

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:

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).

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.

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.

Note: 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**).

Notes: 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

A3. Structure

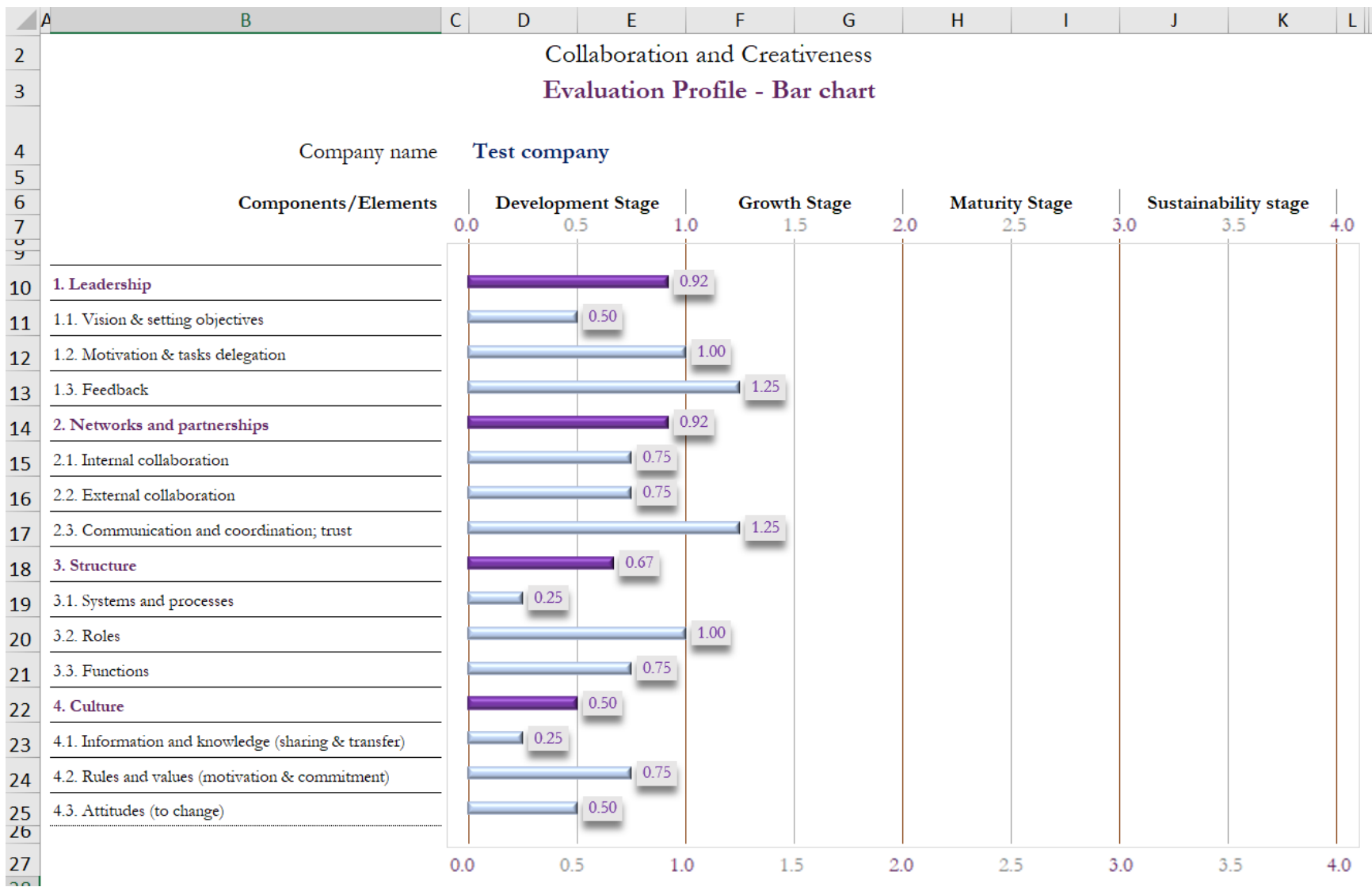
In this main area "3. Structure", the three organizational aspects are as follows: "3.1 System and processes", "3.2 Roles" and "3.3 Functions". You evaluated them as follows: for the aspect 3.1 the score is **only 0.25 points**, as you are on very early level of development; the aspect 3.2 is also in 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).

