

## Corporate innovation online Innovation management best practices

### Management practices which impact the ‘climate for innovation’. *The questionnaire focusses on these issues.*

#### How employees view ‘innovation’ in their organization. Whether;

- the organization has a tradition of innovation (F#22)
- innovation is perceived as increasing or decreasing (F#24)
- innovators tend to stay with the organization or leave (F#21)



#### The impact of management practices on innovation. Whether;

- managements’ focus is on the short or longer term (F#1)
- resources are generally available for new ventures (F#19)

#### Decision making and communication. Whether;

- the process for new ventures is too slow or fast (F#13)
- the organization is planning or action oriented (F#15)
- there is tolerance for risk in the planning process (F#9)

#### Organization. Whether;

- organization is decentralized or centralized (F#18)
- there is staff involvement (as opposed to line) in the innovation process (F#20)

#### Incentives and rewards for innovators. Whether;

- there are career opportunities for innovators (F#7)
- there are, or not, specific mechanisms available for innovators (F#14)

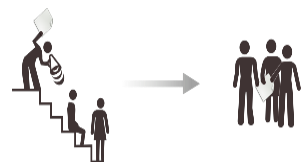
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#### Leadership (when it comes to innovation). Whether;

- management is explicit about the need for innovation – or not (F#2)
- leaders emphasize the management of people – or not (F#6)
- research and development budget levels are appropriate (F#23)

#### Openness and transparency. Whether;

- communication in the organization is formal or informal (F#10)
- decision making involves lots of input from within the organization (F#12)
- independent work groups are encouraged – or not (F#11)
- there is tolerance for mavericks (F#3)
- there is tolerance for failure (F#5)
- there is tolerance for variance from a corporate norm (F#8)



#### Content

- Management practices have an impact on the ‘climate for innovation’.
- An intro to the twenty-five questions.
- The questionnaire.



*Responses can be grouped in other many other ways. Often, the grouping of responses can better identify the issues to be addressed. Some analysis and reflection are required! A face-to-face group discussion is often the best way to flush out issues to be addressed.*

#### Researching and articulating innovation management best practices

## The Twenty-Five Factor questionnaire on the climate for innovation

There are twenty-five questions and respondents are asked to provide their opinion on each Factor on a sliding scale. On completing the questionnaire, you receive immediately a customized report and score.

Checks the alignment in your organization. Not that complete alignment is always a good thing!

*You can change your responses at any time by logging back in with your email and password.*

The sliding scale provides an opportunity for the registrant to express the degree of difference between their 'Ideal' and their 'Reality'.

To our knowledge, this is **the only on-line protocol** which provides the registrant with the facility to register the relative importance of a Factor (an innovation practice) and, at the same time, provide an opinion on their situation as well as compare results with other registrants



## Corporate innovation online

### Innovation management best practices

<b>Factor - Question</b>	<b>Extreme left of scale</b>	<b>Extreme right of scale</b>
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 or has no interest in innovation.	Explicit objectives for innovation.	Has no interest in innovation?
3. Management's has tolerance for mavericks or not.	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 or not.	Very high tolerance for failure.	Very low tolerance for failure.
6. Leaders emphasize management of people and their interactions or not.	Little emphasis on people.	Very much emphasize people management.
7. Corporation provides career ladders, powers and titles for innovators or not.	Innovators have limited career opportunities.	Innovators have careers and recognition.
8. Corporation is tolerant towards variances from the corporate norm or not.	Corporation highly tolerates differences.	Corporation has little tolerance for differences.
9. Management's tolerance for uncertainty (as distinct from risk) in the planning process or not.	Plans have a very low tolerance for risk.	Plans have a very high tolerance for risk.
10. The style 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 or not.	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 or not.	Mechanisms exist for rewarding innovation.	No mechanisms for rewarding innovation.
15. The organization is planning-oriented versus 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 or not.	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 makes room for 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 or not.	Few resources are ever available.	Resources are generally available.
20. Extent of staff involvement (as opposed to line involvement) in the decision process.	Little staff involvement in decisions.	Lots of staff involvement in decisions.
21. Innovators tend to stay with the organization or leave.	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 spending.	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.