Health-Check Toolkit User Guide





This self-assessment toolkit is created to assess the Creativity & Collaboration context of the organizational development of SMEs, within the overall standards of innovation management.

Introduction

The **Health-Check Toolkit** is aimed at:

- Creating opportunities for SMEs to significantly improve their innovation performance according to the European Innovation Management Standards that concern the creativity and collaboration management.
- Providing a fast track diagnostic of SMEs that help them to assess the critical elements/characteristics affecting their creativity and collaboration management excellence level;
- Involving owners or/and managers of SME in an easy-to-do assessment of their decision-making in the developing creativity and collaboration environment in their companies.

It may be used by the companies themselves, alternatively it can be assisted by a consultant or mentor/facilitator if there is a need.

The evaluation allows for in-depth reflection on the functioning of the company in the creativity & collaboration aspect of its activity by analyzing its strong points as well as areas where it needs improvement.

There are **four main areas/sections** the organisational development of a company can be evaluated in respect of its collaboration & creativity context:

- 1. Leadership;
- 2. Networks & partnerships;
- 3. Structure:
- 4. Culture

Each section is divided into particular fields/ subsections called aspects (3 per section and 12 in total) e.g. 1.1. Vision & setting objectives; 1.2. Motivation and delegating tasks; 1.3. Feedback. Each aspect is described and rated on a **four-level scale** (Development, Growth, Maturity, and Sustainability), based on four **statements**. Each statement attempts to reflect the most likely situation that is expected in this stage of the company's development in terms of collaboration & creativity.

In order that the evaluation process brings the

current results, each aspect must be evaluated and the result respectively must be put in the evaluation box.

The Health-Check provokes the owners or/and managers to drive change by highlighting the priority areas that need intervention. It will also help them improve certain aspects of the business to enhance innovation and growth. It

is a complementary part of the **Innovation Management System Guidebook** for SMEs and shall be used with the Creativity and Collaboration Guidebooks where the key terms, definitions, and concepts are explained and based on the standard CEN/TS 16555: parts 5 and 6 which constitute the foundations of all results of the **INCREMENTA project**.

HOW TO USE THE TOOLKIT?

The Toolkit consists of the following three parts:

- 1. Health-Check Evaluation Framework (4 Excel sheets)
- 2. Calculation Sheet (1 Excel sheet)
- 3. Evaluation Profile (Diagnostic diagrams) 2 Excel sheets

In order for the process to be effective, staff members, stakeholders and people connected with the company, should be included in it. Everyone should individually assess the stage of development of the company, then the whole group debates it and agrees on the final decision by consensus. The evaluation of particular aspects of the companies' operation is not as easy, as team members and members of the Board often view the analyzed problem differently. This

apparent weakness of the Framework, however, can turn out to be a strong point of the tool as it will allow obtaining a true picture of the collaboration & creativity context of the company. In order to see the dynamics of the company, its team should be committed to repeating this assessment exercise regularly, e.g. once a year.

THE PROCESS OF ASSESSMENT?

First step: Use the Health-Check Evaluation Framework

You have to examine carefully the whole framework (see **A1**, **A2**, **A3**, **A4**) and then start reading section by section (aspect by aspect). You have to first get an idea in what stage of development (in what field of the four-level scale) the aspect of the company organisational profile is. After that, you should read carefully

the respective statements and choose one of the four possible degrees (main areas) to which the section is divided that in your opinion most likely corresponds to the level of progress. Then you should write down the selected number in the respective cell (in yellow). These actions have to be done consecutively for all 12 aspects of organisational development, by which the collaboration & creativity context of the development of the company is to be evaluated. **An example** of selecting and recording the scores is shown for one of the four main areas/sections (1. Leadership) in annex **A1**).

Second step: Read the results in the calculation sheet

After you finish reading the statements, choosing the proper degrees and filling the respective score for all 12 aspects of the organisational development, you should go to the next stage - read the results in the Calculation sheet (annex A5). Every single area from:

Third step: Assess the profile and prepare action plan for improvement

This stage of the process is profiling the company by depicting the results using graphical visualization (evaluation profile). The example is given on annexes **A6** and **A7**.

The tool provides you with two types of diagrams - a bar graph and a radar diagram.

