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# Guidelines

There are two Phases of the Assessment – Preliminary and Advanced

The Preliminary Assessment can be done by self to explore what more can be done beyond what s/he is doing currently.

The Advanced Assessment is to be done in 3 stages:

1. **Self**: Own perspective
2. **Frequently worked with**: Perspective of others in the same context
3. **External Panel**: Perspective of others who have exposure to a variety of contexts

Coaching support for processing the outcomes at any stage can be availed on request and is subject to applicable fees.

There are no right or wrong answers here. These questions are meant to trigger more thoughts in your mind and also to highlight gaps, if any, between how a person perceives self and how others perceive him/her. The intent is to trigger actions towards enhancing the innovation capabilities the person being assessed by providing **a map, a scale and a compass** to navigate the journey.

Basic data   
The Basic Data to be collected and stored for each user and all subsequent surveys/ explorations/ assessments taken or initiated by that user to be linked to this.

This should become the part of the person’s profile. Any changes to be stored in history for it to be referred later.

* UserName {Ideally email address}
* Password {give option to login via OTP/ biometrics, if available on device}
* Date & Time {Can be stored from the system … start and end}
* Name
* Title
* Email
* Phone
* Size of the organisation  
  (No of Employees <10, 11-100, 101-500, 501-1000, 1001-5000, 5001-10000, >10000)
* Industry {Is there a standard database?}
* Location: Country, State, City {Global database … may be with location picked up from IP address if the permission has been granted}
* Your position:

(Top Management/ C-suite, Business/Function Head, Department Head, Team Lead, Other}

* Your role:  
  (P&L Accountability, People Development, Finding new opportunities, Business Excellence/ Transformation, Internal Operations, Logistics & Distribution, Customer Facing, Other)

# Preliminary Assessment

1. How would you like innovation to help in your career growth?

(Select all that meets your intent)

|  |  |
| --- | --- |
|  | Delivery on my current goals better |
|  | Take on more challenging work in the same domain/ function |
|  | Change my career into a different domain/ function |
|  | Foster innovation in my organisation |
|  | Become a person who can help others innovate better |

Anything else? Please elaborate:

The following questions must be responded in Past and Future. The period (max 3 years on each side) also needs to be set by the respondent. So, seek this info here.

Since when have you been working on Innovation Journeys: More than <\_\_\_\_> months (max 36)

How long would you like to plan for the next transformation: About <\_\_\_\_> months (max 36)

Note: If you have been working for more than 36 months then please consider the work done in last 36 months while responding to the following questions.

1. During the last <\_\_> months, how much have you worked on each level of complexity of innovation journeys?

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Complexity level | Know-how  available | Partnerships  required | Examples | No. of Journeys | % Time Spent |
| CL1 | Within the organisation | With other teams in the organisation | Cross-Functional, Cross-Business Teams etc. |  |  |
| CL2 | Within existing value network | With entities in the existing value chain | Existing Suppliers, Distribution Channel Partners etc. |  |  |
| CL3 | Within other known value networks | With new entities added in existing value chain | New type/ categories of Suppliers, Distribution Channels Partners added |  |  |
| CL4 | Beyond any known value networks | With new entities across domains/ industries | Teams from multiple industries work together |  |  |
| CL5 | Beyond the current ‘body-of-knowledge’ | With entities that have capabilities to do fundamental research and concept development | Single or Multiple organisation(s) working with Academia/ R&D Institutions |  |  |

Anything else? Please elaborate:

1. During the last <\_\_> months, what have been the outcomes (impact levels) of these journeys?

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Impact level | On Efficacies/ Efficiencies\* | On Offerings | Examples/ Description | No of Journeys+ |
| IL1 | Upto 50% | Improve the existing | Play-it-right  Eliminate Losses/ Inefficiencies  Never-before for an individual/ team |  |
| IL2 | 50% to 100% | New Features within same offerings | Play-the-game-better.  Become more efficient/ profitable  Never-before within a function/ business unit |  |
| IL3 | 100% to 300% | New Offerings within same category incl. ways of selling | Play-in-some-unique-ways.  Gain competitive advantage  Never-before within the organisation |  |
| IL4 | 300% to 500% | New Category of Offerings within the same industry | Change-the-game in the industry Transform the industry operates  Never-before in the industry |  |
| IL5 | More than 500% | New offerings across the industries | Change-the-game across industries Transform the way consumers meet their needs  Never-before across the industries |  |

\* Impact on Efficacies/ Efficiencies are contextual e.g. If current losses are 10% then reducing it to 5% is 50% impact  
 + Total No. of Journeys to match with the Total No. mentioned in 1.2 above.

1. During the last <\_\_> months, on how many occasions out of 10 have you been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Identifying opportunities |  |  |  |  |  |
| Questioning the current ways of doing things |  |  |  |  |  |
| Intuitive ideation |  |  |  |  |  |
| Learning from other domains |  |  |  |  |  |
| Conduct internet search and synthesise findings |  |  |  |  |  |
| Understanding the real needs/ concerns/ intent of people |  |  |  |  |  |
| Inspiring people to take-on challenging (seemingly impossible) goals |  |  |  |  |  |
| Navigating the team through many unknowns |  |  |  |  |  |
| Getting buy-in from internal and external stakeholders |  |  |  |  |  |

Anything else? Please elaborate:

1. So far, how much percentage of time have you spent in performing the following roles in an Innovation Journey and how much so far and how much would like to spend performing each from now onwards:

|  |  |  |  |
| --- | --- | --- | --- |
| Roles | Core Responsibilities | % Time  so far | % Time from now |
| Champions | Generate innovative solutions.  Collaborate with the Team.  Take-on tasks relevant to own areas |  |  |
| Leader | Lead the innovation team through the journey  Engage pro-actively with all stakeholders of the journey |  |  |
| Sponsor | Inspire colleagues to take-on higher order innovation journeys  Provide enabling support throughout the journey including resources |  |  |
| Manager | Track various innovation journeys across the organisation  Support the stakeholders on taking decisions based on the synthesised reports |  |  |
| Evangelist | Sets visionary goals that inspire people to take-on radical innovation journeys |  |  |
| Multiplier | Help others apply the systematic approach of innovation to their journey  Enable others to imbibe the systematic approach of innovation  Work with various stakeholders to evolve a customised approach of innovation that will be relevant to them in their specific contexts |  |  |

Anything else? Please elaborate:

1. What is the level of familiarity of the following methods? (Tick all that apply)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not aware | Understand Conceptually | Applied occasionally | Apply regularly | Help others |
| KAIZEN |  |  |  |  |  |
| Six Sigma |  |  |  |  |  |
| Lean |  |  |  |  |  |
| Agile |  |  |  |  |  |
| Systems Thinking |  |  |  |  |  |
| Design Thinking |  |  |  |  |  |
| TRIZ |  |  |  |  |  |
| Lateral Thinking |  |  |  |  |  |
| Orbit-shifting Innovation |  |  |  |  |  |
| Biomimetics |  |  |  |  |  |
| Story Telling |  |  |  |  |  |

Any other? Please elaborate:

# Advanced Assessment

This will be for each role. There will be a section which is common to all roles.

The questions are drafted for self-assessment. When the same questions are being used for assessment by others, the text in […] needs to be replaced with that in {…}. This is to enable comparing the assessments while generating the reports.

