



**Rating of CURRENT Innovation Culture**

<b>Innovation Values</b>					
<b>Below are listed some characteristics that might be important to your organisation. Please read each statement and rate how much you think each characteristic is CURRENTLY VALUED across the organisation.</b>					
	Very much not valued	Not valued	Neutral	Valued	Very much valued
Innovation and change	1	2	3	4	5
Employee participation in innovation	1	2	3	4	5
Creative problem solving	1	2	3	4	5
Being receptive to new ideas	1	2	3	4	5
Taking a long-term view even at expense of short-term performance	1	2	3	4	5
Risk-taking (while still maintaining safety)	1	2	3	4	5
Being on the forefront of new technology	1	2	3	4	5

Score: Innovation Values SUM = / 7 =

<b>Climate</b>					
<b>Below is a list of statements. Please rate the extent that each statement relates to your organisation using the scale provided.</b>					
	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
<b>Collaboration</b>					
People work collaboratively within teams to implement new solutions	1	2	3	4	5
Collaborations across different units is encouraged	1	2	3	4	5
People work well together within teams to act on opportunities	1	2	3	4	5
We make an effort to acknowledge and reward the implementation of new ways of doing things.	1	2	3	4	5
<b>Creativity</b>					
I am encouraged to develop new ideas	1	2	3	4	5
There is tolerance for ambiguity when exploring new opportunities	1	2	3	4	5
Creative thinking is encouraged	1	2	3	4	5

Score: Collaboration SUM = / 4 =

Score: Creativity SUM = / 3 =



<b>Innovation Supportive Leaders</b>					
<b>Below is a list of statements relating to supervisors/leaders in your organisation. Please rate your response to each statement using the scale provided.</b>					
<b>Our leaders....</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Disagree nor Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
Promote exploration of new opportunities	1	2	3	4	5
Encourage creative thinking	1	2	3	4	5
Inspire employees to challenge the status quo	1	2	3	4	5
Support implementation of new innovations	1	2	3	4	5
Encourage learning from failure	1	2	3	4	5
Coach us to be innovative	1	2	3	4	5
<b>Score: SUM =</b>					<b>/ 6 =</b>

<b>Innovation Supportive Processes</b>					
<b>Below is a list of statements. Please rate the extent each statement related to your organisation using the scale provided.</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Disagree nor Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
We have processes to collect new ideas	1	2	3	4	5
We rely on business case/plans when testing new ideas	1	2	3	4	5
We have processes in place to implement new/diverse ideas	1	2	3	4	5
Rules, policies and bureaucracy are minimised (where possible, without risking safety) to allow innovation.	1	2	3	4	5
<b>Score: SUM =</b>					<b>/ 4 =</b>

<b>Innovation Supportive Resources</b>					
<b>Below is a list of statements. Please rate the extent each statement related to your organisation using the scale provided.</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Disagree nor Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
Experts are available for consultation around innovative ideas	1	2	3	4	5
We actively recruit employees that contribute to our innovation vision	1	2	3	4	5
We have tools (virtual and/or non-virtual) to support cross-functional collaboration	1	2	3	4	5
Sufficient time is provided to explore new opportunities	1	2	3	4	5
We can access financial support to explore new opportunities	1	2	3	4	5
<b>Score: SUM =</b>					<b>/ 5 =</b>



<b>Averages for CURRENT Innovation Culture</b>	
Innovation Values	
Collaboration	
Creativity	
Innovation Supportive Leaders	
Innovation Supportive Processes	
Innovation Supportive Resources	



**Rating of DESIRED Innovation Culture (where your organisation SHOULD BE)**

<b>Innovation Values</b>					
<b>Below are listed some characteristics that might be important to your organisation. Please read each statement and rate how much you think each characteristic is SHOULD BE VALUED across the organisation.</b>					
	Very much not valued	Not valued	Neutral	Valued	Very much valued
Innovation and change	1	2	3	4	5
Employee participation in innovation	1	2	3	4	5
Creative problem solving	1	2	3	4	5
Being receptive to new ideas	1	2	3	4	5
Taking a long-term view even at expense of short-term performance	1	2	3	4	5
Risk-taking (while still maintaining safety)	1	2	3	4	5
Being on the forefront of new technology	1	2	3	4	5

Score: Innovation Values SUM = / 7 =

<b>Climate</b>					
<b>Below is a list of statements. Please rate the extent that each statement SHOULD relate to your organisation using the scale provided.</b>					
	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
<b>Collaboration</b>					
People work collaboratively within teams to implement new solutions	1	2	3	4	5
Collaborations across different units is encouraged	1	2	3	4	5
People work well together within teams to act on opportunities	1	2	3	4	5
We make an effort to acknowledge and reward the implementation of new ways of doing things.	1	2	3	4	5
<b>Creativity</b>					
I am encouraged to develop new ideas	1	2	3	4	5
There is tolerance for ambiguity when exploring new opportunities	1	2	3	4	5
Creative thinking is encouraged	1	2	3	4	5

