THE EVALUATION OF

ORGANIZATIONAL INNOVATION CAPABILITY
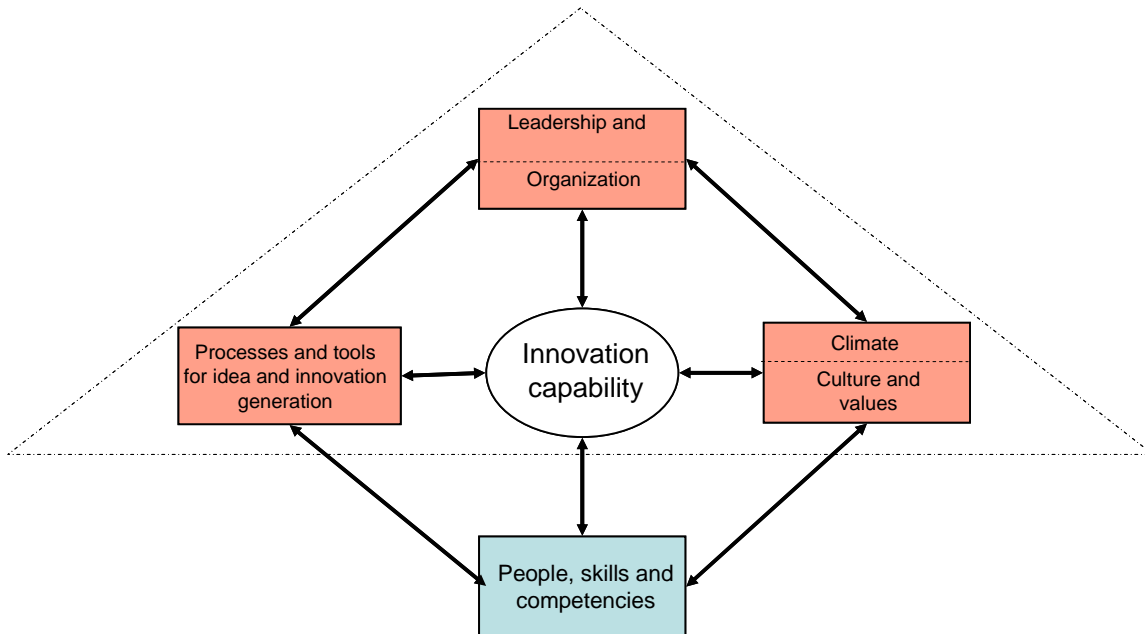
Individual Innovation Capability (IIC)

and

Organization's Innovation Capability

User Manual

The Organizational Innovation Capability is evaluated with two sel-fevaluation applications

- With **Individual's innovation capability** application, a person self-evaluates one's own innovation competencies.
- With **Organization's innovation capability** application, a person self-evaluates the organization's ability to support his or her own innovation competencies.

The self-evaluation is carried out by evaluating given statements for both their current and target state, i.e. the desired future state.

The applications of Yosoevaluation for evaluating the innovation capability have been developed as part of international ITEA2 Flexi-project.

ITEA2 stands for Information Technology for European Advancement
http://www.itea2.org/
Flexi *"Flexible Integration in Global Product Development"* is a multinational project, which one goal is to enhance the innovation culture in organization's of european software intensive industry in order to shorten the time of product development. The Flexi-projekti will continue until the end of year 2009.

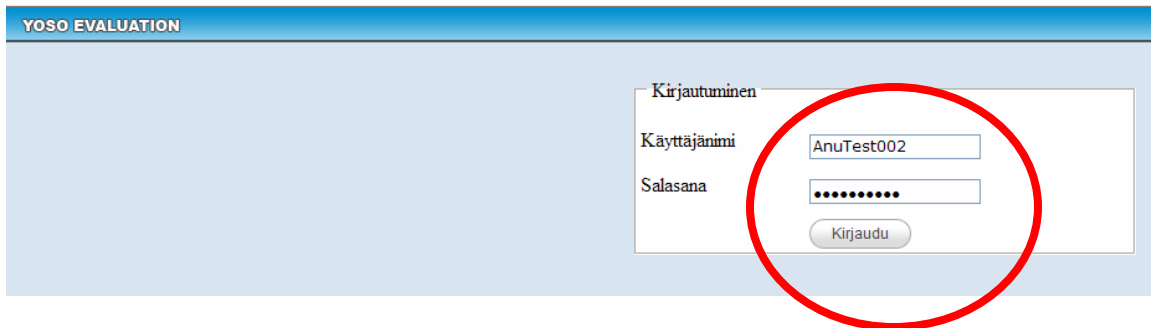**PLEASE, READ THE MANUAL BEFORE STARTING THE EVALUATION.**

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LOGIN TO YOSO-EVALUATION-SYSTEM