1. Leadership, 2. Networks & partnerships, 3. Structure, and 4. Culture is respectively evaluated as an average of the values of the three aspects that they include. Following the example on **A1**, where for the aspect "1.1. Vision & setting objectives" the score is 0.5; for the aspects "1.2. Motivation and delegating tasks" and "1.3. Feedback" the scores are respectively 1.0 and 1.25, you can see in **A5** that the result for the main area "1. Leadership" will be an average of the scores of these three aspects (or 0.92).

You can use both depending on the purpose of the analysis.

Since the tool can be used for self-assessment by one person from the company or by a team, it is up to the management what kind of assessment process to use - individual or teamwork. The company may also engage a consultant or facilitator.

Based on the analysis in this stage you can continue with the selection of priorities areas, highlighted in the previous stage; and development of action plan, if needed (Improvement plan).

Let's go through these three steps:



First: Evaluate the level of progress of the four organisational aspects of your company using the Health-Check Evaluation Framework.

Health check evaluation framework consists of **eight sheets** in total. You are asked to do the evaluation in the following **four Excel sheets** for the four main organisational areas/sections: 1. Leadership; 2. Networking & partnership; 3. Structure; 4. Culture. See annexes **A1**, **A2**, **A3**, **A4**!

Second: Look at the results of your rating of the 12 organisational aspects for your company in the Calculation sheet!

You are asked to open the Excel sheet Calculation sheet where you will see the summary of the evaluated organisational aspects and their average results for the four main areas: 1. Leadership; 2. Networking & partnership; 3. Structure; 4. Culture (A1 to A4). This is a fast-track profile of the company that summarizes the results of an evaluation in terms of collaboration & creativity.

There is an example of an automatically generated Calculation sheet (A5), based on the previously recorded in the Excel Sheets A1 to A4

scores for the 12 organisational aspects.

<u>Note</u>: In general (in this version of the Toolkit), the percentage for all the **four main areas** is equal to 25% and only in some specific cases could be used different ones.

In the Calculation sheet, instead of computing the average of the main areas, it is possible to calculate a weighted value on the basis of the figures set in the Health check evaluation framework (A1 to A4). This is an option for the future version of the Toolkit.

Third: Look at the Diagnostic diagrams, that represent the evaluation profile of your company!

You are asked to open the two Excel sheets (annexes A6 and A7), where you will see the visual profile of the company in terms of collaboration & creativity. These annexes represent the profile of the exemplary company, that is based on previously provided data in the Health check evaluation framework (A1 to A4).

<u>Notes</u>: In the case of bar chart, it is important to know that different weights foreseen for the future version could be used.

For the radar diagram, this possibility could be used only in case of different weights for every component (12 in total).

ANNEXES

- A1. Leadership
- A2. Network in & partnership
- A3. Structure
- A4. Culture
- A5. Calculation sheet
- A6. Evaluation profile bar chart
- A7. Evaluation profile radar diagram

A1. Leadership

In this main area "1. Leadership", the three organizational aspects are as follows: "1.1 Vision & settings objectives", "1.2 Motivation & tasks delegation" and "1.3 Feedback". You evaluated them as follows: for the aspect 1.1 the score is only 0.5 points, as you are on level of early development; the aspect 1.2 is to some extent more advanced (receives 1.00 points) and the aspect 1.3 is better developed since it is put in the growth stage with 1.25 points.

The selected score is recorded in the respective yellow boxes. The calculated average result for "1. Leadership" will be 0.92 (see