## Common to all Roles

**Think**

**What [do I think] {does XYZ thinks} about the Systematic Approach to Innovation**

1. [I think] {XYZ thinks} that Innovation a systematic approach to innovation:
   1. Can never exist
   2. Is a set of templates
   3. Is a set of tools and techniques
   4. Is a set of processes
   5. Is a set of guidelines
   6. Is all of (b) to (e)
   7. Anything else, please elaborate

1. [I think] {XYZ thinks} the following about innovation methods:
   1. None is required
   2. Master one and apply it everywhere
   3. one or two methods and that should be fine
   4. Understand as many and use the one that is most suited for the context
   5. Anything else, please elaborate
2. [I think] {XYZ thinks} the innovation methods are about:
   1. Coming up with ideas
   2. Coming up with solutions to problems
   3. Engaging constructively with people
   4. Incubating new solutions
   5. All of above
   6. Anything else, please elaborate
3. [I think] {XYZ thinks} the innovation is about:
   1. Fewer number of high impact outcomes
   2. Large number of low to medium impact outcomes
   3. A combination of both (a) and (b)
   4. Anything else, please elaborate

**ACT**

**How [do I] {does XYZ} prioritise innovation tasks w.r.t. other tasks?**

1. During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Evolve principles to prioritise innovation tasks w.r.t. other tasks |  |  |  |  |  |
| Describe parameters for each principle such that it is easy for all Stakeholders to apply |  |  |  |  |  |
| Apply these principles consistently at different stages of each journey |  |  |  |  |  |
| Help others apply these principles consistently across each stage of their journeys |  |  |  |  |  |
| Take-on a task/ journey even if the ways to accomplish it are not known |  |  |  |  |  |

**What is [my] {XYZ’s} level of comfort with the specific aspects of following innovation methods?**

Biomimetics

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not aware | Understand Conceptually | Applied occasionally | Apply regularly | Help others |
| Domain to Nature Function Conversion |  |  |  |  |  |
| Function Mapping |  |  |  |  |  |
| Taxonomy |  |  |  |  |  |
| AskNature Database |  |  |  |  |  |
| Life Principles |  |  |  |  |  |
| BioStorming |  |  |  |  |  |
| Decoding Nature’s Principles |  |  |  |  |  |
| Evolving Solution Strategies |  |  |  |  |  |
| Nature to Domain Conversion |  |  |  |  |  |

Orbit-shifting Innovation

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not aware | Understand Conceptually | Applied occasionally | Apply regularly | Help others |
| Mindset Differentiators |  |  |  |  |  |
| Building Frame-Fans |  |  |  |  |  |
| Think, Shift and Reframe |  |  |  |  |  |
| Identifying Mental Model Boundaries |  |  |  |  |  |
| Learning from Other Domains |  |  |  |  |  |
| Delayering |  |  |  |  |  |
| Designing Insight Expeditions |  |  |  |  |  |
| Synthesis |  |  |  |  |  |
| Designing Propositions |  |  |  |  |  |
| Rapid Experimenting |  |  |  |  |  |
| Scaling-up |  |  |  |  |  |
| Sustaining Momentum |  |  |  |  |  |

TRIZ

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not aware | Understand Conceptually | Applied occasionally | Apply regularly | Help others |
| 40 Principles |  |  |  |  |  |
| Contradiction Matrix |  |  |  |  |  |
| Function Oriented Search |  |  |  |  |  |
| Evolution Potential |  |  |  |  |  |
| Ideal Final Result |  |  |  |  |  |
| S-curve Management |  |  |  |  |  |
| Product Inspiration |  |  |  |  |  |
| Patent Inspiration |  |  |  |  |  |
| Percept Map |  |  |  |  |  |
| Pansensic |  |  |  |  |  |

**COMMUNICATE**

Story Telling

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | Not aware | Understand Conceptually | Applied occasionally | Apply regularly | Help others |
| Preparing the Story as per the Script |  |  |  |  |  |
| Sharing the story (Bringing alive the nuances) |  |  |  |  |  |
| Preparing the Scripts for different contexts |  |  |  |  |  |
| Sharing only the right part of the story at the right time |  |  |  |  |  |