Login to Yosoevaluation-system by web-address with any type of operating system.

http://www.yosoevaluation.fi

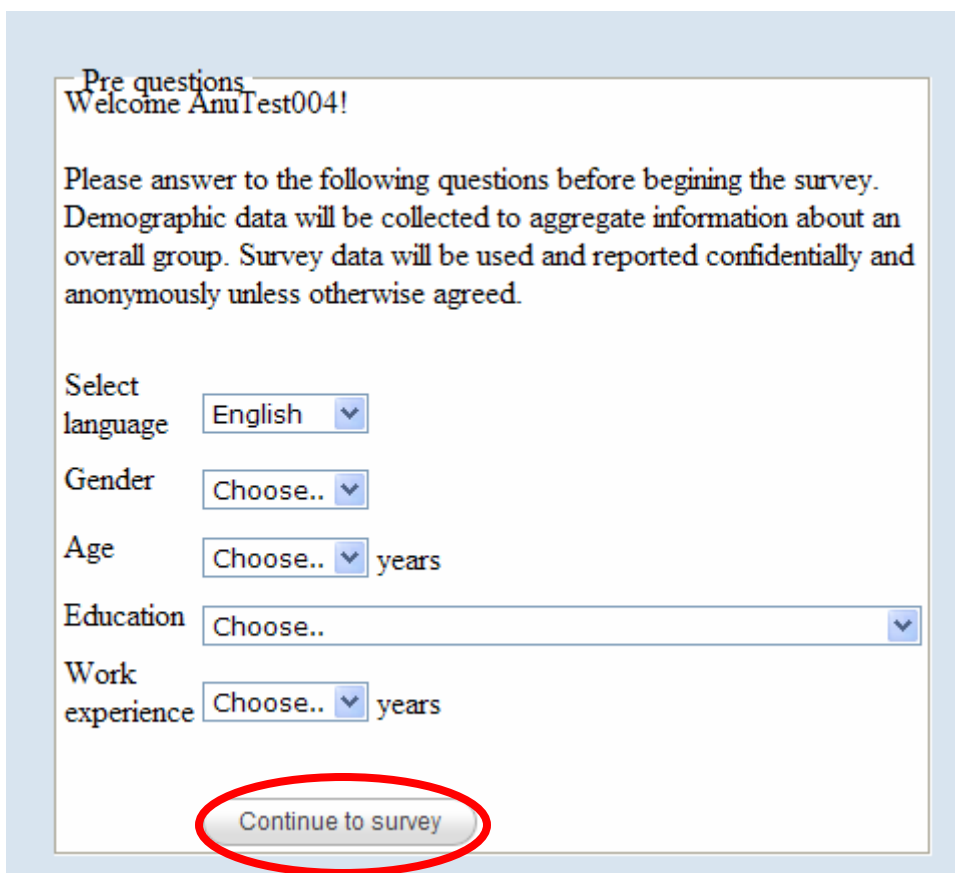Login with the username and password/s given to you by admin.

Normally your username for both self-evaluation applications are the same – the system acknowledges the correct application form the password.

DEMOGRAPHIC DATA

Choose the language of your choise.

Fill in the following demographic data for research use only by using the appropriate alternative from drop-down-menu.

1. **sex**
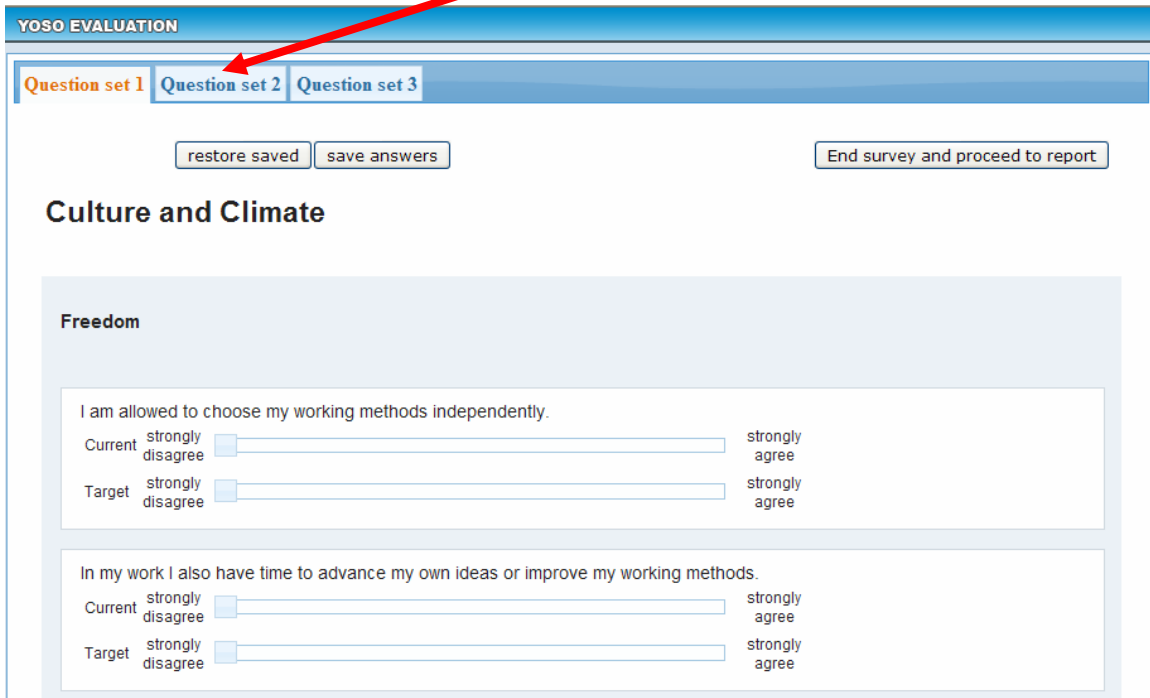2. **age**
3. **educatin**
4. **working experience by years**