				- D	F .		G	H		J	K	L	М	N	0	P	Q
4	Α	В	С	D	E	_ F	1000										
	HEALTH CHEC	K EVA	LUA	TION	FRAN	IEWC	ORK (C	ollabo	ration	& Crea	ativity)) - 1. 1	Leader	ship			
	Collaboration & Creativity		Life Cycle Stages							s (Evaluation criteria)							
	/ Resources	D	evelopn	nent Stag	ge	Growth Stage				Maturity Stage				Sustanable Stage			
	MAIN AREA: 1, LEADE	RSHIP												Weight for the measured area: 25			
	Aspects	spects Statements				Statements				Statements				Statements			
	1.1. Vision & setting objectives	Company is I general and it no mission is . There are no currently unstrategy for comanagement and undertak involvement but are not al innovation, comentioned but them.	known by for statements. The correctivity and dertaken or possessivity or con- tice not in pla- tice on an ad- cof the staff, ble to influe- prestivity and	nunders only. The objectives and collaboration planned. The collaboration are. Planning hoc basis wir Staff execute them. Te it collaboration is collaboration.	There are are broad, ton activities re is no. Innovation is top-down thout the edecisions erms like n are	Board mem communica creativity an without inp staff can co- improveme used. Staff of depending they have li- innovation,	abers. The visi ated. There is and collaboration but by staff. The northule new that, but it is no can influence on how open ttle formal ing creativity and important and important and	on is clear but a draft strategy on which was nere is a proof product ideas of well known some decision their manage, but. Concepts collaboration	t not well for developed ess by which or process or well is, es are, but of are	Vision comes from leaders and the majority of managers. The mission statement is well communicated within and outside the company. Management by objectives (MBO) is in place. Innovation management is embedded in management practice. The SMART objectives are developed in line with an innovation management approach. Innovation, creativity and collaboration are all included in the company strategy which was developed using a creative and collaborative process. Individual staff are making attempts to introduce innovation, creativity and collaboration within the company.				Innovation, creativity and collaboration are all included in the company strategy which was developed using a creative and collaborative properties of the properties of the properties are SMART goals. The teams managers communicate the vision and mission effectively with the stakeholders and the extern environment. The company is well recognised innovation leader. You and other management actively promote creativity and innovation. You using tools such as the creativity scorecard and collaboration scorecard and are actively working improve your performance.			h was rative pro- methods. he teams : mission e external ognised a: gement on. You a ard and
		0.25	0.50	0.75	1.00	1.25	1.50	1.75	2.00	2.25	2.50	2.75	3.00	3.25	3.50	3.75	4.00
4.1			0.30	0.75	1.00	1.25	1.50	1.75	2.00	2.20	2.50			3.40	3.30	3.75	4.00
		Staff are not feeling of no being burnt-	motivated. T ot being usef out. There is	There is a conful for the co	nmon mpany and recognition	Achievement informally. appraisal sys	nts are noticed There is no o stem. Staff me	l and recogni fficial motiva mbers only u	ed ion and ndertake the	applied best p	rs undertake on. The com practices to r	only one no tasks that go l pany has ider notivate the s	umber from Deyond their utified and taff and track	There is a w environment and encour	vell-established at. Formal pro aging employe	d collaborative cedures for all es to appraise	locating ta their
	1.2. Motivation & tasks delegation	Staff are not : feeling of no	motivated. To t being usef- out. There is ormance as a ad depends o	There is a conful for the costitute or no is policy. Task on the culture	nmon mpany and recognition allocation is	Achievement informally. Appraisal systems tasks listed in measures to thinking and	nts are noticed There is no o	d and recogni fficial motiva mbers only u escription. Ce epreneurial ar n exist. The d	ed ion and ndertake the stain d innovative elegating	Staff member job description applied best j progress and creativity. Stat	rs undertake on. The com practices to r results in ter ff often self-	only one m tasks that go l pany has ider notivate the s ms of collab	umber from beyond their ntified and taff and track oration and and staff	There is a we environment and encourse achievement fully apprece actively rew You are usin collaboratio	rell-established at. Formal pro- aging employe ts are well use iated. Creativi arded. ag tools such	d collaborative cedures for all es to appraise ed. All staff me ty and collabo as the creativit and are actively	and creat locating ta their embers fee existion are
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A2. Networking & partnership

In this main area "2. Networking & partnership", the three organizational aspects are as follows: "2.1 Internal collaboration", "2.2 Motivation & tasks delegation" and "2.3 Communication and coordination; trust". You evaluated them as follows: for the aspect 2.1 the score is only 0.75 points, as you are on relatively advanced level of development; the aspect 2.2 is also in the same stage (receives 0.75 points) and the aspect 2.3 is to some extent even better developed with 1.25 points. The calculated average result for "2. Networking & partnership" will be 0.92 (see A5).