## Journey Team

**Identify** (includes Define)

**Think**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Accepted the situation as it is, despite of the discomfort it causes to all concerned |  |  |  |  |  |
| Raised fundamental questions that make self and others ponder deeper despite of it being liked or not |  |  |  |  |  |
| Work to find a use-case for an identified solution |  |  |  |  |  |
| Identify a use-case and find solution for it |  |  |  |  |  |
| Identify own lock-ins/ biases |  |  |  |  |  |

How [do I] {does XYZ} feel when the goals set are:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Feel:  Goals Set seem to be: | Futile | Un-comfor-table | Indiff-erent | Comfor-table | Energised |
| Clearly achievable |  |  |  |  |  |
| Seem slightly beyond achievable levels |  |  |  |  |  |
| Within Industry Benchmark limits |  |  |  |  |  |
| Beyond Industry Benchmark limits |  |  |  |  |  |
| Virtually Impossible |  |  |  |  |  |

**ACT**

During the last <\_\_> months, on how many occasions out of 10 have the following triggered the identification of the lock-ins/biases in [my mind] {XYZ’s mind}:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Standard Triggers provided by Innovation Methods |  |  |  |  |  |
| Research conducted in relevant areas |  |  |  |  |  |
| Deep conversations with various stakeholders |  |  |  |  |  |
| Collating all the above, putting it together in a systematic format and ‘joining-the-dots’ across all |  |  |  |  |  |
| Reframe the opportunities to trigger an alternate approach to the opportunity |  |  |  |  |  |
| Convert the collated information into opportunities |  |  |  |  |  |
| Prioritise opportunities based on the principles aligned |  |  |  |  |  |
| Break down the overall opportunity into constituent sub-opportunities such that each can be handled with due focus |  |  |  |  |  |
| Define sharp guiding questions that are apt for the purpose and will trigger relevant exploration for finding solutions to the relevant opportunity |  |  |  |  |  |

**Communicate**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Help others identify their lock-ins/ biases |  |  |  |  |  |
| Identify collective lock-ins/ biases of all concerned |  |  |  |  |  |
| Convert the lock-ins/ biases/ trends to opportunities |  |  |  |  |  |
| Drive and guide others to identify opportunities that are in line with the purpose and disproportionate impact |  |  |  |  |  |
| Align all Stakeholders to prioritise the opportunities to be taken to the next stage |  |  |  |  |  |

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Demonstrate enthusiasm, commitment and proactivity in raising the goals/ aspirations |  |  |  |  |  |
| Motivate others to take-on and pursue higher order goals |  |  |  |  |  |
| Inspire all to pursue seemingly impossible goals |  |  |  |  |  |

**Ideate** (includes Design)

**Think**

During the last <\_\_> months, on a scale of 1 to 5 how strongly [do I believe] {has demonstrated a belief} in the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  1 | Sometimes  2 | Often  3 | Regularly  4 | Habitually  5 |
| Each person is responsible for taking own ideas forward |  |  |  |  |  |
| We should work together to implement our ideas together |  |  |  |  |  |
| We need to build on each other’s ideas to generate more ideas |  |  |  |  |  |
| We need to focus on implementing ideas that we have after a round of brainstorming |  |  |  |  |  |
| Brainstorming is just the beginning of ideation; we should leverage other systematic ideation methods to generate more impactful ideas |  |  |  |  |  |
| Ideas from other domains are rarely relevant and hence we should not waste time looking in those |  |  |  |  |  |
| Other domains may have solved a similar problem with a completely different approach; we need to uncover that for making disproportionate impact |  |  |  |  |  |
| To deal with inherent contradictions is futile and should be avoided |  |  |  |  |  |
| Contradictions are great opportunities to innovate and we must resolve these to generate more innovative ideas |  |  |  |  |  |
| To consider any idea further we should have an evidence that it is working |  |  |  |  |  |
| We will consider ideas that have high potential but for which we do not have evidence of working and will evolve these to establish a working model |  |  |  |  |  |

