

Innovation Maturity Model	Reactive	Proactive			
		Constrained	Open	Managed	Continuous
Culture	Risk Averse. Failure not accepted.	Managed risks are tolerated. Innovation is opaque outside limited R&D groups.	Risk taking is encouraged and ideas are encouraged.	Open, transparent, participatory, and collaborative.	Failure is celebrated. Innovation is recognized as a strategic, corporate initiative and a source of competitive advantage with full executive support.
Purpose	Survival.	Organic Growth.	Ensuring Customer and Market focus by using "outside" ideas and skills.	Building a robust portfolio of products and services.	Actively seeking disruption.
People	Individual Heroes.	R&D teams.	Idea Community.	Innovation Center.	Innovating Organization.
Processes	Lagging innovation in response to external factors - regulations, competitors, etc.	Basic innovation processes exist but innovation opportunities are restricted to specialized R&D groups. Processes lack maturity to move idea to implementation.	Innovation processes are defined, standardized, and institutionalized within the entire organization.	Innovation is managed quantitatively via innovation pipeline and portfolio management. Quantitative Metrics are used to improve innovation processes.	Quantitative and qualitative metrics are used to continuously improve and optimize the innovation processes.
Technology	None.	Internally focused.	Externally focused (idea management, collaboration, etc.).	Innovation pipeline management tools (similar to sales pipeline management). Idea Quality control.	Innovation dashboards.
Metrics	None.	R&D Budget. ROI.	Number of ideas submitted. % of senior leader time allocated to innovation.	Innovation Pipeline (ideas by phase and business area) . Effectiveness of R&D budget. Process metrics (examples - Time from idea to charter, Time for charter approval, %age projects aborted at or before first milestone, %age successful projects i.e. meet or exceed charter expectations).	%age sales from new products & services, new customer segments, and new markets.

Figure 15: The Innovation Maturity Model is a useful tool to guide organizations. Living in the Innovation Age (December 2011).

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