



INNOVATION MATURITY REVIEW

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Introduction

This template provides guidelines for a qualitative assessment of your organisation’s performance in innovation. The assessment process uses as benchmarks an adaptation of the internationally recognised Innovation Capability Maturity Model¹, aligned to Hargraves Principles of Innovation as they apply to The Catalyst Approach and the Innovator Recognition Program (IRP[®]).

Hargraves Institute Principles of Innovation

Leadership and People
Principle 1: Organisation leadership (and Board) has a genuine commitment to innovation performance and recognition; and
Principle 2: Empowers all people and teams and provides fast and regular feedback.
Innovation Process
Principle 3: Organisations execute through a simple, accessible and disciplined innovation process; and
Principle 4: Proactively manage risk and support learning from both failure and success.
Innovation Action
Principle 5: Organisations explicitly link vision and strategy to innovation with ownership and accountability (e.g., through strategic plans, performance management, etc.); and
Principle 6: Provide resources when needed for innovation.
Collaboration
Principle 7: Organisations/teams proactively connect with all stakeholders; and
Principle 8: Encourage cooperation and challenges both internally and externally.

¹ Mann, Darrell; Innovation Capability Maturity Model—An Introduction; IFR Press
 Innovation Maturity Template | © Catalyst Exchange Pty Ltd 2016

How to Use This Guide

There are five levels and five assessment areas.

In order to determine an overall certification level, you need to work through the discussion questions within each assessment area as shown below. The description for each level is provided within each assessment area. This will be a matter of judgement determined by the answers and evidence provided. It is a good idea to get a range of views from people across your organisation to ensure that you get a comprehensive view.

Area	Level 1	Level 2	Level 3	Level 4	Level 5
Leadership	✓				
Strategy, Values and Vision		✓			
Systems and Practices	✓				
Implementation	✓				
Employee Awareness, Skills and Collaboration		✓			

Note: to get IRP® official certification, which allows you to use the certified trademarks, organisations need to have signed on to the system through Catalyst Exchange and an approved assessor will verify your levels.

Innovator Recognition Program (IRP®)

Level	Descriptions	IRP® Certified Trademark
5. Gold—Certified	Proactive and continuous improvement of the innovation process	
4. Silver—Certified	Innovation process mapped, measured and controlled	
3. White—Certified	Innovation process is mapped across the organisation and proactive	
2. Blue—Able	Innovation process is mapped for projects only and is often reactive	
1. Green—Starter	Innovation process is unpredictable, poorly managed and reactive	

Assessment Area One—Leadership

This aligns to Hargraves Institute Innovation Principles 1 and 2.

The certification category will be based on the level of demonstrated achievement of the following criteria:

Demonstrated commitment from the CEO and/or executive team (e.g., by way of a signed Letter of Commitment & Conduct) to the development of a workplace culture and practices that support the eight core innovation principles.

Level 5

Leadership has communicated its commitment to innovation strategy, (e.g., IRP® and The Catalyst Approach) to external stakeholders, customers, suppliers, etc., in official publications. Leaders constantly encourage and support people to learn and innovate. They see their role as liberating others to create and deliver. They are transformational.

Level 4

Leaders are supporting innovation and change as a central part of their job. Innovation is highly visible. CEO/leadership has presented awards for employees who contribute to innovation. The organisation is recognised as a leader in innovation.

Level 3

While leaders and managers are still focusing on managing the present job, they recognise they have responsibility to foster and support innovation and innovators. Leaders accept they have a role in helping the organisation innovate. CEO and leadership team are actively promoting/encouraging innovative activities (and The Catalyst Approach) throughout the organisation.

Level 2

CEO has signed the Letter of Commitment & Conduct for The Catalyst Approach and has communicated commitment in internal communications, newsletters, etc. Leaders are still mainly interested in retaining the status quo and avoiding any disruption that may threaten their own positions. However, there is recognition that innovation may be something that needs addressing.

Level 1

Innovation is not a priority. Leaders concentrate on delivering quality products and services and may demonstrate commitment to continuous improvement. There may be some attempts to innovate in pockets within the organisation. Leadership may be interested in some areas of technical innovation or R&D.

Assessment Area Two—Strategy, Values and Vision

This aligns to Hargraves Principles of Innovation 1 and 2

The certification category will be based on the level of demonstrated achievement of the following criteria:

The organisation's strategic plan, values and vision reflect the importance given to innovation and the eight core innovation principles.