To start your self-evaluation please click the "Continue to survey" –button with your mouse.

USING THE SYSTEM

The system includes the questionnaires as follows:

- Organization's innovation capability 3 Question sets (seen as folders Question set 1, Question set 2, Question set 3)
- Individual innovation capability 7 Question sets

CARRYING OUT THE SELF-EVALUATION

The subjects under evaluation have been titled in the various question sets.

> Start your evaluation by thinking about your opinion on the given statement in the box.

The evaluation will be carried out by sliding the box in the bar to the position portraying your opinion for both current and target state i.e. where you would wish the issue mentioned in the statement to be in the future.

Notice that some of the statements are reversed. Use your first impressions; usually it is the best – don't "overanalyze" the statements.

SAVING AND INTERRUPTING THE EVALUATION

The evaluated statements can be saved with
"save answers" - button

After the saving the evalution can be interrupted with clicking the "close" box of your browser.

You may continue to your evaluation with your own username and password anytime later.

RETURNING TO THE EVALUATION AFTER SAVING

Those statements that you have already evaluated and saved can be returned after the brake by clicking the" restore saved" button.

ENDING THE SURVEY

After evaluating all the statements, you can end the survey and proceed to the reporting by clicking the "End survey and proceed to report"

However, in case you have not evaluated all the statements, the system will guide you to those statements that still require your input.

THE RESULTS AND REPORTS OF THE EVALUATION

After finishing one evaluation round and pressing the "End survey and proceed to reporting", the system will automatically transfer to the result reporting.

This page the personal results are in a format you can save and/or print.

Figures

The results of both applications are presented in report as:
- **Histograms or**
- **Web graphs**