A	А	В	С	D	Е	F	G	Н	ı	J	К	L	M	N	0	Р	Q		
1	HEALTH CHEC	KEVA	LUA	TION	FRAM	MEWO	ORK (C	Collabo	ration	& Cre	ativity) - 2.	Netwo	rks &	Partne	rship			
3	Collaboration & Creativity							Life Cyc	le Stages	(Evaluation	on criteria)							
4	/ Resources	D	evelopi	ment Sta	ge	Growth Stage				Maturity Stage					Sustanable Stage				
5	MAIN AREA: 2. NETW	ORKS AI	ND PA	RTNERS	SHIPS		Ĭ							Weight fo	Weight for the measured area: 25%				
6	Aspect / Component		State	ments			State	ements		Statements					Statements				
7	2.1. Internal collaboration	Company is a closed type of organisation which lacks a collaboration infrastructure and intensity. Collaboration occurs mainly in project teams. Staff tend to share the work they do only when asked for it. Conversations and joint efforts across departmental boundaries are difficult. Low collaboration coexists with a low level of internal competition, which does not stimulate creativity and idea generation. Staff are not actively encouraged or rewarded for collaboration.				All staff do not have a clear position within a group and their roles are not clearly related. Functional ff team exist, but team roles are often unclear and governance structures are vague. The outcomes of collaborative efforts are often shared but only upon request. The teams often share work after				criteria developed and understood by staff. The culture includes creativity and design thinking. Cross-functional teams work on open innovation mode. The staff and teams routinely revisit and debate the				Company is an open type of organisation. All staff members participate in decision-making process. Well-balanced internal competition with collaboration is in place. Teams share work and effectively connect with additional project groups. The owners and top management promote best practices for working together, based on the innovation management standards. Staff agree on shared intentions, understand what success means, have a shared level of engagement and establish common goals by negotiation. Staff are encouraged to collaborate & rewarded for doing so.					
8		0.25	0.50	0.75	1.00	1.25	1.50	1.75	2.00	2.25	2.50	2.75	3.00	3.25	3.50	3.75	4.00		
9								ect of your con									0.75		
10	2.2. External collaboration	partners. Rel some extern founders do	ere is little or no real experience in laborating with external stakeholders and mers. Relationship between the company and ne external organisations are tense. The inders do not understand the open innovation (cept well and do not support external laboration.				perceptions chosen. The l collaboratio unit are engage mal collabora he planning of	ots. The partne and not well it re is no proace no on a broade sed in formal titre networking foollaboration of collaboration understate.	nought ive approach r scale. One work to ug and n is top-	contracts wi established of stakeholders essential par many intern company is growing. Op	ational and lo	on-makers and on channels on is become vation strate, ocal network of their role on approach	nd has with main ing an gy. There are is where the and impact are is	The compa community The extern into the bu are carefull bring to the used to con	process based on the principles of open innovation. The company is part of the local business community through diverse initiatives and netword. The external collaboration strategies are integrated into the business plan and progress tracked. Partner are carefully chosen on the grounds of what they bring to the partnership. External collaboration is used to complement core competencies, reduce costs and bring complementary expertise.				
11		0.25	0.50	0.75	1.00	1.25	1.50	1.75	2.00	2.25	2.50	2.75	3.00	3.25	3.50	3.75	4.00		
12														-		th statements	0.75		
	2.3. Communication and coordination; trust	Company is not an open organisation. The mission is interpreted in different languages. Communication and problem solving are not transparent. Teams have difficulty aligning their work with a common purpose. There are few established communication channels and a low					Staff members unite to define values, knowledge, expertise, and principles. Communication is partially formalised through established business processes and supported by communication tools. Some staff feel comfortable sharing thoughts and opinions in familiar domains. There is a shared space for project management. A common language for the organisation is partially formed. This supports internal collaboration and creativity to some extent. There are first steps in building up formal communication channels and increasing trust.				There are regular meetings between leaders and staff members. Formal communication channels serve decision making and information flow. You have a set of tools to support communication including those to share tacit information, expertise, and knowledge. Staff feel comfortable sharing their thoughts and opinions and provide adequate context for helping new staff members understand. Staff are allowed time to think about				Open organisation is in place. There is a system for measuring the effectiveness, and efficiency of the communication. A high level of coordination based on formal channels is achieved. Shared experience, tacit information, and values serve decision-making, conflict resolution, and assessment processes among staff members and managers. A common language is created. Various forms of open innovation are in place. Trust is everywhere. The leader's commitment to clear, open communication has set the tone for his or her team and organisation.				
13		with the con	npany as a v	vhole, leading	to attrition.	trust.				ideas.		57/1 5				usation.			
13 14		with the con	npany as a v	vhole, leading	to attrition.	1.25	1.50	1.75	2.00	ideas.	2.50	2.75	3.00	3.25	3.50	3.75	4.00		

A3. Structure

In this main area "3. Structure", the three organizational aspects are as follows: "3.1 System and processes", "3.2 Roles" and "3.3 Functions". You evaluated them as follows: for the aspect 3.1 the score is only 0.25 points, as you are on very early level of development; the aspect 3.2 is also in the same stage but better developed (receives 1.0 points) and the aspect 3.3 is in the similar stage with 0.75 points. The calculated average result for "3. Structure" will be 0.67 (see A5).

