# Nástroj „Health-Check"

Jedná se o třístupňový nástroj k hodnocení inovačního procesu v malých a středních podnicích.

## Úvod

Hodnocení je zaměřené na:

· Vytváření příležitostí pro zlepšování inovací podle Evropské inovační normy CEN/TS 16555:5/6, který se týká managementu kreativity a kolaborace v malých a středních podnicích.

· Poskytnutí rychlé diagnózy, která napomáhá identifikaci kritických míst/prvků majících vliv na úroveň managementu kreativity a kolaborace.

· Zapojení vlastníků nebo manažerů malých a středních podniků do jednoduchého hodnocení jejich rozhodovacího procesu, který rozvíjí kreativitu a vede k vytvoření inovativního prostředí ve firmě.

Je navrženo tak aby ho společnosti mohly použít samy, nebo aby mohl pomoci asistent, konzultant nebo zprostředkovatel, pokud to bude nutné.

Hodnocení umožňuje hlubokou reflexi ohledně fungování společnosti v aspektech kreativity a spolupráce tím, že analyzuje své silné stránky a určuje oblasti, kde je potřeba se zlepšit.

Jsou zde čtyři hlavní sekce organizačního rozvoje společnosti, které lze hodnotit z hlediska spolupráce a kreativity:

1. Vedení,
2. Spolupráce,
3. Struktura,
4. Kultura.

Každá sekce je rozdělena na konkrétní aspekty. Dohromady je dvanáct aspektů. Každý aspekt je popsán a hodnocen na škále, která má čtyři úrovně. Rozvoj, růst, zralost a udržitelnost. Tyto aspekty jsou založeny na čtyřech popisech. Každý popis se snaží ukázat tu nejpravděpodobnější situaci, která by mohla nastat v této fázi rozvoje společnosti, pokud jde o spolupráci a kreativitu. Aby proces hodnocení přinesl aktuální výsledky, musí být každý aspekt respektive výsledek zanesen do hodnotící tabulky (scorecard).

# Jak používat nástroj „ Health-Check"?

Nástroj „Health-Check" navádí vlastníky nebo manažery, aby řídili změny zvýrazněním oblastí, které vyžadují prioritní zásah. Také jim to pomůže zlepšit některé aspekty v oblasti podnikání na podporu inovací a růstu. Je doplňkovou součástí Příručky systému řízení inovací pro malé a střední podniky a měl by být použit s Příručkou kreativity a spolupráce, kde jsou vysvětleny klíčové pojmy a definice, a kde jsou koncepty založeny na standardech CEN/TS16555: část 5 a 6, které tvoří základy výsledků projektu INCREMENTA

1. Hodnocení stavu v organizaci – vyplnění 4 tabulek pro hlavní oblasti
2. Výpočet výsledků – stručné hodnocení
3. Profil hodnocení (diagnostické diagramy).

Aby byl tento proces efektivní, musí se do něj zapojit všichni zaměstnanci, zúčastněné strany a všichni lidé propojení se společností. Každý by měl individuálně posoudit tuto fázi vývoje společnosti, poté by se měli všichni sejít a shodnout se na společném rozhodnutí. Hodnocení konkrétních aspektů společnosti není tak snadné, protože členové týmu a členové představenstva často vnímají analyzovaný problém odlišně. Toto se však může ukázat jako velice prospěšné, protože vám umožní získat pravdivý obraz o spolupráci a kreativitě ve vaší společnosti. Aby bylo možné správně vidět dynamiku společnosti, měla by se tyto procesy pravidelně opakovat, např. jednou ročně.

## První krok:
## Vyplnění hodnotící tabulky

Musíte pečlivě prozkoumat celý pracovní rámec (např. A1, A2, A3, A4) a poté musíte začít zkoumat sekci za sekcí. Nejprve musíte získat představu o tom, v jaké fázi vývoje (v jakém poli na čtyřstupňové škále) organizačního profilu vaše společnost je. Poté si pozorně přečtěte příslušná prohlášení a ze čtyř stupňů vyberte jeden, který podle vašeho názoru s největší pravděpodobností odpovídá úrovni pokroku vaší společnosti. Poté vámi zvolený stupeň zapište do příslušné buňky (žluté). Tato akce musí být prováděna postupně pro všech 12 aspektů organizačního rozvoje, na základě kterých je třeba vyhodnotit, jak funguje spolupráce a kreativita v rámci rozvoje společnosti. Příklad zaznamenávání je uveden pro jednu za čtyř hlavních sekcí (1. Vedení v příloze A1). Poté co dokončíte čtení příslušných prohlášení, vyberete správný stupeň, vyplníte skóre pro všech 12 aspektů organizačního rozvoje, měli byste se přesunout do další fáze – přečtěte si výsledky ve výpočtovém listě (příloha A5).