The results in the report are ordered according to:
- **Current state, Target state and Creative Tension (The difference between Current and Target state).**
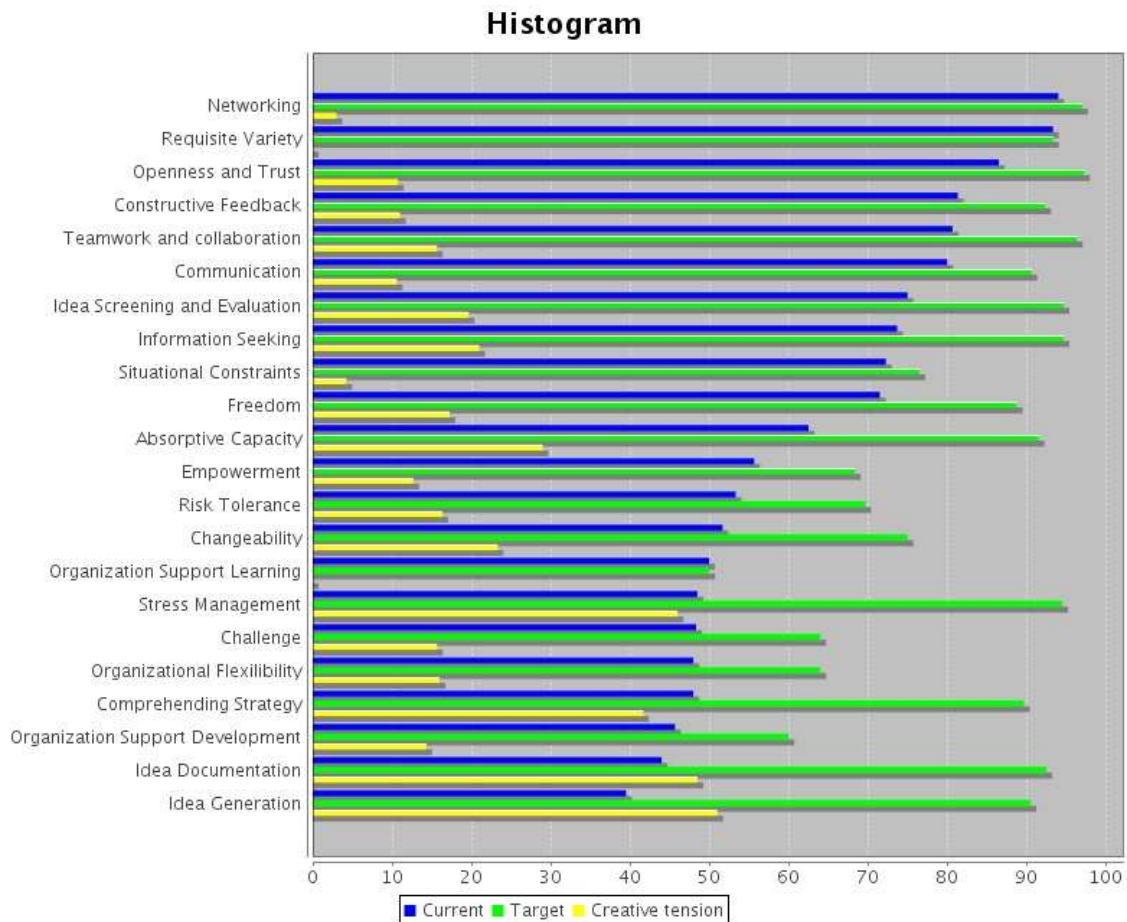
Figure: Individual's results in a histogram ordered by the current state.
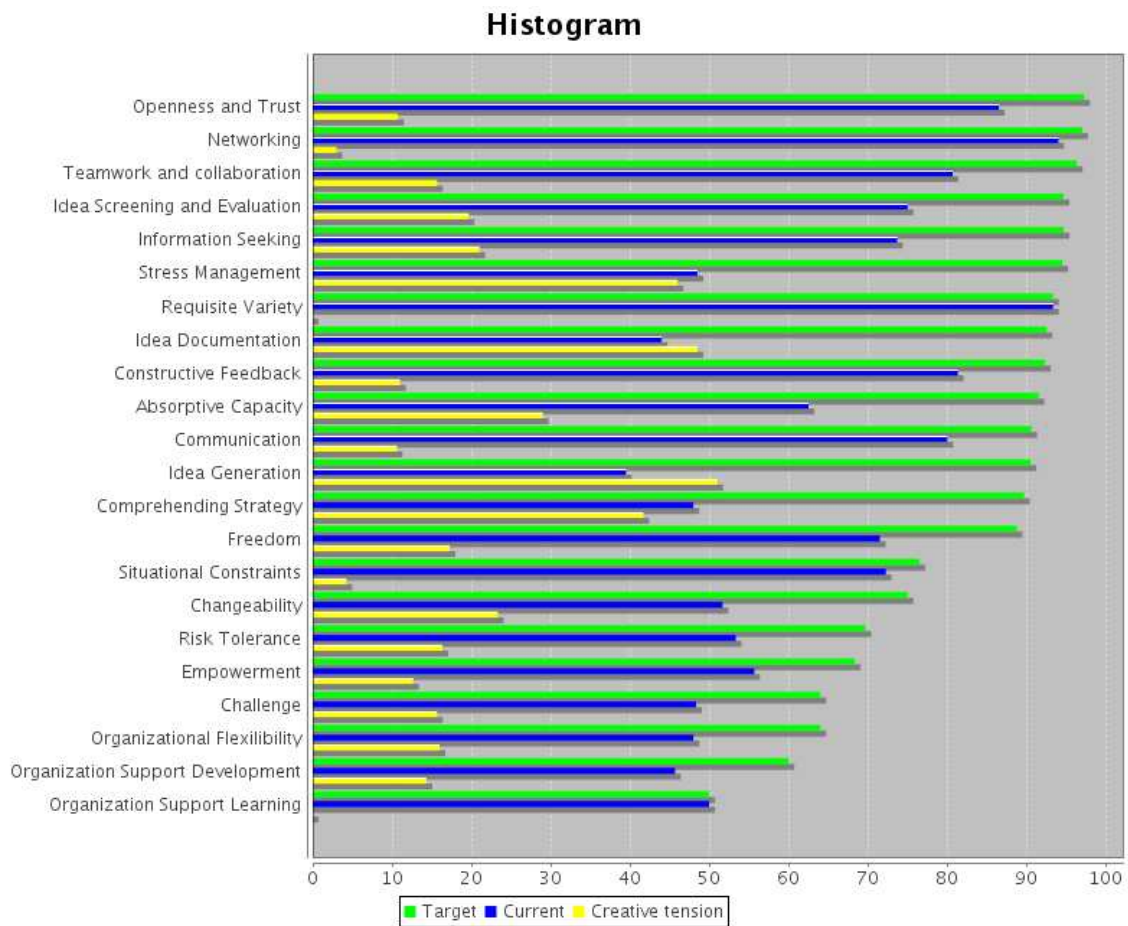