Level 5

The focus is on step change or growth, with a responsive workforce, and the capacity for repeat innovation, for scaling and replicating good ideas within and from external sources. The organisation recognises that there are times when innovation is really important and then others when stability is important. It is outwardly focused. It is an optimistic organisation which values engagement, participation and learning. It is highly proactive.

Level 4

Innovation strategy is looking beyond the current practices, products and services, and is actively examining the future and how it needs to respond to user needs. Innovation is highly valued and those involved in innovation processes are highly respected. Approach is about change and doing things differently, looking for innovation with significant impact. It is proactive.

Level 3

Innovation is a central pillar of strategy. Innovation projects cross boundaries. Approach is about achieving productivity improvement and internal efficiencies through a range of approaches. It is proactive. Mostly.

Level 2

The innovation bigger picture isn't very well understood, there is a focus on technical innovation, R&D. There is a move towards establishing an approach which is about people, culture and engagement. It is still reactive.

Level 1

Innovation strategy is informal or doesn't exist. There is a concentration on stability, rather than change. The culture is largely reactive to change. There is a focus on tradition, continuity and avoiding risk.

Assessment Area Three—Systems and Practices

This aligns to Hargraves Institute Innovation Principles 3 and 4.

The certification category will be based on the level of demonstrated achievement of the following criteria:

Responsiveness to opportunities—the innovation practices and strategy development and implementation is based on assessed opportunities and is appropriate for both change and productivity.

Level 5

The innovation process is supported at all stages. All systems are optimised allowing rapid innovation cycles. Systems work to keep employees engaged. A database of significant projects and outcomes is present with history and future outcomes.

Level 4

Processes are in place for identifying intangible innovation opportunity cues, rapid innovation cycles and learning from the results of the cycles. A database of many small, medium and large outcomes is present that directly links to the strategy and plans of the organisation.

Level 3

There is evidence of systematic development and implementation of ideas. There are effective training, communication and recognition systems in place. There are examples of opportunities or a list of small, medium outcomes that address the strategy and plans of the organisation.

Level 2

Examples of opportunities and projects reflect a number of small or micro outcomes in the overall plan of the organisation. There is a system for capturing and measuring the impact of ideas. There is a process for idea development and implementation.

Level 1

There may be some marginal innovation activity. There may be systems for continuous improvement and/or staff development. Systems do not directly address innovation.

Assessment Area Four—Implementation

This aligns to Hargraves Institute Innovation Principles 5 and 6.

The certification category will be based on the level of demonstrated achievement of the following criteria:

The extent of implementation—level of implementation and integration of the eight core innovation principles into the day-to-day functions of the organisation.

Level 5

The structure places learning and innovation at the heart of the business. Many certified practical innovators, catalysts and innovation leaders have completed training and been recognised. The organisation has the capacity for ongoing, repeatable innovation in many different areas. The innovation process is supported at all stages of implementation.

Level 4

Training is widely available and innovators are submitting ideas. Ideas are routinely actioned by catalysts and/or leaders. The value of innovation is being captured.

Level 3

Training and development for the catalysts, innovators and leaders is available and used. Catalysts are working with innovators and submitting ideas. Ideas are being logged, implemented and recognised. Ideas which have a potentially broad impact or are complex are allocated resources and referred to the appropriate methodologies.

Level 2

A plan has been established and agreed by the leaders. Systems, processes and communication strategies have been established for increasing awareness. Tools and methods have been introduced.

Level 1

Innovations may have been implemented in areas within the organisation, however, there is little recognition and/or understanding of the value of the innovations. There is no strategy to overcome silos, so collaboration is limited. There may be a rudimentary plan to address the need for innovation.

Assessment Area Five—Employee Awareness, Skills and Collaboration

This aligns to Hargraves Institute Innovation Principles 7 and 8.

The certification category will be based on the level of demonstrated achievement of the following criteria:

Employee awareness—the extent of which employees know, understand and participate in The Catalyst Approach and other innovation strategies, how to participate and achieve their personal goals.

Level 5

A comprehensive system and examples of employee awareness, collaboration and engagement is evident. The whole organisation is highly capable of managing change. Employees are highly engaged and use a suite of tools and approaches relevant for the challenge to generate and implement ideas. Employees make use of a range of healthy internal and external networks.

