## RIGIDITY

***(Barriers to) Team Innovation***

**[team\_innov\_]** **To what extent do you agree or disagree with each of the following?**

**Teams in my business unit…** **[BI: 7p agreement; RANDOMIZE ROWS]**

* [team\_innov\_1] …allocate resources to explore new opportunities even when the return on investment is uncertain
* [team\_innov\_2] …rely on past experiences to generate solutions to new or unanticipated problems
* [team\_innov\_3] …prioritize innovation while working
* [team\_innov\_4] …continuously find ways to innovate
* [team\_innov\_5] …empower each other to make decisions that promote innovation

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**To what extent do you agree or disagree with the following statements?** **[BI: 7p agreement]**

* I am allowed to spend time in exploring new opportunities for improving products or processes
* My organization allows me to spend time exploring new opportunities for the BU despite uncertain returns.
* Leaders mainly use past success experiences to evaluate new situations and new ideas **[BI: hover text: such as products or services ideas and ideas for process improvement]**.

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***Employee Innovation (Behaviors)***

**How often do you…? [BI: 7 Pt Scale; 1 – Consistently, 2,3,4 – Sometimes,5,6,7 – Never]**

* ...pay attention to issues that are no part of your daily work?
* ...wonder how things can be improved?
* ...search out new working methods, techniques or instruments?
* ...generate original solutions for problems?
* ...find new approaches to execute tasks?
* ...make important organizational members enthusiastic for innovative ideas?
* ...attempt to convince people to support an innovative idea?
* ...systematically introduce innovative ideas into work practices?
* ...contribute to the implementation of new ideas?
* ...put effort in the development of new things?

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**To what extent do you agree or disagree with the following statements? [BI: 7p agreement]**

* Our team uses mistakes and challenges as learning opportunities.
* Our team does not give up, even when facing challenges.
* At work, I am recognized for my effort and hard work, not just my performance.
* Putting effort into my job helps me build my expertise.
* I proactively seek constructive feedback to develop myself.
* I proactively seek new challenges in my work, without fear of failure.

## SPEED

**Over the last 18 months how frequently did you:** **[BI: 7 Pt Scale; 1 – Consistently, 2,3,4 - Sometimes,5,6,7 – Never]**

* [prod\_meet\_deadline] Meet Deadlines for your work/deliverables
* Compromised quality to get work done faster
* Adjusted execution steps to speed up completion of tasks
* Stopped a project you own

**To what extent do the following statements describe you? [BI: 7-p agreement]**

* I struggle to implement new ideas **[BI: Hover text: new product or service ideas or ideas for improving operations]**
* I understand what I need to work faster
* I believe that speed should be a priority for my team
* I believe that speed should be a priority for my business unit

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**To what extent do the following statements about your organization? [BI: 7-p agreement]**

* Incremental improvement in operate efficiency is widely encouraged across the organization
* Incremental improvement in operate efficiency is well supported by the organization
* In responding to changes in market condition or customer needs, my organization is usually among the first few that make moves to respond.
* My organization has steadily improved the ability to respond to changes in market condition and customer needs in the past few years.

**To what extent do you agree or disagree with each of the following?**

**Teams in my business unit…** **[BI: 7p agreement; RANDOMIZE ROWS]**

* [team\_speed\_1] **…d**eliver products or services on time or ahead of schedule
* [team\_speed\_2] **…**prioritize operating at speed while working
* [team\_speed\_3] **…**continuously find ways to operate effectively at speed
* [team\_speed\_4] **…**empower each other to make decisions that increase speed of delivery

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## RESPONSIVENESS

**To what extent do the following statements describe yourself? [BI: 7-p agreement]**

* I believe that decisions should change based on changing customer needs
* I expect processes to be stable once established
* I always voice out to the management my observations of flaws or inefficiencies in workflows

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**To what extent do the following statements describe your team? [BI: 7-p agreement; randomize options]**

* We have access to data to understand our customers
* We use customer data extensively in decision making
* We are able to course correct execution of projects based on changing needs of customers
* We hesitate to try new approach to work
* My manager responds quickly to my or my peer’s suggestions for changes in processes or workflows
* My manager responds quickly to the suggestions made by her/his superiors for changes in processes or workflows
* Our leadership team responds quickly to suggestions for changes in processes or workflows
* We are quick in sensing changing customer needs.
* We monitor significant events related to what customers value and prefer.

## Innovation Effectiveness

**Please indicate the extent to which you agree or disagree that the following statements are characteristic of your organization. [BI: 7p agreement; randomize order]**

1. [out\_dc\_sen\_update] Our leaders are well informed about relevant market trends
2. [out\_dc\_sen\_discuss] Employees evaluate how emerging technological trends could affect our business
3. [out\_dc\_sen\_informed\_in] Our organization stays well informed about important trends within our industry
4. [out\_dc\_sen\_informed\_out] Our organization stays well informed about important trends outside of our industry
5. [out\_dc\_sz\_risk] Leaders allocate resources to explore new products and services even when the return on investment is uncertain
6. [out\_dc\_sz\_divert] Leaders will divert resources from existing businesses to support a promising new opportunity
7. [out\_dc\_sz\_early\_stage] Our organization is effective at evaluating the potential of new businesses
8. [out\_dc\_trans\_products] Our organization is effective at delivering new products and services at scale
9. [out\_dc\_trans\_operate] When necessary, we will radically alter our operational routines to support delivery of new products or services at scale
10. [out\_dc\_trans\_syn] We routinely benefit from synergies we identify between our new and mature lines of business
11. [out\_dc\_trans\_alliance] We partner across organizational boundaries to deliver newproducts and services at scale

## Business Environment / Market Conditions

**[BizEnv\_Challenge] To what extent do you agree or disagree with the following statements? [BI: 7p Agreement]**

* My organization is facing increased competition.
* My organization is facing greater economic uncertainty in our industry.
* My organization has been facing slow business growth in past few years.
* Our customers preferences have changed significantly over the last few years.
* There are significant regulatory changes in our industry.
* My organization is transforming its business model to adapt to the changes in the market.
* My organization is increasingly digital.

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**[BizEnv\_MCP] Please select the most important priority for your organization over the next 12 months. [BI: Select One]**

* Grow the business
* Improve operational excellence
* Innovate for success
* Optimize costs
* Execute business transformations
* Manage risk and regulatory demands
* Other (Please specify: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_) **[BI: open text]**

**[n\_of\_org\_change] How many times has your organization undergone each of the following changes in the past three years?** **[BI: 0-9; 10 or more; I’m not sure]**

* Merger and/or acquisition
* CEO / senior leadership transition
* Expansion into a new geographic region or product market
* Organizational restructuring
* Culture change
* Significant technological change or adoption