

CIO's entrepreneurship and innovation questionnaire (revised)

These are the 25 Factors included in the questionnaire. You are asked to provide your opinion on a sliding scale.
Most important questions are highlighted in red.

Factor - Question	Range of possible responses <i>Design your own scale</i>	
1. Management's emphasis is on short-term versus long-term profit.	Emphasizes very long term.	Emphasizes very short term.
2. Management explicitly looks for or has no interest in innovation.	Explicit objectives for innovation.	Has no interest in innovation.
3. Management has tolerance for mavericks or not.	A lot of tolerance.	Very little tolerance
4. Planning emphasizes rationing resources or identifying opportunities.	Focus is on identifying opportunities.	Very much rations resources.
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.	Very much emphasize people management.	Little emphasis on people management.
7. Corporation provides career ladders, powers and titles for innovators or not.	Innovators have careers and recognition.	Innovators have limited career opportunities.
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 high tolerance for risk.	Plans have a very low tolerance for risk.
10. The style of communication within the organization.	Communication is highly informal.	Communication is highly formal.
11. Management discourages or encourages the use of independent work groups for special purposes. Gets at the idea of 'delegation'.	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.	Lots of input is sought.	Little consultation.
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.	Really encourages personal development.	Insists all time and effort are devoted to corporate objectives.
18. The organization has a decentralized or centralized hierarchy.	Highly decentralized hierarchy.	Highly centralized hierarchy.
19. Resources (budget, personnel, time, etc.) are believed to be generally available for new ventures or not.	Resources are generally believed to be available.	Few resources are believed to be available.
20. Extent of staff involvement (as opposed to line involvement) in the decision process.	Lots of staff involvement in decisions.	Little 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 a fine reputation for innovation.	Corporation has not tradition of innovation.
23. The R&D budget is less or more than the competition.	R&D spending greatly exceeds competition's spending.	R&D spending is much less than the competition's spending.
24. Innovation is perceived as decreasing or increasing.	Innovation is increasing rapidly.	Innovation is decreasing rapidly.
25. Employee organizations discourage or encourage innovation.	Organizations encourage innovation.	Organizations discourage innovation.