Level 4

Participation in The Catalyst Approach and IRP® (or other employee-driven approaches) is understood by new employees as well as by existing employees. The organisation explicitly values innovation and it is seen as a major contributor to success. Change is welcomed by most people and there is a positive relationship between innovation success and career progression. Collaboration both internally and externally is visible for many employees.

Level 3

A reasonable proportion of employees submit ideas and access the catalyst in their network. People are encouraged to question what they do and how work is done. Risks and failure are tolerated and processes are used to manage risk. There is a broad acceptance of the need for innovation. Collaboration both internally and externally is encouraged.

Level 2

Internal communication has commenced. Catalysts understand their role. There is not a widespread acceptance or understanding of the need for innovation and catalysts. There are pockets of innovation. Innovation skills are a rarity, the “soft” people skills necessary for innovating will be lacking.

Level 1

Awareness of the need for innovation exists in a few areas of the organisation but is not widespread. There is not a strong culture of innovation demonstrated by the use of skills and tools.

Tally point

You have been through the five assessment areas using the guided discussion, which will help to determine an overall level. Use this to indicate the agreed levels after the discussion using the guided questions and then indicate the correct level for each area. (Simply tick the appropriate level.)

Area	Level 1	Level 2	Level 3	Level 4	Level 5
Leadership					
Strategy, Values and Vision					
Systems and Practices					
Implementation					
Employee Awareness, Skills and Collaboration					

Should you wish to get certification, apply to Catalyst Exchange for an advisor to verify your levels and ascribe an overall certification level using the table below. On the following pages full profiles for each level are provided.

Innovator Recognition Program (IRP®)

Level	Descriptions	IRP® Certified Trademark
5. Gold—Certified	Proactive and continuous improvement of the innovation process	
4. Silver—Certified	Innovation process mapped, measured and controlled	
3. White—Certified	Innovation process is mapped across the organisation and proactive	
2. Blue—Able	Innovation process is mapped for projects only and is often reactive	
1. Green—Starter	Innovation process is unpredictable, poorly managed and reactive	

Green—Starter

Leadership	Innovation is not a priority. Leaders concentrate on delivering quality products and services and may demonstrate commitment to continuous improvement. There may be some attempts to innovate in pockets within the organisation. Leadership may be interested in some areas of technical innovation or R&D.
Strategy, Values and Vision	Innovation strategy is informal or doesn't exist. There is a concentration on stability, rather than change. The culture is largely reactive to change. There is a focus on tradition, continuity and avoiding risk.
Systems and Practices	There may be some marginal innovation activity. There may be systems for continuous improvement and or staff development. Systems do not directly address innovation.
Implementation	Innovations may have been implemented in areas within the organisation, however, there is little recognition and/or understanding of the value of the innovations. There is no strategy to overcome silos, so collaboration is limited. There may be a rudimentary plan to address the need for innovation.
Employee Awareness, Skills and Collaboration	Awareness of the need for innovation exists in a few areas of the organisation but is not widespread. There is not a strong culture of innovation demonstrated by the use of skills and tools.
The Catalyst Approach and IRP®	N/A

Blue—Able

Leadership	CEO has demonstrated genuine commitment to an innovation strategy (e.g., has signed the Letter of Commitment & Conduct for The Catalyst Approach) and has communicated commitment in internal communications, newsletters, etc. Leaders are still mainly interested in retaining the status quo and avoiding any disruption which may threaten their own power or status. However, there is recognition that change is inevitable and requires a response.
Strategy, Values and Vision	The innovation bigger picture isn't very well understood, there is a focus on technical innovation, R&D. There is a move towards establishing an approach which is about people, culture and engagement.
Systems and Practices	Examples of opportunities and projects reflect a number of small or micro outcomes in the overall plan of the organisation. There is a system for capturing and measuring the impact of ideas. There is a process for idea development and implementation.
Implementation	A plan has been established and agreed by the leadership team. Systems, processes and communication strategies have been established for increasing awareness. Tools and methods have been introduced.
Employee Awareness, Skills and Collaboration	Internal communication has commenced. Catalysts understand their role. There is not a widespread acceptance or understanding of the need for innovation and catalysts. There are pockets of innovation. Innovation skills are a rarity, the "soft" people skills necessary for innovating will be lacking.
The Catalyst Approach and IRP®	CEO has signed the IRP® Letter of Commitment & Conduct.