	Α	В	С	D	E	F	G	Н		J	K	L	M	N	0		Р	Q	
	HEALTH CHEC	KEV	ALUA'	TION	FRAN	MEWO	RK (C	Collabo	oration	& Cre	ativity) - 3.	Structu	ire		123			
	Collaboration & Creativity							Life Cy	cle Stages	(Evaluation criteria)									
	/ Resources	Development Stage				Growth Stage				Maturity Stage				Sustanable Stage					
	MAIN AREA: 3. Structu	re												Weight for the measured area: 25%				25%	
	Aspect / Component	Statements				Statements				Statements			Statements				1		
	3.1. Systems and processes	collaboration management level of hie lack clear gramechanism collaboration and creativitrust or flex in silos and	and processes a on, creativity of it. A low level ararchical gove bals, structure is for setting u on and creativity ity system exis- tible working do not pass i but each other	or innovation of openness ernance are in and governa up processes eness. No co of. There is no conditions. S nformation t	s and a high a place. You nnce and fostering llaboration o mutual Staff operate to each other	through vari approaches. Top manage and creativit g idea generat used in dev Staff memb- communica	ious tools an Innovation rement is com- ty. Good prac- ion. The star- elopment an- ers have som- te with each	d project-bas management : nmitted to co ctices are use ndards of coll d commercia se opportunit other and we	ed is evolving. Ilaboration d as a base for laboration are lization stages ies to	The collaboration and creativity process produces tangible, substantial, and sustainable results through joint participation and action. Existing systems and processes support the implementation of innovation management standards. Collaboration strategy defines the strategic aspects and it is implemented across the company through established and supported procedures. Managers and teams work across silos.									
																_			
		0.25	0.50	0.75	1.00	1.25 this organize	1.50	1.75	2.00	2.25	2.50	2.75	3.00	3.25	3.50	-	3.75	4.00 0.25	
		informally based on expertise, years of experience and main business functions						ams for inno	ration	definition at	nd opportuni	ities for inno	wation	structure an	d roles Th	e mess	surement su	ormal	
	3.2. Roles				r experience	form cross-	runctional fe	ams for inno	vation.	definition at Innovation r studied and		standards are	known,	structure an several aspe organisation creativity so are actively	cts and ove nal silos. Yo orecard and	rcome u are u i collai	es separation asing tools s boration see	stem cove within such as the precard an	
)	3.2. Roles				•		runcuonal te	ams for inno	vation.	Innovation r studied and	nanagement : recognised f	standards are	known,	several aspe organisation creativity so are actively	cts and ove nal silos. Yo orecard and	rcome u are u i collai	es separation asing tools s boration see	stem cove within such as the precard an	
)	3.2. Roles	and main b	usiness functi	0.75	1.00	1.25	1.50	1.75	2.00	Innovation r studied and	nanagement recognised f	standards are for benchman	known, king.	several aspe organisation creativity so are actively	ects and ove nal silos. Yo orecard and working to	rcome u are u d collab impro	es separation using tools s boration so ove your per	stem cove within such as the precard an eformance	
)	3.2. Roles 3.3. Functions	0.25 You am Functions a correspond There are n of responsibut without operate. Cr	usiness functi	0.75 te the level of the strategy and of a processes at are not acknown yould billaboration at the manager	1.00 1.00	1.25 Functions, r fast-growing of roles and company oc There are so projects and	1.50 ational asperesponsibilities needs for to functions in mmunicatio ome collaboral teams. The	1.75 at of your coses, and roles eamwork. Th a project tear on and skill ac	2.00 mpany. Selectorespond to edistribution as helps cross quisition. Ities between	2.25 and put in it correspond the MBO sy involved in it collaboration	2.50 the yellow bettions of the to the strategistem. Cross-fa well-managen. Open innoking are supplied.	2.75 2.75	3.00 mumber from ss areas sures within uns are	several aspe organisation creativity so are actively 3.25 one of the air The function structure an follow the in impact mean functions (or	ets and over all silos. You or card and working to working to a silon si	rcome u are u d collab impro eloped ents of manage em exis d staff arket, develop	as separation asing tools is boration so to boratio	4.00 Loo ext of the kystem. Tr kards. An ecution o s measure of new	
		0.25 You am Functions a correspond There are n of responsibut without operate. Cr	0.50 asked to rail re formally defully to the same informal bilities which twhich the co- estivity and co- use although	0.75 te the level of the strategy and of a processes at are not acknown yould billaboration at the manager	1.00 1.00	1.25 Functions, r fast-growing of roles and company oc There are so projects and	1.50 ational asperesponsibilities needs for to functions in mmunicatio ome collaboral teams. The	1.75 at of your co. es, and roles eamwork. Th a project tear on and skill ac cation difficu	2.00 mpany. Selectorespond to edistribution as helps cross quisition. Ities between	2.25 and put in incorrespond the MBO sy involved in collaboration creative thin	2.50 the yellow bettions of the to the strategistem. Cross-fa well-managen. Open innoking are supplied.	2.75 2.75	s.00 3.00 mumber from ss areas ives within mms are sive sock and	several aspe organisation creativity so are actively 3.25 one of the al The functios structure an follow the i impact mea- functions (c	ets and over all silos. You or card and working to working to a silon si	rcome u are u d collab impro eloped ents of manage em exis d staff arket, develop	as separation asing tools is boration so to boratio	4.00 1.00 ext of the system. The lards. An eccution of security of the system. The lards. An eccution of simulations of the system. The lards. An eccution of simulations of the system.	
		0.25 You am Functions a correspond There are n of responsibut without operate. Cr	0.50 asked to rail re formally defully to the same informal bilities which twhich the co- estivity and co- use although	0.75 te the level of the strategy and of a processes at are not acknown yould billaboration at the manager	1.00 1.00	1.25 Functions, r fast-growing of roles and company oc There are so projects and	1.50 ational asperesponsibilities needs for to functions in mmunicatio ome collaboral teams. The	1.75 at of your co. es, and roles eamwork. Th a project tear on and skill ac cation difficu	2.00 mpany. Selectorespond to edistribution as helps cross quisition. Ities between	2.25 and put in incorrespond the MBO sy involved in collaboration creative thin	2.50 the yellow bettions of the to the strategistem. Cross-fa well-managen. Open innoking are supplied.	2.75 2.75	s.00 3.00 mumber from ss areas ives within mms are sive sock and	several aspe organisation creativity so are actively 3.25 one of the al The functios structure an follow the i impact mea- functions (c	ets and over all silos. You or card and working to working to a silon si	rcome u are u d collab impro eloped ents of manage em exis d staff arket, develop	as separation asing tools is boration so to boratio	4.00 1.00 ext of the system. The lards. An eccution of security of the system. The lards. An eccution of simulations of the system. The lards. An eccution of simulations of the system. The lards. An eccution of simulations of the system.	