Score: Collaboration SUM = / 4 =

Score: Creativity SUM = / 3 =



<b>Innovation Supportive Leaders</b>					
<b>Below is a list of statements relating to supervisors/leaders in your organisation. Please rate the extent that each statement SHOULD relate to your organisation using the scale provided.</b>					
<b>Our leaders....</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Disagree nor Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
Promote exploration of new opportunities	1	2	3	4	5
Encourage creative thinking	1	2	3	4	5
Inspire employees to challenge the status quo	1	2	3	4	5
Support implementation of new innovations	1	2	3	4	5
Encourage learning from failure	1	2	3	4	5
Coach us to be innovative	1	2	3	4	5
<b>Score: SUM =</b>					<b>/ 6 =</b>

<b>Innovation Supportive Processes</b>					
<b>Below is a list of statements. Please rate the extent that each statement SHOULD relate to your organisation using the scale provided.</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Disagree nor Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
We have processes to collect new ideas	1	2	3	4	5
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We have processes in place to implement new/diverse ideas	1	2	3	4	5
Rules, policies and bureaucracy are minimised (where possible, without risking safety) to allow innovation.	1	2	3	4	5
<b>Score: SUM =</b>					<b>/ 4 =</b>

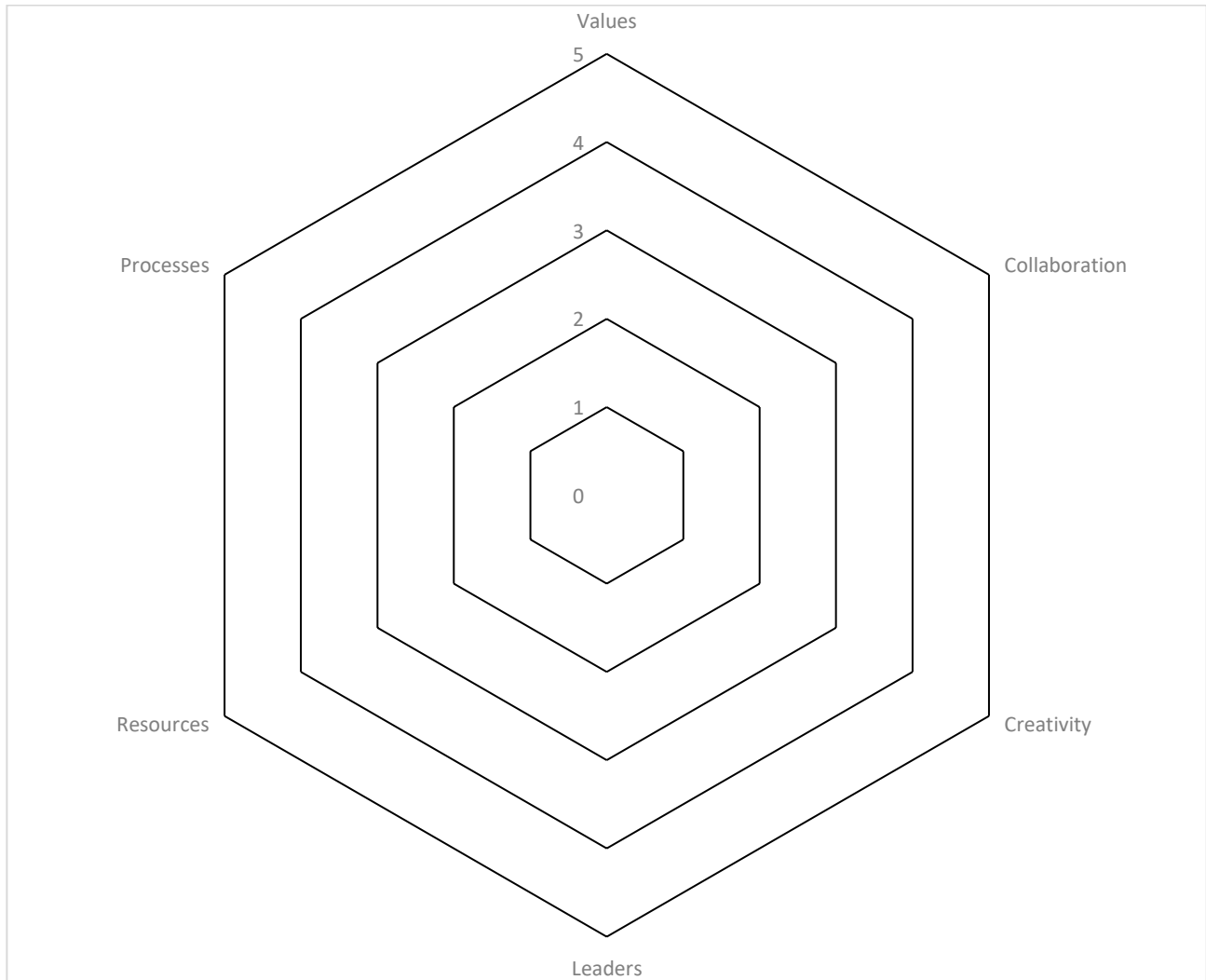
<b>Innovation Supportive Resources</b>					
<b>Below is a list of statements. Please rate the extent that each statement should relate to your organisation using the scale provided.</b>					
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Disagree nor Agree</b>	<b>Agree</b>	<b>Strongly Agree</b>
Experts are available for consultation around innovative ideas	1	2	3	4	5
We actively recruit employees that contribute to our innovation vision	1	2	3	4	5
We have tools (virtual and/or non-virtual) to support cross-functional collaboration	1	2	3	4	5
Sufficient time is provided to explore new opportunities	1	2	3	4	5
We can access financial support to explore new opportunities	1	2	3	4	5
<b>Score: SUM =</b>					<b>/ 5 =</b>



