THE BUILDING BLOCKS OF INNOVATION SURVEY

Our culture of innovation model has a total of six building blocks, 18 factors and 54 elements. (Each building block has three factors, and each factor consists of three elements.) Survey respondents should rate their organization on each of the 54 elements, on a scale of 1 to 5, using the following scale: *1 = Not at all; 2 = To a small extent; 3 = To a moderate extent; 4 = To a great extent; 5 = To a very great extent.*

The overall average scores for elements are further averaged to provide the factor score, and the factor averages similarly result in the building block average. That average of the six building blocks is what we call the group's "Innovation Quotient." Please note that the value of the survey increases as the sample size increases, particularly when respondents come from different levels of the corporate hierarchy and different units of the company.

BUILDING BLOCKS	FACTORS	ELEMENTS	SURVEY QUESTIONS	ELEMENT SCORE	FACTOR AVERAGE	BUILDING BLOCK AVERAGE
VALUES	Entrepreneurial	Hungry	We have a burning desire to explore opportunities and to create new things.			
		Ambiguity	We have a healthy appetite and tolerance for ambiguity when pursuing new opportunities.			
		Action–oriented	We avoid analysis paralysis when we identify new opportunities by exhibiting a bias towards action.			
	Creativity	Imagination	We encourage new ways of thinking and solutions from diverse perspectives.			
		Autonomy	Our workplace provides us the freedom to pursue new opportunities.			
		Playful	We take delight in being spontaneous and are not afraid to laugh at ourselves.			
	Learning	Curiosity	We are good at asking questions in the pursuit of the unknown.			
		Experiment	We are constantly experimenting in our innovation efforts.			
		Failure OK	We are not afraid to fail, and we treat failure as a learning opportunity.			
BEHAVIORS	Energize	Inspire	Our leaders inspire us with a vision for the future and articulation of opportunities for the organization.			
		Challenge	Our leaders frequently challenge us to think and act entrepreneurially.			
		Model	Our leaders model the right innovation behaviors for others to follow.			
	Engage	Coach	Our leaders devote time to coach and provide feedback in our innovation efforts.			
		Initiative	In our organization, people at all levels proactively take initiative to innovate.			
		Support	Our leaders provide support to project team members during both successes and failures.			
	Enable	Influence	Our leaders use appropriate influence strategies to help us navigate around organizational obstacles.			
		Adapt	Our leaders are able to modify and change course of action when needed.			
		Grit	Our leaders persist in following opportunities even in the face of adversity.			
CLIMATE	Collaboration	Community	We have a community that speaks a common language about innovation.			
		Diversity	We appreciate, respect and leverage the differences that exist within our community.			
		Teamwork	We work well together in teams to capture opportunities.			
	Safety	Trust	We are consistent in actually doing the things that we say we value.			
		Integrity	We question decisions and actions that are inconsistent with our values.			
		Openness	We are able to freely voice our opinions, even about unconventional or controversial ideas.			
	Simplicity	No bureaucracy	We minimize rules, policies, bureaucracy and rigidity to simplify our workplace.			
		Accountability	People take responsibility for their own actions and avoid blaming others.			
		Decision-making	Our people know exactly how to get started and move initiatives through the organization.			
RESOURCES	People	Champions	We have committed leaders who are willing to be champions of innovation.			
		Experts	We have access to innovation experts who can support our projects.			
		Talent	We have the internal talent to succeed in our innovation projects.			
	Systems	Selection	We have the right recruiting and hiring systems in place to support a culture of innovation.			
		Communication	We have good collaboration tools to support our innovation efforts.			
		Ecosystem	We are good at leveraging our relationships with suppliers and vendors to pursue innovation.			
	Projects	Time	We give people dedicated time to pursue new opportunities.			
		Money	We have dedicated finances to pursue new opportunities.			
		Space	We have dedicated physical and/or virtual space to pursue new opportunities.			
PROCESSES	Ideate	Generate	We systematically generate ideas from a vast and diverse set of sources.			
		Filter	We methodically filter and refine ideas to identify the most promising opportunities.			
		Prioritize	We select opportunities based on a clearly articulated risk portfolio.			
	Shape	Prototype	We move promising opportunities quickly into prototyping.			
		Iterate	We have effective feedback loops between our organization and the voice of the customer.			
		Fail smart	We quickly stop projects based on predefined failure criteria.			
	Capture	Flexibility	Our processes are tailored to be flexible and context-based rather than control- and bureaucracy-based.			
		Launch	We quickly go to market with the most promising opportunities.			
		Scale	We rapidly allocate resources to scale initiatives that show market promise.			
SUCCESS	External	Customers	Our customers think of us as an innovative organization.			
		Competitors	Our innovation performance is much better than other firms in our industry.			
		Financial	Our innovation efforts have led us to better financial performance than others in our industry.			
	Enterprise	Purpose	We treat innovation as a long-term strategy rather than a short-term fix.			
		Discipline	We have a deliberate, comprehensive and disciplined approach to innovation.			
		Capabilities	Our innovation projects have helped our organization develop new capabilities that we did not have three years ago.			
	Individual	Satisfaction	I am satisfied with my level of participation in our innovation initiatives.			
		Growth	We deliberately stretch and build our people's competencies by their participation in new initiatives.			
		Reward	We reward people for participating in potentially risky opportunities, irrespective of the outcome.			