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<b>BEGINNERS</b>	<b>•</b>	<b>MASTERS</b>	<b>•</b>	<b>EXPERTS</b>
<i>We have little experience or knowledge about this way of working</i>	<i>We have some knowledge, but lack experience with this way of working</i>	<i>We occasionally work this way and have some knowledge and experience</i>	<i>We frequently work this way and have substantial knowledge and experience</i>	<i>We have profound experience and deep practical knowledge</i>

## Leadership Support

### STRATEGIC GUIDANCE

A clear innovation strategy that defines where to play

Our leadership does not provide any strategic guidance for innovation

There is some strategic guidance for innovation but it is unclear and not widely known

Our leadership provides clear strategic guidance to which all innovation projects align

### RESOURCE ALLOCATION

Allocation of resources available for innovation

There are no official resources for innovation projects available

There are some resources, for innovation but these are insufficient and not protected.

Our leaders ensure that there are protected budgets, time and resources for innovation.

### PORTFOLIO MANAGEMENT

Exploring new opportunities running the core business

We are exclusively focused on improving and exploiting the core business

We make some inconsistent investments in exploring the future.

We consistently explore future growth by investing in an innovation pipeline, starting with many small bets and gradually investing more over time

## Organizational Design

### LEGITIMACY AND POWER

Status of innovation teams and projects in organization

Innovation projects have no official legitimacy within the organization

Innovation projects have to continuously fight for the right to exist

Innovation has an important position in the company's organizational chart

### BRIDGE TO THE CORE

Access to resources and skills

There is conflict between the core business and innovation teams

The core business and innovation teams occasionally collaborate on ad-hoc projects

We have clear policies that help innovation teams collaborate with the core business

### REWARDS INCENTIVES

Dedicated incentives system

Innovation does not have a dedicated incentive system that is different from the core business

We have some incentives in place to encourage innovation

Innovation has a dedicated incentive system that is different from the core business

## Innovation Practice

### INNOVATION TOOLS

Use of innovation tools across the organization

We do not use business model, lean startup or design thinking tools for innovation

Business model, lean startup or design thinking tools are used in pockets of the organization

Business model, lean startup or design thinking tools are widely used in our organization

### PROCESS MANAGEMENT

A process for innovating from idea to scale

Our processes are linear and require detailed business plans with clear financial projections

We occasionally use iterative processes and metrics to manage innovation

Our processes are optimized for innovation and we systematically measure the reduction of risk in new ideas

### SKILLS DEVELOPMENT

The training of innovation skills and experience

We don't develop skills in innovation within our organization

We only train some specialized staff and coaches in innovation

We systematically develop world class innovation talent with extensive innovation experience across the organization