

INNOVATION CAPABILITY ASSESSMENT (ICA) MEASURES

- 1. Leadership & Perceived Organizational Support.** The extent to which leaders are open to new ideas, inspire best efforts and cooperation, treat employees as a resource, reduce conflict, and recognize extra effort. Leader support for and availability of professional development and resources to develop and test new ideas.
- 2. Customer Focus.** The tendency to use input from a variety of sources, such as customers and suppliers in decision making; focus on meeting customer needs; understanding of customer motivation, and reward for extra effort to delight customers. (This measure has is the strongest predictor of the Innovation Outcomes measure.)
- 3. Knowledge and Information Management.** Team access to information, ability to locate person with specific technical knowledge, availability of information on products, services, and other teams. Ability to learn from experience and apply a sound rationale in setting deadlines.
- 4. Culture.** Encouragement and receptiveness relative to new ideas within work group and company. Respect for expertise that people bring, and ability to create teams with the right mix of expertise.
- 5. Teamwork.** Emphasis upon teamwork, mutual support and cross-functional collaboration, ability to manage differences, and willingness of people to go beyond what's expected to help each other.
- 6. Processes and Metrics.** Having clearly defined goals and criteria for project management, and a business case for all projects. Being able to compare project performance with industry standards and having a useful measurement system for projects, along with project metrics that help in decision making.
- 7. Communication.** Effectiveness of staff meetings, and freedom to express views directly to senior executives. Communication between project teams; quality of information sharing, and clarity of business strategy and rationale behind decisions. Understanding of where innovation fits within the business strategy and link to goals for individual performance.
- 8. Staffing and Human Capital Practices.** Having a good project management system, but one that is flexible enough to allow teams to innovate and provides for a sufficient skill mix on projects; having opportunities for personal growth, especially ability to learn from peers and through professional development.
- 9. Empowerment.** Management is sincere in asking for and acting upon employee suggestions, project teams are empowered to make decisions; people have sufficient control over their work assignments and are free to improve work methods. Employees are given a chance to pursue new and useful ideas.
- 10. Creative Methods.** Use of visual thinking methods, brainstorming, and similar methods. Obtaining and using ideas from peers and unusual sources.
- 11. Career Satisfaction and Commitment.** Employee's ability to reach full potential, have a challenging job that is personally satisfying; being inspired by company's mission and believing that one's work will advance human progress; having sufficient task variety in the job and being willing to expend extra effort to make the company successful.
- 12. Organizational Risk Taking.** Willingness of management to tolerate risk; ability to manage risk and "push the envelope" to obtain a breakthrough; ability to challenge tradition and consider creative ideas in making investments.
- 13. Innovation Outcomes.** Degree to which company has realized potential of new technologies, has developed innovative products and services, when compared with competition, has successfully implemented real breakthroughs and has a reputation as an innovator in its field.