A4. Culture

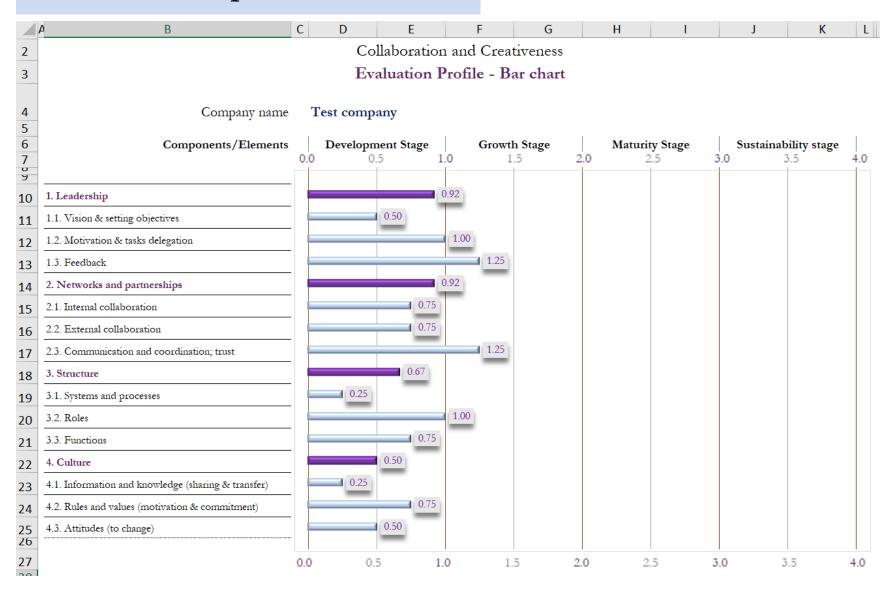
In this main area "4. Culture", the three organizational aspects are as follows: "4.1 Information & knowledge", "4.2 Rules & values" and "4.3 Attitudes". You evaluated them as follows: for the aspect 4.1 the score is 0.25 points, as on very early level of development; the aspect 4.2 is also in the same stage but better developed (receives 0.75 points) and the aspect 4.3 is in the similar stage but with 0.50 points. The calculated average result for "4. Culture" will be 0.50 (see A5).

