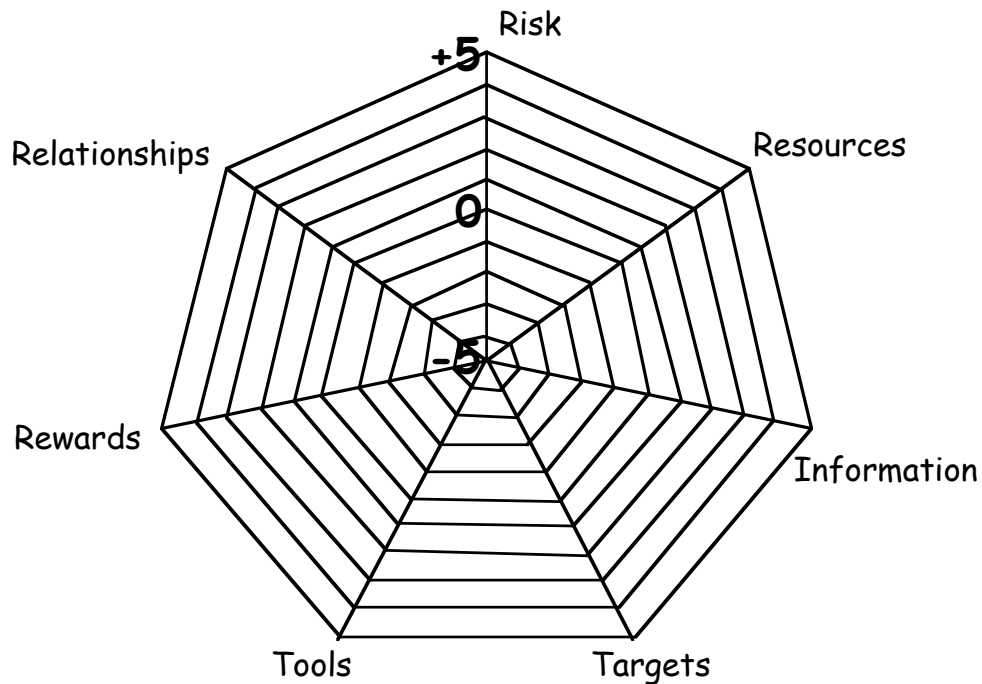


Organisational Culture for Innovation Self Assessment

Developed by: Paul Plsek, Paul E. Plsek & Associates, Inc., Atlanta, USA
Prof. Helen Bevan, NHS Modernisation Agency, Leicester, U.K.



Rating Scale

- +5 = We have outstanding positive skills, systems, and experiences on this dimension; **supporting innovation**
- 0 = Our skills, systems and experiences on this dimension have no real impact; **neither hamper nor support innovation**
- 5 = We have outstanding negative skills, systems or recent experiences on this dimension; **hampering innovation**

Dimensions

The speed and frequency of innovation depends on seven dimensions of organisational culture...

Risk Taking

The degree to which there is psychological support for individuals and teams that want to try out something new, given some reasonable precautions to avoid harm to patients or completely disastrous disruptions to the organisation.

Resources for Innovation

The availability of money, protected time, information, and authority to act for individuals and teams who wish to innovate

Widely Shared Knowledge

The degree to which tacit and explicit knowledge is widely gathered (both from within and outside the organization), easily available, rapidly transmitted, and honestly communicated throughout the organisation. Since no one can know in advance what information may stimulate or aid an innovation, the degree to which knowledge is censored, filtered, or summarized by others detracts from this dimension.

Specific Targets

The degree to which the formal leaders makes clear that innovation is highly desired in certain specific areas that are strategically or operationally important to the organisation. The degree to which leadership goes beyond setting targets and begins specifying the means for achieving them detracts from this dimension.

Tools and Techniques

The degree to which the organisation supports a conscious process and method for innovation that is not so restrictive as to stifle creativity, but not so open as to leave innovation entirely up to the native abilities of individuals and teams.

Reward Systems

The degree to which the organisation rewards the efforts of innovative individuals and teams through a process that gives these people things that they really want (eg., more protected time for innovation, greater access to power, recognition among peers, and so on).

Rapidly Formed Relationships

The degree to which the organization easily forms high-performing teams and networks of intrinsically motivated individuals, with a good mix of skills and styles, who quickly accept, respect and trust each other, and who display honest and open communication.