Figure: Individual's results in a histogram ordered by the target state.
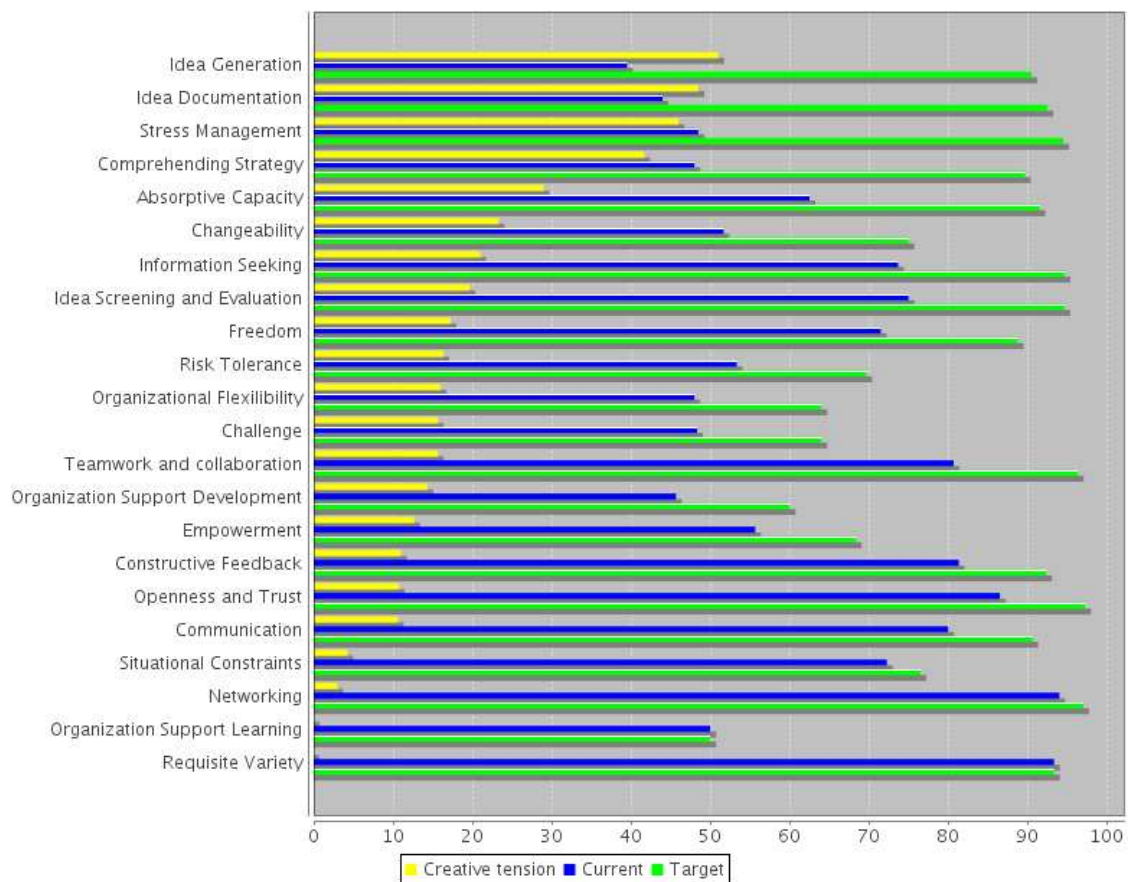
Yksilön tulokset histogrammi-kuvaajassa järjestettynä luovan jännitteen mukaan
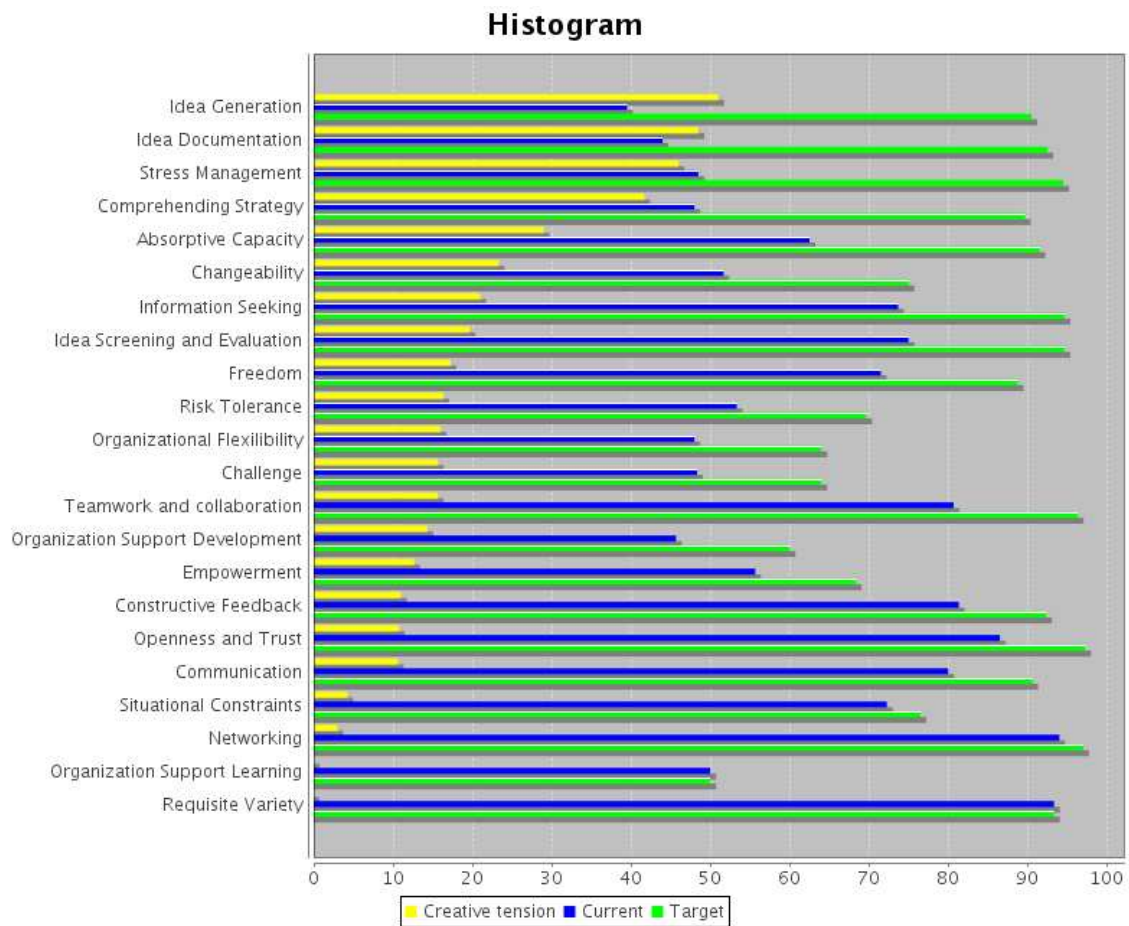
Figure: Individual's results in a histogram ordered by the creative tension/proactive vision.