<b>Averages for DESIRED Innovation Culture</b>	
Innovation Values	
Collaboration	
Creativity	
Innovation Supportive Leaders	
Innovation Supportive Processes	
Innovation Supportive Resources	



Plot your CURRENT ratings for each dimension and your SHOULD BE averages on each dimension. Use different coloured pens for your CURRENT and SHOULD BE plots.





**What It Means and What It Does Not Mean**

<p style="text-align: center;"><b>Collaboration</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p>MEANS</p>     <p>DOES NOT MEAN</p>	<p style="text-align: center;"><b>Innovation Values</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p>MEANS</p>     <p>DOES NOT MEAN</p>
<p style="text-align: center;"><b>Creativity</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p>MEANS</p>     <p>DOES NOT MEAN</p>	<p style="text-align: center;"><b>Innovation Supportive Leaders</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p>MEANS</p>     <p>DOES NOT MEAN</p>
<p style="text-align: center;"><b>Innovation Supportive Resources</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p>MEANS</p>     <p>DOES NOT MEAN</p>	<p style="text-align: center;"><b>Innovation Supportive Processes</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p>MEANS</p>     <p>DOES NOT MEAN</p>





**What It Means and What It Does Not Mean**

<p style="text-align: center;"><b>Collaboration</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p><b>MEANS</b>  More employee empowerment  More participation and involvement  More cross-functional teamwork  More horizontal communication  A more caring climate  More recognition for employees</p> <p><b>DOES NOT MEAN</b>  A culture of ‘niceness’  Lack of standards or rigour  An absence of tough decisions  Slacking off  Tolerance or mediocrity</p>	<p style="text-align: center;"><b>Innovation Values</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p><b>MEANS</b>  More employee suggestions  More process innovativeness  More thoughtful risk taking  Tolerance of 1st time mistakes  More listening to customers</p> <p><b>DOES NOT MEAN</b>  Everyone for him- or herself  Covering up errors  Thoughtless risk taking  Spending money on the latest fad  Not coordinating and sharing ideas</p>
<p style="text-align: center;"><b>Creativity</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p><b>MEANS</b></p> <p><b>DOES NOT MEAN</b></p>	<p style="text-align: center;"><b>Innovation Supportive Leaders</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p><b>MEANS</b></p> <p><b>DOES NOT MEAN</b></p>
<p style="text-align: center;"><b>Innovation Supportive Resources</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p><b>MEANS</b></p> <p><b>DOES NOT MEAN</b></p>	<p style="text-align: center;"><b>Innovation Supportive Processes</b></p> <p><input type="checkbox"/> Increase  <input type="checkbox"/> Decrease  <input type="checkbox"/> Stays the same</p> <p><b>MEANS</b>  Fewer sign-offs for decisions  More decentralised decisions  Fewer roadblocks and less red tape  Less micro-management  Trying out more crazy ideas  Eliminating paperwork</p> <p><b>DOES NOT MEAN</b>  Lack of measurement  Not holding people accountable  Not following the rules  Not monitoring performance  A non-orientation towards change</p>



**Queensland  
Government**



**CENTRE FOR  
METS BUSINESS  
INNOVATION**

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**NOTES:**