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	
1	HEALTH CHECK EVALUATION FRAMEWORK (Collaboration & Creativity) - 3. Structure																	
3	Collaboration & Creativity / Resources		Life Cycle Stages (Evaluation criteria)															
4			Development Stage				Growth Stage				Maturity Stage				Sustainable Stage			
5	MAIN AREA: 3. Structure																Weight for the measured area:	25%
6	Aspect / Component	Statements				Statements				Statements				Statements				
7	3.1. Systems and processes	Structure and processes are not focused on collaboration, creativity or innovation management. A low level of openness and a high level of hierarchical governance are in place. You lack clear goals, structure and governance mechanisms for setting up processes and fostering collaboration and creativeness. No collaboration and creativity system exist. There is no mutual trust or flexible working conditions. Staff operate in silos and do not pass information to each other or learn about each other's experiences.				Collaboration and creativity are managed informally through various tools and project-based approaches. Innovation management is evolving. Top management is committed to collaboration and creativity. Good practices are used as a base for idea generation. The standards of collaboration are used in development and commercialization stages. Staff members have some opportunities to communicate with each other and work in different parts of the business.				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.				Open innovation platforms and tools are implemented and managed as a system, changing the internal corporate culture. The developed system covers all aspects of the business and allows both organisational and project management. It covers economic value estimation, cost estimation, opportunity cost, etc. The procedures include measurement of creativity and collaboration by defined in a collaborative way specific KPIs. You are using tools such as the creativity scorecard and collaboration scorecard and are actively working to improve your performance.				
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	You are asked to rate the level of progress of this organizational aspect of your company. Select and put in the yellow box: only one number from one of the above fields with statements.																0.25	
10	3.2. Roles	There is an informal definition of roles for innovation management, creativity, and collaboration, using cross-functional teams and project-based approach. Roles are assigned informally based on expertise, years of experience and main business functions				The roles for coordination of creativity and collaboration activities and tasks are well distributed among managers and staff. Staff skills are identified, evaluated and complementing to form cross-functional teams for innovation.				There is a holistic approach with clearly and formally assigned roles for innovation management including creativity and collaboration management. Teams are built based on a system for role definition and opportunities for innovation. Innovation management standards are known, studied and recognised for benchmarking.				An innovation management system is developed and standards are implemented. There is an evaluation system for managers and staff members focusing on key skills and competencies rather than formal structure and roles. The measurement system covers several aspects and overcomes separation within organisational silos. You are using tools such as the creativity scorecard and collaboration scorecard and are actively working to improve your performance.				
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	You are asked to rate the level of progress of this organizational aspect of your company. Select and put in the yellow box: only one number from one of the above fields with statements.																1.00	
13	3.3. Functions	Functions are formally defined but do not correspond fully to the strategy and objectives. There are many informal processes and divisions of responsibilities which are not acknowledged but without which the company could not operate. Creativity and collaboration are not officially in use although the managers and staff use them in the day to day problems solving.				Functions, responsibilities, and roles correspond to fast-growing needs for teamwork. The distribution of roles and functions in project teams helps cross company communication and skill acquisition. There are some collaboration difficulties between projects and teams. The accent is on encouragement of creativity in project teams				Formal functions of the main business areas correspond to the strategy and objectives within the MBO system. Cross-functional teams are involved in a well-managed and intensive collaboration. Open innovation approach and creative thinking are supported by the functions of the managers and staff.				The functions are developed in the context of the structure and components of the MBO system. They follow the innovation management standards. An impact measuring system exists so the execution of functions (of teams and staff members) is measured by KPIs incl. time to market, the number of new products and services developed, the number of generated innovations, etc.				
14		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	
15	You are asked to rate the level of progress of this organizational aspect of your company. Select and put in the yellow box: only one number from one of the above fields with statements.																0.75	

A5. Calculation sheet

	A	B	C	D	E	F
1	Calculation Sheet					
3	Company name Test company					
5						
6	COMPONENT		ELEMENT		RESULT	COMMENT
7	1. Leadership				0.92	
8	1.1. Vision & setting objectives				0.50	
9	1.2. Motivation & tasks delegation				1.00	
10	1.3. Feedback				1.25	
11	2. Networks and partnerships				0.92	
12	2.1. Internal collaboration				0.75	
13	2.2. External collaboration				0.75	
14	2.3. Communication and coordination; trust				1.25	
15	3. Structure				0.67	
16	3.1. Systems and processes				0.25	
17	3.2. Roles				1.00	
18	3.3. Functions				0.75	
19	4. Culture				0.50	
20	4.1. Information and knowledge (sharing & transfer)				0.25	
21	4.2. Rules and values (motivation & commitment)				0.75	
22	4.3. Attitudes (to change)				0.50	

A6. Evaluation profile – bar chart



A7. Evaluation profile – radar diagram