CARRYING OUT THE EVALUATION FOR THE BENEFIT OF YOUR PERSONAL GROWTH AND OF YOUR ORGANIZATION

The self-evaluation applications for evaluation of organizational innovation capability including both individual and organizational questionnaires approximately 50 + 68 statements.

Don't carry out both evaluations right after another, as the process strains your brain surprisingly much and it is tiring.

Have a break between the evaluations – even one day in between. You may also interrupt one evaluation and get back to it later on with your user id and password.

Be honest while evaluating – in that way you will benefit the most of your inputs. Additionally, **notice that your personal evaluations are not conveyed to your organization** – just the aggregated group results.

EXPLANATIONS OF THE COMPETENCIES AND ORGANIZATIONAL FEATURES

The Individual's Innovation Capability

ITSETUNTEMUS
- **Accurate self-assessment** is the ability to analyze one's strengths and weaknesses accurately, additionally to be open to feedback.
- **Itseluottamus:** Usko omaan näkemykseen, pätevyyteen ja arvoon.

ITSEHALLINTA
- **Flexibility** is the ability to manage multiple demands without losing focus and to handle the ambiguities of organisational life. Additionally flexibility is the ability to be open to new experiences and viewpoints.
- **Independence** represents the sense of autonomy and independence of work. Also it is a sense of ownership and control of one's own work and ideas.
- **Vastuuntunto:** Tunnollisuus ja vastuun kantaminen yhteisistä tavoitteista.
- **Itsekuri:** Itsensä hallinta ongelma- ja ristiriitatilanteissa.
- **Stress tolerance** is ability to maintain performance when facing workload pressures and or organisational impediments.
- **Luotettavuus:** Rehellisyys ja eettisten periaatteiden noudattaminen.

MOTIVOITUMINEN
- **Achievement orientation** is the drive towards a high standard of excellence. Setting challenging goals and working hard to achieve them.
- **Change orientation** the ability to recognize the need for change and to adapt to the changes in the working environment.
- **Initiative** is the ability to see new possibilities and to seize opportunities and to do more than what is expected.
- **Risk orientation** is courage to take on challenges even when facing the risk of failure.

