

Innovation Assessment

Innovation Component	Definition	Readiness 1 - low 5 - high	Importance 1 - low 5 - high	Effort 1 - low 5 - high	Impact 1 - low 5 - high	Assessment
Strategic Alignment	At XYZ, innovation means creating new physical products that differentiate us from the competition. Innovation may take the form of new products or new services. Innovation should be primarily focused on incremental innovation - that is, developing new products or services that are an improvement over existing products or services, and can be released within 12-18 months of definition. "White Space" innovation should be pursued only by teams designated by the CTO.	We score ourselves as a 4. We have a solid definition in place and our innovation goals clearly align and support strategic and corporate goals.	We rank this component as a "4", since our culture reinforces strategic corporate initiatives and management direction.	We rank this as a "1", since we believe our innovation initiatives and strategic directions are well aligned.	We rank this as a "2" from an impact point of view. Our teams need to understand the senior management commitment, but it has been stated previously.	We do a great job defining our innovation strategy and aligning innovation to corporate strategic goals. The purpose and expected outcomes of innovation are well understood and tied to strategic measurements. Innovation teams understand the role innovation is meant to play within the corporate framework and how their work will be measured. This component requires some examination but much of the requirement is in place today.
Engaged Mgt Team	The senior leadership team and the heads of the various product groups and lines of business understand the value of an enterprise innovation approach and have agreed to support a consistent enterprise innovation approach for ideas that cross organizational boundaries, white space ideas and disruptive ideas. Incremental product or service innovation will remain within the lines of business or product groups and will be worked to a common innovation process as defined by this project.	We score our current management team engagement as a "1". There are many different perspectives and approaches to innovation across the lines of business and product groups. It will take considerable cultural change to align all the management team and get people working across organizational boundaries.	We rank this component as a "4". Much work remains to be done to convince the management team to agree to a common innovation framework and a corporate innovation initiative, yet this will be crucial to the success of the initiative.	We rank this component as a "5", given that there is much work to be done, and the work requires cultural change and structural/organizational change.	We rank this as a "5" in that if the work is completed successfully the change will have a very large impact on the way we work.	This is probably the biggest challenge facing an integrated enterprise wide innovation approach. There is too much history and a significant cultural change is required to create and maintain a consistent cross-functional innovation approach. The work will be very important and will require careful consideration and oversight.
Idea to Action process	Innovation teams require a well-defined idea process to generate, capture, manage and evaluate ideas. This process should support the concepts from the initial generation of the idea through the launch of a new product or service. The process must be sustainable and repeatable and easily understood by the teams that work on the ideas.	We rank as a "1". We have no consistent idea processes. Currently each innovation team determines its own process. Those processes are not similar across groups and are often not repeated.	We rank as a "4". The remainder of the business has well-defined processes which help our teams become more effective and efficient. Innovation should follow defined business processes.	We rank as a "3". There is a significant amount of work required to define the innovation processes and train people to follow the process, but our firm has process management experts and understands following a common process.	We rank this as a "4", since a common innovation process will provide greater visibility and reduce unique solutions. We believe a common process will help move ideas more quickly from idea to product or service, cutting costs and improving throughput.	
People and Roles						
Goals and Metrics						
Cultural Readiness						
Organizational Structure						
Systems and Data						
Open Innovation						
Innovation as an Expectation						