**Act**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Come up with innovative ideas all by him/her-self |  |  |  |  |  |
| Built on ideas generated by self and others to generate more innovative ideas |  |  |  |  |  |
| Enabled others in the team to generate more innovative ideas |  |  |  |  |  |
| Extract underlying principles/ thinking of an idea to generate more ideas |  |  |  |  |  |
| Identified the fundamental approach level differences amongst various ideas which enabled generation of more ideas |  |  |  |  |  |
| ‘Connected dots’ across various domains and found similarities that can be transferred from other domains to that of the context on hand |  |  |  |  |  |
| Conduct deep conversations with various stakeholders to uncover the unsaid and generate ideas that have better chance of adoption |  |  |  |  |  |

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Design the exploration plans to find solution ideas for each of the questions articulated in the Identify stage |  |  |  |  |  |
| Collate all the ideas into meaningful and discreet solutions which could be taken |  |  |  |  |  |
| Stay rooted to the context and the synthesised data gathered so far |  |  |  |  |  |
| Take suitable leaps of faith based on the synthesised data gathered |  |  |  |  |  |
| Balance out the trade-off to include radical ideas in the solution |  |  |  |  |  |
| Evolve the solutions into propositions that are of value to all relevant Stakeholders |  |  |  |  |  |
| Apply parameters for prioritising the solutions based on criteria aligned with Stakeholders |  |  |  |  |  |
| Evolved the criteria and parameters for prioritising the solutions to be taken forward |  |  |  |  |  |

**Communicate**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Share\* the propositions with the team |  |  |  |  |  |
| Share\* the propositions with Sponsors and other Internal Senior Stakeholders e.g. Sponsors, Peers etc. |  |  |  |  |  |
| Share\* the propositions with Sponsors and other External Senior Stakeholders e.g. Partners, Customers/ Consumers etc. |  |  |  |  |  |
| Align all Stakeholders on the propositions generated and the way forwards with it |  |  |  |  |  |

\* Note: Sharing includes bringing alive all nuances of it

**Incubate**

**Think**

During the last <\_\_> months, on a scale of 1 to 5 how strongly [do I believe] {has demonstrated a belief} in the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  1 | Sometimes  2 | Often  3 | Regularly  4 | Habitually  5 |
| Do it right the first time: Ideas generated should be ready for implementation; should not need evolution. |  |  |  |  |  |
| If it is first time, don’t consider it right: Innovative ideas are like a new born child and have to be nurtured/ evolved into a working solution |  |  |  |  |  |
| Experiments have to be designed and run for new propositions to establish whether these are working or not |  |  |  |  |  |
| Experiments are to be conducted to learn what’s working, what’s not and what could make it work better |  |  |  |  |  |
| Design an experiment that will test the entire proposition in one-go |  |  |  |  |  |
| Design smaller experiments to establish each element of the new proposition |  |  |  |  |  |
| The intent of incubation is to establish the idea or the solution |  |  |  |  |  |
| The intent of incubation is to establish ways of resolving the unknowns – ideas/solutions/ propositions could change completely |  |  |  |  |  |

**Act**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Understand the real intent of the proposition being incubated |  |  |  |  |  |
| Conduct the experiment as per the aligned process |  |  |  |  |  |
| Uncover the learnings from each experiment/ task done by self |  |  |  |  |  |
| Uncover basic learnings from experiments/ tasks done by others |  |  |  |  |  |

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Identified the variables, constants and their inter-relationship in the given context |  |  |  |  |  |
| Identified the knowns and unknowns in the given solution/ proposition |  |  |  |  |  |
| Designed suitable experiments to resolve the unknowns |  |  |  |  |  |
| Manage the operational aspects of conducting of the experiment smoothly |  |  |  |  |  |

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Uncover deeper learnings from the experiments conducted |  |  |  |  |  |
| Identify most suitable contexts in which to conduct each experiment to maximise learning and evolution of the solution/ proposition |  |  |  |  |  |