OSAAMINEN
- **Absorptive capacity** is the ability to assimilate and exploit external knowledge.
- **Information seeking** is the curiosity to know more about things, people or issues.
- **Self-development** is the desire to continually grow, learn and develop.

LUOVA AJATTELU
- **Analytical thinking** represents the use of logical, systematic reasoning to understand, analyze, and resolve problems and the ability to break problems into smaller pieces and the ability to discern causal relationships.
- **Conceptual thinking** represents the ability to use models, theories or frameworks to interpret or to explain events. Additionally, conceptual thinking is the ability to identify patterns and to the see the "big-picture".
- **Divergent thinking** is the ability or preference to generate many alternative solutions to a problem, also the valuation of new ideas and approaches.

- **Imagination** is the ability to form ideas in the mind, especially of things never seen or experienced directly. It is also the natural tendency to find new ideas and viewpoints.
- **Intuitive thinking** represents the use of knowledge that emerges as a vision or images, or a clear sense of knowing, inner speech, gut feelings or physical sensations.

EMPATIA
- **Muiden ymmärtäminen:** Kyky ymmärtää toisten ihmisten tunteita ja näkemyksiä ja asettua toisen asemaan.

SOSIAALISET KYVYT
- **Communication** is the ability to listen to others. Also it represents the ability to openly express one's feelings, ideas and opinions and to read non-verbal cues.
- **Ristiriitojen hallinta:** Erimielisyyksien sovittelu ja pyrkiminen kaikkia tyydyttävään ratkaisuun.
- **Relationship building** is building or maintaining friendly relationships or networks of contacts with people who are or might be useful in achieving work-related goals.
- **Teamwork and collaboration** represent interest in team members and in what they are doing, sharing plans and knowledge with others, recognition of possibilities to cooperate and act on them.

The Organization's Innovation Capability:

CULTURE AND CLIMATE

- Freedom: Freedom can be interpreted to be autonomy in choosing working methods independently. Also the permission to talk and otherwise freely interact during working hours can be seen reflecting the free climate in an organization. Freedom also is time to advance once ideas and improve working methods. Freedom can be seen as the freedom to question the ways of action in an organization without it turning to a political game.
- Openness and trust: Trust and openness in organization can be interpreted as seeing people as the most important resource, people being treated with the same respect and equality regardless their hierarchical level. Trying something new should not lead an individual to trouble and unethical behaviour of any kind should not be allowed in open and trustworthy organization.
- Communication: Communication in an organization it can be regarded as being able to exchange information regardless the organizational levels. Also there should not be any taboos that cannot be discussed. Furthermore, debating in a civilized manner should be encouraged in order communication to be sufficient. Additionally, the communication in the organization should be in such a level that people can trust it and receive all the beneficial information without anyone concealing it on purpose. Communication and trust are very much in connection with one another - they do not exist without the other one.
- Requisite variety: Requisite variety or requisite diversity in organizational environment can be summarized to signify having people with different backgrounds and skills. In addition to the diversity of the people, whether demographic, cultural, educational or intel-

lectual etc., it should be regarded as richness of the organization. Furthermore, the different skills of people should be put to use across organization in various departments or such.

- **Changeability:** In case an organization sticks on the status quo, it is very likely to be sidetracked of its industry. Today and in the future, the change is constantly present with all industries. Therefore the changes should be monitored through out and especially outside the organization. The changes carried out in the organization should be initiated at its every level and also carried out regardless the hierarchical level they were originated.

- **Risk tolerance:** Those organizations tolerating risk, people are encouraged to take challenges, even though success is not guaranteed. Organizational visions may also be followed even intuitively, regardless future prospects for success. In risk-tolerant organization environment fear or loss of failure does not prevent the experimentation and development. Additionally, the organization does not attach to the same old unsatisfactory way, but rather takes risks and changes procedures.

- **Organization support development:** An organization that supports development, the sign of such supporting activities is that people in those organizations are given opportunities for training and thus time to develop themselves. In such organization people are also encouraged to develop the organization via improving their working methods. Those organizations the drive for improvement is the working force, rather than a certain set way of doing things, which often stand in the way of developing the organization and its individuals.

Organization's Structure and Leadership

- **Organizational flexibility**: Organizational flexibility contains possibilities to exchange information regardless organizational level, which will allow adequate information flows both horizontally and vertically. Additionally, decision making also at lower levels is a feature of organization with flexible structures that promotes the value of flexibility.

- **Stress management**: Stress caused by work load pressures should be handled and managed by giving people possibilities to share the work load. One method if applicable, could be dividing the work load between several people, to lighten the load on one person.

