

CIO – Innovation management best practices On-line survey data analyzed by Factor

Factor #2 – Management’s looks explicitly for innovation or does not. Two extremes are ‘measured’. A key word is ‘explicitly’.

Our survey respondents are split into two camps; those whose management explicitly looks for innovation and those who do not.

Those whose management looks explicitly for innovation.

- Of those companies participating in the on-line survey, 58% of respondents stated that their management 'explicitly looks for innovation'. The average 'Ideal', i.e. the value chosen by each respondent, is at 3.2 - a significant figure and indicating a strong desire for innovation.
- Their 'Delta'¹ averages 3.0 indicating a degree of discontentment. The results are abnormally influenced by a number of high 'Delta' ratings.

Those whose management seem disinterested in innovation.

- 32% of those surveyed state that their managements do not look 'explicitly for innovation'. In many cases the data suggests that innovation happens in any case almost in spite of management’s view – i.e. the organization gets more innovation than expected.

11% of the results were just too difficult to interpret.

¹ 'Delta' is the difference between a respondent’s 'Ideal' rating and their rating of their own situation – their 'Reality'. The larger the gap the greater is the dissatisfaction.

It is often the case that senior management has not made it clear to all employees and to other stakeholders, either by their action or inaction or by not communicating effectively, just how important innovation is to the corporation. Much is taken for granted.

Solutions may lie with management demonstrating that innovation is important; spelling out a vision which includes innovation as a core principal, improving communications and making use of other fully transparent means of recognizing innovation’s relevance to the organization. Actions speak louder than words.

Alternatively, it could be that, for the 32% of respondents, management has made a deliberate decision not to be innovative; preferring to follow or be second best.

If the message about innovation is important and is not getting through to stakeholders; i.e. employees or supply-chain, you might want to consider the following initiatives².

- Improve corporate governance at the Board level
- Modify/change top management positions
- Reorient corporate values by improving communications about innovation
- Divest low performing non-innovative businesses
- Make use of all manner and means of communication to get a message out.

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² Go to; <http://www.corporateinnovationonline.com> to pick up 'thought starters' – under 'Ideas' by Factor