HEALTH CHEC	TO TOTAL					G	Н	l l	J	K	L	M	N	0		Р	Q
A STATE OF THE PARTY OF THE PAR	KEVA	LUAT	CION	FRAN	IEWC	RK (C	Collabo	oration	& Cre	ativity) - 4.	Culture	e				
Collaboration & Creativity							Life Cy	cle Stages	(Evaluation	on criteria	1)						
/ Resources	Development Stage				Growth Stage				Maturity Stage				Sustanable Stage				
MAIN AREA: 4. Culture													Weight for the measured area: 25%				
Aspect / Component		Stater	nents			State	ements		Statements			Statements					
4.1. Information and knowledge (sharing & transfer)	Traditional approach. Information flows to and from the external ecosystem (authorities, clients, suppliers, etc.) and within the company mainly as accountancy reports. The information flows top down. Decision making is based on structured information. Creativity is met through sporadic measures. Tacit information and knowledge are not formally accumulated, archived and				information supply chair reciprocated often tied to data and exp and cost str There is no	in collabora n. Communi d at all levels o internal col periences, de uctures are n infrastructu	o share too m sting with cus- cation flows . Tacit knowle llaboration. T mographies c not shared as e re that can ha on coming fro	tomers and easily and is edge is more the customer of customers, asily, if at all, adle	An open culture, empowered staff, flexible structure, integrated procedures, idea development systems, and good external partnerships exist. The infrastructure can seamlessly handle structured and unstructured information. It provokes tacit knowledge, and collaboration - internal, across cultures and distances, and in multiple agendas. Creativity and innovation are visibly driven and actively supported, based on collaboration in transferring information and knowledge.				and transfer of information and knowledge. The				
		72.22		1902	12.02	75560	7 322	1000		27.035		2.22	10/22	1 243	9 1	1011011	type
	0.25	0.50	0.75	1.00	1.25	1.50	1.75	2.00	2.25	2.50	2.75	3.00 number from	3.25	3.50		3.75	0.2
4.2. Rules and values	points of vie development officially and limited num managers are	t. Many rules l are a result ber of manag	are not doc of collabora gers. Leaders	umented tion among a	people feel motivated to about failur sharing, and	safe providi o share storie es. Rules for l creativity an	n environmen ng it. Staff and es about succe collaboration e in use in th	I teams are esses, but not i, information e project	for decision rules describ sharing deci-	sion-making ssions motiv	idea generati els for collab files. The pr ate the staff.	on. Such oration and ocedures for Materials are	decisions to feedback. T encourage progress of	hat are align The perform desired bel	ned wit mance i haviour	view within th staff's pre indicators ar r and to mea ad collaborat	ference e used t sure the ion. Stat
					creativity su		for collabora on-making pr el.		Staff feel en	k. Leaders op apowered to	enly encour share opinio	age others.	with clear g		and en rds in t	ive piatrorm couragemen their work. S	t in usi
	0.25	0.50	0.75	1.00	creativity su project mar	pport decisi agement lev	on-making pr el.	actices on	for feedback Staff feel en constructive	k. Leaders op npowered to ally on any ma	enly encour share opinio tter relevant	age others. ons to their work.	with clear gopen technicommitted	guidelines, nical standar and motiv	and en rds in t rated.	couragemen their work. S	t in usi: taff are
	0.25 You are	0.50 asked to rat	0.75	1.00	creativity su project mar 1.25	pport decisi agement lev	on-making pr el. 1.75	2.00	for feedback Staff feel en constructive 2.25	k. Leaders op npowered to aly on any ma 2.50	enly encour: share opinio tter relevant 2.75	age others. ons	with clear gopen technicommitted	guidelines, nical standar l and motive 3.50	and en rds in t rated.	couragementheir work. S	t in usin taff are
