



PDMA and TIM Foundation  
**Innovation  
Maturity Grid**

Release 1.2

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# Maturity Grid – Culture

Culture	Level Two Implementing	Level Three Capable	Level Four Effective	Level Five Excellence
Management Commitment	Management commitment is not fully apparent	Management have deployed policies, statements and objectives witnessing commitment to innovation.	Management commitment is apparent, self-evidenced by managerial decisions and actions	Management at all levels are fully committed to the Innovation Management System
Stakeholders	Stakeholders are not fully identified, defined and communications with them are not fully established	Stakeholders and their requirements are fully identified, defined and initial communications is established	Stakeholder communications is fully established, and deployed, across the organization	Stakeholder communication and feedback systems are fully established and implemented. Proactive engagement with stakeholders on important issues.
Core Values & Mission	Core values not clearly established and mission not totally reflective of the current operations	Mission statement is developed and reflects core values, current operations and innovation	Mission statement is posted communicated to stakeholders	Mission statement is posted, communicated, auditable and fully understood by key stakeholders. Behavioral preferences, and the identity / reason for being of the organization are fully deployed.
Vision	Vision not fully established	Vision statement is developed and reflects stakeholder future requirements and innovation	Vision statement is posted and communicated to stakeholders	Vision statement is posted, communicated, auditable and fully understood. The strategic intent of the organization is fully deployed and operational
Work Environment	Work environment could use improvement	Work environment is adequate for innovation	Work environment improvements have been implemented	Work environment encourages stakeholder interaction, innovation and systems are implemented for continual assessment

Resources	Level Two Implementing	Level Three Capable	Level Four Effective	Level Five Excellence
Finances	Budgets are not clearly defined, some funds have been allocated to the IMS, but no firm managerial commitment has been made in financial terms to support an IMS permanently. Innovation projects are still funded as one-off projects	Budgets are defined and allocated for the IMS itself, and initial innovation projects more systematically and also part of the yearly budget cycle	Funds have been allocated to meet all innovation activity budgets, either the system, or individual projects, tools or processes, regularly and purposefully, and will now be part of the yearly budget cycle and strategic planning activity.	All innovation budget and financial transaction are fully established, monitored, measured and reported on a regular basis. Innovation management system is a regular element of repetitive yearly budget cycles and strategic planning activity. Proactive assessment of future needs is taking place.
Human	An Innovation Mgr. and Board have been established, but these are not necessarily fully dedicated commitments part of daily activities	The Innovation Manager and the Innovation Board are operational. Teams have been assembled for the front end, middle and back end of the innovation cycle	Employee and other key stakeholder participation has been initiated, along with an employee recognition process (which is not necessarily financial)	Innovation activity participation is implemented by all key stakeholders at all levels of the organization, and innovation has become part of the organization's standard practices. Proactive assessment of future needs is taking place.
Infrastructure	The infrastructure has been assessed on appropriateness, but may not necessarily already fulfil all requirements	Some initial infrastructure improvements and additions have been initiated that will contribute to innovation	Infrastructure is adequate for current innovation purposes	The infrastructure and that of essential sub-contractors required for innovation activities are fully established, monitored and reported on a regular basis. Proactive assessment of future needs is taking place.
Information	The information process for gathering, assimilating and controlling information on innovation management is in-process of development	The information process for gathering, assimilating and controlling information on innovation management is established	The information process is established and in early implementation	The information process is fully implemented, monitored, measured and reported on a regular basis. It has been accepted by all stakeholders, and is operational. Proactive assessment of future needs is taking place.



Leadership	Level Two	Level Three	Level Four	Level Five
	Implementing	Capable	Effective	Excellence
Objectives	Innovation objectives are not clearly defined, or are in-process of being defined	Innovation objectives are defined and implementation of formulated objectives has started	Innovation objectives are fully implemented in the organization as part of regular management policy	Innovation objectives are fully implemented, understood, and monitored & measured proactively by the organization
Strategy	Strategies for implementing the innovation objectives are in-process of development	Strategies for implementation are defined and are in-process of implementation	Strategies for implementation are fully implemented	Strategies for implementation are fully implemented and aligned to the vision and mission of the organization and are proactively adjusted
Communications	Basic communications systems have been implemented to support innovation	Communication systems are defined and in-process of implementation	Communication systems are fully implemented top-down, bottom up systems are emerging	Top down and bottom up communication systems are fully implemented and regularly reviewed for adequacy
Review	Management review processes are developed but not necessarily always implemented	Initial management reviews are being implemented	Regular management reviews are fully implemented	The management review system is fully implemented and provides improvement action items. The review system itself is also subject to regular updates

# Maturity Grid - Processes



Processes	Level Two	Level Three	Level Four	Level Five
	<b>Implementing</b>	<b>Capable</b>	<b>Effective</b>	<b>Excellence</b>
Discovery	Planning processes are in-process of development for the front end of the innovation cycle	Planning processes are established for the front end of the innovation cycle	Processes are fully implemented for the front end of the innovation cycle	Front end processes of the innovation cycle are fully monitored, measured and determined to be effective and proactive
Development	Processes are in-process of development for the middle part of the innovation cycle	Processes are established for the middle part of the innovation cycle	Processes are fully implemented for the middle part of the innovation cycle	Processes are fully monitored, measured and determined for the middle part of the innovation cycle to be effective and proactive
Deployment	Processes are in-process of development for the back end of the innovation cycle	Processes are established for the back end of the innovation cycle	Processes are fully implemented for the back end of the innovation cycle	Back end innovation cycle processes are fully monitored, measured and determined to be effective and proactive

# Maturity Grid – Monitoring & Measuring



Monitoring & Measuring	Level Two	Level Three	Level Four	Level Five
	<b>Implementing</b>	<b>Capable</b>	<b>Effective</b>	<b>Excellence</b>
System and Processes (IMS)	The IMS monitoring and measuring processes are in-process of being defined and established	IMS measurements are defined and established and are in-process of implementation	IMS monitoring and measurement outputs are reviewed and analyzed regularly	IMS metrics and benchmarks are established, analyzed, reviewed and acted upon for improvement proactively.
Projects	Innovation project monitoring tools and measurements are in-process of being defined and established	Innovation project monitoring tools and measurements are defined and established and are in-process of implementation	Innovation project monitoring tools and measurements are reviewed and analyzed regularly	Innovation project monitoring tools and measurements are established, analyzed, reviewed and acted upon for improvement proactively.

Improvement	Level Two	Level Three	Level Four	Level Five
	Implementing	Capable	Effective	Excellence
Analysis	IMS and project data analysis systems are in-process of being defined and established	Early IMS and project data analysis is being implemented	IMS and project data analysis is fully implemented	IMS and project data analysis is fully implemented and acted upon on a regular basis. Proactive activities are taking place
Corrective Action	The corrective action system is designed or in early implementation	Some corrective actions have been raised, addressed and closed as a result of early IMS and project data analysis	The corrective action system is implemented and operational	The corrective action system is fully implemented including all required preventive actions.