

Levels of Innovation Maturity

	“Level 1 Innovation Deficient”	“Level 2 Innovation Structure”	“Level 3 Innovation Processes”	“Level 4 Innovation Standards”	“Level 5 Innovation Optimized”	“Level 6 Continuous Innovation”
Culture	Culture is risk-averse, overly stressful, lacking trust and closed to new ideas	Culture recognizes ideas but systems to move the ideas forward are lacking	Culture is risk-tolerant and new ideas are documented	Culture encourages risk-taking and trust issues are confronted	Culture encourages collaborative innovation efforts	Culture encourages risk-taking, collaborative innovation efforts and dedicated idea time
Leadership	Leaders focused on past performance and current initiatives only	Leaders understand the difference between quality control efforts and innovation	“Leaders appoint” “Idea Champions” or serve on Idea Boards to organize ideas and form business cases. Senior leadership relies on middle management to communicate innovation processes”	“Leaders create and market targeted idea campaigns. Senior leadership communicates innovation strategy and processes”	Chief Innovation Officer or similar senior management position dedicated to innovation program established	Leadership is actively engaged in innovation portfolio management, culture maintenance and validating innovation/corporate strategy alignment
People	People are viewed as productivity units, rather than idea sources	People are encouraged to submit ideas	People are encouraged to work with “Idea Champions” to jointly move the idea forward	People are encouraged to take calculated risks when problem solving	People are encouraged to use work time to work with others on ideas	“People are seen as the key input of new ideas and innovation. People are encouraged to use work time to generate and prototype new ideas”
Processes	Innovation-related processes not present	Innovation-specific recognition and reward systems are established	Idea management process and related systems established	Goals related to innovation system are established	Innovation program/portfolio system established	Funding sources and management oversight separated from corporate entity
Tools & Techniques	Innovation-related tools & techniques not present	General idea submission systems are established to collect and store ideas	General idea campaigns are launched to harvest ideas, regardless of the problem(s) to be solved	Targeted idea campaigns are launched to solve specific problems	Idea generation sessions are sponsored and facilitated	Full spectrum of idea generation, creative problem solving and innovation systems are analyzed to match the problem to the most effective technique
Training	Innovation-related training not provided	Employees and managers are introduced to creative problem solving and innovation concepts	“Employees and managers are trained on idea generation techniques and available processes. Senior leaders and executives are offered creativity and innovation training”	“Advanced Innovation process training to employees and management. Idea Champion training provided”	“Advanced creative problem solving, idea generation and innovation training provided to employees and management. Idea generation session facilitator training program established”	Creative problem solving, idea generation and innovation training provided to customers, vendors and all other outside idea sources
Facilities	Innovation-related facilities not present	Collaborative supplies are provided in meeting rooms	At least one dedicated collaboration room is provided and supplied with necessary tools	Dedicated Innovation/Idea Center established	Off-site collaboration and discovery “field trips” encouraged	Innovation “Center of Excellence” Established
Idea Capture	Ideas from employees, customers and other sources are not captured	Employee ideas are captured by middle and front line management	Customer and other third party ideas are captured	Ideas, regardless of source, are captured using a variety of means (personal, electronic, etc.)	Centralized idea database or other storage system is established	Idea database or storage is included in an overall idea/innovation management software tool
Idea Management	Idea Management Systems not present	Ideas are captured	Ideas are captured, logged and moved to “Idea Champion” for future consideration	Idea Management software tools are deployed to track and monitor idea status through the process	Idea implementation systems established	Idea quality control and feedback systems established
Strategic Planning	Corporate strategic planning focuses on past performance, maintaining status quo and protecting existing market share	Ideas generated are not aligned with corporate strategy	Ideas aligned with project or departmental strategy only	Corporate strategy defined and innovation systems aligned	Innovation portfolio system established to ensure ideas are aligned to strategy before implementation	Corporate strategic planning includes trend analysis, horizon scanning, innovation portfolio management and innovation-related performance metrics for senior leadership
Metrics	No established innovation-related metrics	“Number of Ideas Submitted. Idea Campaigns Launched. Percentage of performance rewards linked to innovation activities”	“Percentage of capital dollars invested in innovation efforts. Percentage of employees and managers with creativity & innovation training. Ratio of successful ideas to submitted ideas. Number of new products launched”	“Percentage of work time devoted to innovation efforts and idea generation. Percentage of incremental to radical innovations within portfolio. Percentage of executive’s time spent on strategic innovation vs. day-to-day operations”	“Percentage of employees with innovation-related performance goal. Average time from idea submission to product/service launch. Level of innovation program integration across business divisions”	“Percentage of overall revenue derived from new products and/or services. Change in company market value or market share from new innovation. Frequency that business model is re-evaluated”