4.3. Attitudes (to change)	2002000	asked to rate change and is not earned is not of the change is to change to the engaged different the change to about the charification a	risk-taking ar officially sup- ormal proce- managemen the staff, tear irectly with there is no e change or s and the staff	of progress of the not a part poported by sess for or it. When a ms, and and don't training or	1.25 this organiz Only leader change. The challenges a are tolerated changes are proactive are projects and maker, follow	1.50 ational aspers are involves staff has en ind in princid. No formal managed read on take red growth oppowers, innov.	1.75 1.75 of your co- thusiasm for ple risk-taking process but	2.00 wpany. Select making for new ideas and and failures mall-scale agh the staff is for new the change- izers are still	for feedback Staff feel em constructive 2.25 and put in it Readiness fo leaders. A ge taking exists. a formalised and mutual i are encourag usually invo	2.50 the yellow before making chapeneral opening. Changes are a process. State p	2.75 2.75	3.00 Mumber from licy of the ge and risk- d managed by l in changes d. Suggestions rels. Staff is ng for low	with clear sopen technicommitted 3.25 one of the a Change mai staff interacompany with implement address the	3.50 3.50 3.50 3.50 3.50 3.50 3.50 3.50	and encrets in the rated. with x g is part processed atively to dis drivion Mana involve of characters.	couragementheir work. S	4.0 0.7 tre. For leaders rige, Third disrudards a poration mance
4.3. Attitudes (to change)	You are Aptitude for of the cultur the leaders. I understandir process need leaders are in understand to communicat support for a	asked to rate change and is not earned is not of the change is to change to the engaged different the change to about the charification a	risk-taking ar officially sup- ormal proce- managemen the staff, tear irectly with there is no e change or s and the staff	of progress of the not a part poported by sess for or it. When a ms, and and don't training or	1.25 this organic Only leader change. The challenges are proactive ar projects and maker, follonot enough	1.50 ational aspers are involves staff has en ind in princid. No formal managed read on take red growth oppowers, innov.	1.75 at of your co. d in decision thusiasm for process but statively, althous esponsibility sportunities. Tators, or stabil	2.00 wpany. Select making for new ideas and and failures mall-scale agh the staff is for new the change- izers are still	for feedback Staff feel em constructive 2.25 and put in it Readiness folleaders. A getaking exists. a formalised and mutual are encouragusually invoirisks and is h	2.50 the yellow before making chapeneral opening. Changes are a process. State p	2.75 2.75	3.00 Mumber from licy of the ge and risk- d managed by l in changes d. Suggestions rels. Staff is ng for low	with clear sopen technicommitted 3.25 one of the a Change mai staff interacompany winnovation implement address the indicators to	3.50 3.50 3.50 3.50 3.50 3.50 3.50 3.50	and en rds in ti ated. with n ti g is part arccess atively v ds drivin myolve of charrisk-tak	3.75 Statements. t of the cult es exist. The with the chaing radical ar agement stated in a collainges. Perfor	4.00 0.72 ure. Forn leaders ange, The disrust dards are constituted as a constitute of the constitute

A5. Calculation sheet

	A B	С	D		E	F
1				Calc	ulation Sheet	
3			Compan	y name	Test company	
5						
6	COMPONENT		ELEMENT		RESULT	COMMENT
7	1. Leadership				0.92	
8	1.	1. Vision & setting of	bjectives		0.50	
9	1.	2. Motivation & tasks	s delegation		1.00	
10	1.	3. Feedback			1.25	
11	2. Networks and pa	artnerships			0.92	
12	2.	1. Internal collaborat	ion		0.75	
13	2.	2. External collabora	ntion		0.75	
14	2.	3. Communication as	nd coordination; trust		1.25	
15	3. Structure				0.67	
16	3.	1. Systems and proce	esses		0.25	
17	3.	2. Roles			1.00	
18	3.	3. Functions			0.75	
19	4. Culture				0.50	
20	4.	1. Information and k	nowledge (sharing & transfer)		0.25	
21	4.	2. Rules and values (r	motivation & commitment)		0.75	
22	4.	3. Attitudes (to chang	ge)		0.50	

A6. Evaluation profile – bar chart



A7. Evaluation profile – radar diagram