**Communicate**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Tasks to be performed in an experiment to each person required to be involved in it |  |  |  |  |  |
| Share the intent and the context of the experiment to all Stakeholders and on-board them to perform the required tasks/ roles |  |  |  |  |  |
| Share the synthesised learnings with relevant Stakeholders |  |  |  |  |  |
| Continuously align relevant Stakeholders on the outcomes and next steps in the experiment |  |  |  |  |  |
| Align relevant Stakeholders on the evolving aspects of the proposition and hence on the overall aspects of the innovation journey. This would include critical decisions like continue, stop, park, pivot etc. |  |  |  |  |  |

**Implement** (includes Deploy & Sustain)

**Think**

During the last <\_\_> months, on a scale of 1 to 5 how strongly [do I believe] {has demonstrated a belief} in the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  1 | Sometimes  2 | Often  3 | Regularly  4 | Habitually  5 |
| The solution that has worked at one place should work as-is everywhere |  |  |  |  |  |
| A solution that has worked in one context will never work as-is in other contexts |  |  |  |  |  |
| Each solution may have to be adapted to each new context where it is to be implemented |  |  |  |  |  |
| The type of Stakeholders for a solution in any context will be the same |  |  |  |  |  |
| The types of Stakeholders for the same solution may be different in different contexts |  |  |  |  |  |

**Act**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Understood all the nuances of the solution/ proposition being deployed |  |  |  |  |  |
| Uncovered the finer differences between the contexts where the solution/ proposition was deployed earlier and now |  |  |  |  |  |
| Identify different types of Stakeholders that may impact the outcomes in the new context |  |  |  |  |  |
| Monitor the parameters identified for the solution |  |  |  |  |  |

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Collaborate with the internal and external teams to deploy the solution in a given context |  |  |  |  |  |
| Manage all operational aspects of deployment of the new solution |  |  |  |  |  |
| Identify opportunities to enhance the impact beyond the current on an ongoing basis |  |  |  |  |  |
| Contextualise the solution to the new context based on its dynamics |  |  |  |  |  |

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Identify the contexts in which the new solution would be best to deploy first and then the subsequent set of contexts |  |  |  |  |  |
| Lead the deployment in the new context and ensure smooth roll-out |  |  |  |  |  |
| Identify patterns of different nuances in each context |  |  |  |  |  |
| Worked with the Sponsors & Anchors to evolve the solution/ proposition to enhance the impact further |  |  |  |  |  |

**Communicate**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| On-board new Stakeholders to the new solution/ proposition including sharing of benefits and addressing concerns etc. |  |  |  |  |  |
| Share the learning and impact parameters with Sponsors, Anchors and relevant Stakeholders effectively so that right decisions can be taken for sustaining/ enhancing the impact |  |  |  |  |  |

## Navigators

**Think**

During the last <\_\_> months, on a scale of 1 to 5 how strongly [do I believe] {has demonstrated a belief} in the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  1 | Sometimes  2 | Often  3 | Regularly  4 | Habitually  5 |
| Managing an Innovation Journey is same as managing other projects with Project Management skills |  |  |  |  |  |
| We should know exactly what we are going to do throughout all stages of the Innovation Journey right at the start of it |  |  |  |  |  |
| Innovation Journey will have far more unknowns than a usual other types of projects throughout all stages |  |  |  |  |  |
| We need to expect unexpected outcomes at all stages of the Innovation Journey |  |  |  |  |  |
| The number of iterations for most tasks in an innovation journey will be far higher than other projects |  |  |  |  |  |
| Each stage/ task has to be completed in a pre-set time which should be adhered to |  |  |  |  |  |
| Although, there will be a reasonable estimate of stage wise timelines but it these could vary a lot |  |  |  |  |  |