- **Comprehending strategy**: Organization's strategy, whether being tactical incremental change and development, or strategic search for new possibilities, the employees should be able to internalize that goal. As change is constantly present at any organization, the employees should comprehend that in innovative organization continuous development of all activities is the way of operating. In truly innovative organization the strategy should include developing completely new products or processes as a way of operating in such manner, that all the employees understand it. For strategy to be successful, the vision of this organization's future, at least in overall level, should be expressed and communicated in a way that everyone understands it.

- **Challenge:** In those organizations embracing innovation enhancing challenges, employees are appointed with demanding tasks. Additionally there may be many tasks that people find interesting. Personnel is also encouraged to take up work tasks that seem to require a lot of effort. For people to comprehend the expectations of their work performance, the challenge and the goals should be portrayed clearly.

- **Empowerment:** Empowerment in an organization means that people are equally given both power and responsibilities in their work tasks. In other words the important decisions can be made also by others than top executives. One sign of empowerment is to the entire personnel given opportunity to make decisions about enhancing the working environment.

- **Constructive feedback:** The personally received constructive feedback can be seen as one of the most important rewards people are received from their work. For feedback to be constructive, it does not appear only in well performed accomplishments, but also with mistakes and failure. Due to their nature, innovation and creativity flourish in organizational climate that allows mistakes. Therefore, constructive feedback includes proposals for improvement after failure or bad performance too. In order to create a responsive innovation culture, the constructive feedback is an essential component.

- **Organization support learning:** An organization that supports learning, education and training has a significant role. In such organization people have opportunities to participate in training required by one's tasks. In addition, majority of personnel should experience education and training as positive things – not as a waste of time. If organization truly supports learning, other matters should not always get in the way of education and learning.

- **Teamwork and collaboration:** For creativity and innovation to flourish in an organization, the importance of team work in innovation process should be acknowledged. A framework for successful team-work would benefit the team-work by diversity, respect, co-operation and identifiable goals. Additionally, there should be a solid support for team work from the organization. In the worst case there is a lot of talk about team-work without true experience in practise.

- **Situational constraints:** The situational constraints in an organization draw some sort of boundaries to the extent people are able to carry out the creative and innovation work, in other words situational constraints either support or hinder the other innovation enablers. For instance, development, learning and information seeking purposes are supported by opportunities to acquire and read magazines and books relevant to professional field, use of Internet or library. For communication, information seeking and networking it is vital to have modern equipment in use for work and communicating. Besides the functional resources, in general, many times money as a resource determines the challenges and risks that are taken in organizations. Also communicating with the organization via regularly arranged events, where operational changes and results of this organization are presented can be seen as situational constraint, as due to various facts such as geographical distance can cause high expenses and thus difficulty. Therefore situation and thus the situationality is a truly important concept. Since, it defines the initiatives of the organization as well as the leadership and management efforts that are needed in creating a strong culture for innovation in the future.

The Front-End of Innovation Process

- **Seeking information:** The information should be possible to be acquired both from different parts of the organization and from outside the organization. All the information that people need for their work but have no access to, hinders their work performance.

- **Absorptive capacity:** Absorptive capacity is an important characteristic also at organizational level, as it helps to find the important information from the irrelevant informa-

tion flow that surrounds people nowadays. If finding the right information or the people are laborious, it is too time consuming, hence hinders the work performance. Without absorptive capacity the organization easily falls behind in improvements compared to their rivalries. Thereby, new technology might help a lot of individuals to increase their absorptive capabilities in practise.

- Idea generation: In the idea generation -phase of innovation process, people should have room for imagination in their work. Ideas should not be killed before they are at least properly analyzed; new and useful ideas are rewarded too. The entire personnel, not only specific people or department, should be encouraged to seek new ideas and viewpoints. Ideas and viewpoints are sought also outside the organization.

- Idea documentation: Documentation of the ideas, initiatives and motion of reforms, that personnel generate, in the organization is sensible for future use. The ideas should have a proper process of recording in order them to be documented for future use; people should be aware how and where to document them. However, the organization's needs define the way of the proper process of recording.

- Idea screening and evaluation: In the idea screening and evaluation of innovation process, there should be specific procedures in the organization for it to be beneficial. Everyone's ideas should be valued with the same objectivity and equality without public mockery. The screening should be carried out on the basis of common good rather than on the basis of individual gain.

- Networking: Networking in organization, it facilitates many creativity and innovation related functions. At organizational level networking is basically abilities to communicate with other organization. Hierarchy hinders i.e builds barriers to the horizontal and vertical communication flows and makes networking hard. When network is operating like well-oiled machine, all people get for instance true feedback of end-customer's opinions and needs among other things.

CONTACT INFORMATION

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