ISA can be used to target four themes;

1. leadership, 2. day-to-day management practices,
3. idea management and 4. collaboration



Observations, interviews and focus groups are also means of exploring less tangible aspects of innovation.

What is being measured? Staff attitudes and perceptions are being measured at one point in time

The ISA is a proven analytical tool comprised of 25 Factors drawn from research into the management practices of highly-innovative companies.

The survey probes the respondent's view of an "Ideal" management practice against his/her 'Reality'. The size of the gap by Factor suggests major areas for improvement. A 'score' provides an overall rating.

Use the survey to calibrate 4 themes impacting corporate innovativeness

- Leadership
- Day-to-day management practices
- Idea management
- Collaboration

ISA's Scope			Themes			
Factor Number	Factor description Issues addressed by the ISA Survey asks for respondent's 'Ideal' and current 'Reality' for each Factor	Best of the best*	Leadership	Day-to-day management practices	Idea management	Collaboration
1	Management's view on short versus long term profits.	3.0	x			
2	Management's view on the importance of innovation.	-4.0	x		x	x
3	Tolerance for mavericks.	-4.0	x		x	x
4	Planning emphasis. Cost reduction or opportunities search.	4.0	x	x		
5	Tolerance for failure.	-4.0	x		x	x
6	Emphasis on people and their interactions.	5.0	x	x		x
7	Careers for and recognition of innovators.	4.0	x	x	x	x
8	Tolerance for variations from a corporate norm.	-2.5	x		x	x
9	Tolerance for risk (in the planning process).	0.0	x		x	
10	Intra-firm communications – the formality or informality.	-4.5	x	x		x
11	Use of work independent work groups.	-5.0	x	x		x
12	Decision making being broadly based.	5.0	x	x	x	x
13	Formality or informality of the decision process.	5.0	x	x	x	x
14	Rewards for innovation.	-4.0	x		x	
15	Planning or action orientation.	0.0	x			
16	Attitudes towards mergers, divestitures etc.	-3.0				
17	Company versus personal loyalty – emphasis on.	1.5			x	
18	Hierarchy; centralized or decentralized.	-3.0	x	x		x
19	Availability of resources for new projects – sense of.	4.0	x	x	x	x
20	Staff versus line involvement.	0.0	x	x	x	x
21	Retention of innovators. <i>An outcome of best practices.</i>	0.0			x	
22	Innovative tradition. <i>An outcome of best practices.</i>	4.0				
23	R&D budget levels. Better than the competition.	4.0	x		x	
24	Perception of innovation trend. <i>An outcome of best practices.</i>	4.5				
25	Role of employee groups in encouraging innovation.	0.0				x

*'Best of the best' rating is W&P's rating of each of 25 Factors based on research into the management practices of highly-innovative companies. Take the survey! Get your profile and 'score'.