**Act**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Been uncomfortable with the uncertainties of the innovation journeys |  |  |  |  |  |
| Make others also comfortable with the uncertainties of the innovation journeys |  |  |  |  |  |
| Evolve Charter and Principles with different Stakeholders across different stages of the Journey |  |  |  |  |  |
| Drive the journey with all the resources pre-aligned with the Stakeholders |  |  |  |  |  |
| Resources at aligned with relevant Stakeholders at different stages of the journey as and how the clarity emerges |  |  |  |  |  |

**Communicate**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Share the intent of the journey with different Stakeholders |  |  |  |  |  |
| Share stage-wise outcomes with Sponsors and other relevant Stakeholder |  |  |  |  |  |
| Discuss with relevant Stakeholders the next steps in the journey and finalise the resource commitments for it |  |  |  |  |  |

## Sponsors

**Think**

During the last <\_\_> months, on a scale of 1 to 5 how strongly [do I believe] {has demonstrated a belief} in the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  1 | Sometimes  2 | Often  3 | Regularly  4 | Habitually  5 |
| The Team should own the Journey. I can only support them. |  |  |  |  |  |
| My Team is empowered to drive the Innovation Journey. They can come to me if they face any difficulties. |  |  |  |  |  |
| I am an equally responsible for the outcomes of the Journey and be proactively engaged with Team throughout the Journey |  |  |  |  |  |
| I need to proactively Inspire and Unblock the Team throughout the Journey |  |  |  |  |  |

**Act**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Inspire the Team to take-on goals that are far higher than usual |  |  |  |  |  |
| Uncover each Team member/ Stakeholders’ passion and connect it to the Journey Aspiration |  |  |  |  |  |
| Provide the resources that are apt for the Journey |  |  |  |  |  |
| Engage with the Team frequently throughout the journey |  |  |  |  |  |
| Proactively identified areas that they will need support and arranged for the relevant ones |  |  |  |  |  |
| Maintain a balance between explore and execute across all stages of the journey |  |  |  |  |  |
| Clearly share the principles and criteria of things that are acceptable or otherwise for the Journey e.g. Prioritisation, Failure etc. |  |  |  |  |  |

**Communicate**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Tell the Team to reach out to me only if they need anything from me |  |  |  |  |  |
| Apart from the formal meetings also engage with the Team and Stakeholders informally to get the real pulse of the Journey and Personal dynamics |  |  |  |  |  |
| Talk about the Journey and the key contributing people at various relevant forums |  |  |  |  |  |

## Managers

**Think**

During the last <\_\_> months, on a scale of 1 to 5 how strongly [do I believe] {has demonstrated a belief} in the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  1 | Sometimes  2 | Often  3 | Regularly  4 | Habitually  5 |
| Be a custodian and not a controller of the innovation data/ strategy |  |  |  |  |  |
| Be an enabler to deploy the Innovation Strategy |  |  |  |  |  |
| Be a partner to the Stakeholders to evolve the Innovation Strategy |  |  |  |  |  |

**Act**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Collate data from the Journey Team |  |  |  |  |  |
| Report the Journey data with relevant Stakeholders as per aligned plan |  |  |  |  |  |
| Analyse the data collated and synthesise it into a structure that is easy to make decisions |  |  |  |  |  |
| Uncover learnings about the Innovation Strategy |  |  |  |  |  |
| Scan for best practices within and across the organisation and share it with the relevant teams at relevant times |  |  |  |  |  |
| Facilitate cross learning between internal/ external teams to exchange best practices |  |  |  |  |  |
| Contribute towards evolving the Innovation Strategy in line with the needs of the context |  |  |  |  |  |

**Communicate**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| The need of data collection with the Journey Team |  |  |  |  |  |
| The collated information with various Stakeholders as per their roles and needs |  |  |  |  |  |
| What about the Innovation Strategy is working and what’s not with various Stakeholders |  |  |  |  |  |