White—Certified

Leadership	While leaders and managers are still focusing on managing the present job, they recognise they have responsibility to foster and support innovation and innovators. Leaders accept that they have a role in helping the organisation innovate. CEO and leadership team are actively promoting/encouraging innovative activities (and The Catalyst Approach) throughout the organisation.
Strategy, Values and Vision	Innovation is a central pillar of strategy. Innovation projects cross boundaries. The focus is on achieving productivity improvement and internal efficiencies through a range of approaches.
Systems and Practices	There is evidence of systematic development and implementation of ideas. There are effective training, communication and recognition systems in place. There are examples of opportunities or a list of small, medium outcomes that address the strategy and plans for the organisation.
Implementation	Training and development for the catalysts, innovators and leaders is available and used. Catalysts are working with innovators and submitting ideas. Ideas are being logged, implemented and recognised. Ideas that have a potentially broad impact or are complex are allocated resources and referred to the appropriate methodologies.
Employee Awareness, Skills and Collaboration	A reasonable proportion of employees submit ideas and access the catalyst in their network. People are encouraged to question what they do and how work is done. Risks and failure are tolerated and processes are used to manage risk. There is a broad acceptance of the need for innovation. Collaboration both internally and externally is encouraged.
The Catalyst Approach and IRP®	CEO has presented IRP® awards for Certified Practical Innovator.

Silver—Certified

Leadership	Leaders are supporting innovation and change as a central part of their job. Innovation is highly visible. CEO/leadership has presented awards for employees who contribute to innovation. The organisation is recognised as a leader in innovation.
Strategy, Values and Vision	Innovation strategy is looking beyond the current practices, products and services, and is actively examining the future and how it needs to respond to user needs. Innovation is highly valued and those involved in innovation processes are highly respected. The focus is about change and doing things differently, and looking for innovation with significant impact.
Systems and Practices	Processes are in place for identifying intangible innovation opportunity cues, rapid innovation cycles and learning from the results of the cycles. A database of many small, medium and large outcomes is present that directly links to the strategy and plans for the organisation.
Implementation	Training is widely available and innovators are submitting ideas. Ideas are routinely actioned by catalysts and/or leaders. The value of innovation is being captured.
Employee Awareness, Skills and Collaboration	Participation in the innovation process (e.g., The Catalyst Approach and IRP®) is understood by new employees as well as by existing employees. The organisation explicitly values innovation and it is seen as a major contributor to success. Change is welcomed by most people and there is a positive relationship between innovation success and career progression. Collaboration both internally and externally is visible for many employees.
The Catalyst Approach and IRP®	CEO has communicated IRP® commitment to external stakeholders, customers, suppliers, etc., in official publications.

Gold—Certified

Leadership	<p>Leadership has communicated its commitment to innovation strategy (IRP[®] and The Catalyst Approach) to external stakeholders, customers, suppliers, etc., in official publications. Leaders constantly encourage and support people to learn and innovate. They see their role as liberating others to create and deliver. They are transformational.</p>
Strategy, Values and Vision	<p>The approach is about step change or growth with an agile and responsive workforce, and the capacity for repeat innovation, for scaling and replicating good ideas within and from external sources. The organisation can balance the focus between managing for today and innovating for tomorrow. It is outwardly focused. It is an optimistic organisation that values engagement, participation and learning.</p>
Systems and Practices	<p>All systems are optimised allowing rapid innovation cycles. Systems work to keep employees engaged, for example, through recognition. A database of significant projects and outcomes is present with history and future outcomes.</p>
Implementation	<p>The structure places learning and innovation at the heart of the business. Many certified practical innovators, catalysts and innovation leaders have completed training and have been recognised. The organisation has the capacity for ongoing, repeatable innovation in many different areas. The innovation process is supported at all stages of implementation.</p>
Employee Awareness, Skills and Collaboration	<p>A comprehensive system and examples of employee awareness, collaboration and engagement is evident. The whole organisation is highly capable of managing change. Employees are highly engaged and use a suite of tools and approaches relevant for the challenge to generate and implement ideas. Employees make use of a range of healthy internal and external networks.</p>