## Multipliers

**Think**

During the last <\_\_> months, on a scale of 1 to 5 how strongly [do I believe] {has demonstrated a belief} in the following:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  1 | Sometimes  2 | Often  3 | Regularly  4 | Habitually  5 |
| Multiplier is not just a Trainer or a Doer but an ideal mix of both |  |  |  |  |  |
| Focus of the Multiplier is to ensure that the Journey of Innovation and the Innovators’ Capabilities, both progress |  |  |  |  |  |
| Innovation Methods have to be followed like Standard Operating Processes to achieve the desired outcomes |  |  |  |  |  |
| Innovation Methods are mere guidelines for people to leverage and achieve aspired outcomes |  |  |  |  |  |

**Act**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Help others apply specific tool or technique to their context |  |  |  |  |  |
| Help others apply specific method to their context |  |  |  |  |  |
| Help others apply more than one method in a given stage in a particular type of context |  |  |  |  |  |
| Help others apply more than one methods across multiple stages in a particular type of context |  |  |  |  |  |
| Help other apply more than one methods across multiple stages in multiple contexts |  |  |  |  |  |
| Comprehend any new method |  |  |  |  |  |
| Integrate any new method with other methods |  |  |  |  |  |
| Seamlessly interplay between various methods to achieve outcomes for a particular stage |  |  |  |  |  |
| Seamlessly interplay between various methods across multiple stages and contexts |  |  |  |  |  |

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| Enable people to uncover their inherent strengths and weaknesses to identify the role and level that suit them the best |  |  |  |  |  |
| Encourage people to explore roles and levels other than what they are currently comfortable with |  |  |  |  |  |

**Communicate**

During the last <\_\_> months, on how many occasions out of 10 [have I] {has XYZ} been able to do the following with absolute ease:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Innovation Tasks | Rarely  0-1 | Sometimes  2-3 | Often  4-6 | Regularly  7-8 | Habitually  9-10 |
| The ways to apply specific techniques/ methods |  |  |  |  |  |
| The fact that innovation can be achieved through systematic approaches/ methods |  |  |  |  |  |
| The differences and pros and cons of different methods for a given context |  |  |  |  |  |
| The fact that Innovation can be an acquired skill |  |  |  |  |  |
| That each person can have different inherent strengths and can acquire/ adopt each skill differently |  |  |  |  |  |

# Reports

## Notes:

* Colour Codes to be defined for levels of capability e.g. White (None), Yellow (Basic), Blue (Medium), Green (High). These could be changed based on the Colour Palette Guidelines.
* All reports to be checked for Start Period and End Period. Start could be FROM BEGINNING and End could be TILL DATE.

## Types of Reports

1. Role vs Complexity Level with capability levels in each box
2. Role vs Impact Level with capability levels in each box
3. Complexity Level vs Impact Level
4. Number of projects at each complexity level
5. Number of Projects at each Impact Level
6. Impact of each Projects vs Aspired Level
7. Role and Complexity Level wise Capabilities as assessed by self and others
   1. Others can be grouped in user defined ways
   2. Capabilities to be Grouped as THINK – ACT – COMMUNICATE
   3. For Journey Team, a further breakdown to be provided for each stage
8. Role and Impact Level wise Capabilities as assessed by self and others
   1. Others can be grouped in user defined ways
   2. Capabilities to be Grouped as THINK – ACT – COMMUNICATE
   3. For Journey Team, a further breakdown to be provided for each stage
9. Capability over a period for specific skill related to:
   1. Methodology
   2. Role at a Level/ stage
10. Based on 7) above, a 2x2 of Unconfirmed and Confirmed, Strengths and Weaknesses
11. Based on 8) above, a 2x2 of Unconfirmed and Confirmed, Strengths and Weaknesses
12. Alignment – Primarily, to resolve unconfirmed strengths and weaknesses
13. Leveraging Strengths – For one strength at a time
    1. Where to apply
    2. How to strengthen
14. Overcoming Weaknesses – For one weakness at a time … Recommend max 3 at a time.
    1. Current vs New ways for each of THINK, ACT, COMMUNICATE
15. Tracking Sheet