## Druhý krok:
## Výsledky v tabulce

Každá jednotlivá oblast, tj. 1. Vedení, 2. Spolupráce, 3. Struktura, 4. Kultura, je hodnocena jako průměr hodnot tří aspektů, které jsou v ní obsaženy. Například pro aspekt *1.1. Vize a stanovení cílů* je skóre 0,5: u aspektů *1.2. Motivace a delegování úkolů* a *1.3. Zpětná vazba* je skóre 1,0 resp. 1,25. Výsledek v hlavní oblasti **1. Vedení** bude průměrem skóre těchto tří aspektů.
Můžete si vyzkoušet v souboru: Incrementa-dodatky.xlsx

## Třetí krok: Posouzení profilu a připravení akčního plánu pro zlepšení.

Tento krok profiluje společnost zobrazením výsledků pomocí grafické vizualizace (hodnotící profil). Příklad je uveden v přílohách A6 a A7.
Tento nástroj poskytuje dva typy diagramů – sloupcový graf a radarový diagram. Můžete použít oba, záleží na účelu analýzy. Protože tato metoda může být použita na sebehodnocení jedné osoby, nebo celého týmu, je na managementu, jaký druh procesu bude chtít použít. Předtím než metodu použijeme, může společnost najmout poradce nebo zprostředkovatele. Na základě analýzy můžete v této fázi pokračovat ve výběru prioritních oblastí, zvýrazněných v předchozí fázi a v případě potřeby rozvíjet akční plán.

# Health-check _nastroj_hodnoceni.xlsx

## *První:* *Vyhodnoťte úroveň pokroku ve hlavních sekcích čtyřech*

Tabulky jsou v excelovém souboru na celkem osmi listech. Je potřeba provést hodnocení a vyplnit tabulky pro 4 hlavní oblasti, které jsou na příslušných stránkách (sheetech): 1.Vedení 2. Spolupráce 3. Struktura 4. Kultura (viz přílohy A1, A2, A3, A4) a soubor Incrementa Health-check _nastroj_hodnoceni.xlsx

## *Druhý:* *Podívejte se na výsledky hodnocení dvanácti organizačních aspektů v* *Tabulce výpočtů!*

Ve Výpočetní tabulce uvidíte shrnutí hodnocených organizačních aspektů a jejich průměrné výsledky pro čtyři hlavní oblasti: 1. Vedení 2. Spolupráce 3. Struktura 4. Kultura. Jedná se o stručný profil vaší společnosti, který shrnuje výsledky hodnocení z hlediska spolupráce a kreativity.

Automaticky generovaná Výpočetní tabulka (viz příloha A5) je založena na vašich záznamech uvedených v excelovských tabulkách A1 až A4 pro 12 organizačních aspektů.

**Poznámka**: Obecně se podíl každé hlavní oblasti rovná 25%; pouze v některých konkrétních případech lze použít jiný.

Ve Výpočetní tabulce lze namísto výpočtu průměrů pro hlavní oblasti vypočítat hodnotu na základě skóre stanoveného v tabulkách **A1** až **A4**. Toto je možnost pro budoucí verze tohoto nástroje.

## *Třetí:* *Podívejte se na* *Diagnostické diagramy,* *které představují hodnotící profil vaší společnosti!*

Na stránkách *Profil hodnocení – sloupcový graf* a *Profil hodnocení – paprskový diagram* (viz přílohy A6 a A7) uvidíte vizualizovaný profil společnosti z hlediska úrovně kolaborace a kreativity. Tyto přílohy obsahují profil příkladné společnosti, který je založen na dříve poskytnutých datech.

# Přílohy

*Pozn.: Přílohy jsou v angličtině, ale v příslušném excelovském souboru, který budete používat, jsou texty přeložené do češtiny.*

# A1. Vedení

## HEALTH CHECK EVALUATION FRAMEWORK (Collaboration & Creativity) - 1. Leadership

| Collaboration & Creativity / Resources | Life Cycle Stages (Evaluation criteria) | | | |
|---|---|---|---|---|
| | **Development Stage** | **Growth Stage** | **Maturity Stage** | **Sustanable Stage** |
| **MAIN AREA: 1. LEADERSHIP** | | | *Weight for the measured area:* | 25% |
| **Aspects** | Statements | Statements | Statements | Statements |
| **1.1. Vision & setting objectives** | Company is led by founders. Company vision is general and known by founders only. There are no mission statements. The objectives are broad. There are no creativity and collaboration activities currently undertaken or planned. There is no strategy for creativity or collaboration. Innovation management is not in place. Planning is top-down and undertaken on an ad hoc basis without the involvement of the staff. Staff execute decisions but are not able to influence them. Terms like innovation, creativity and collaboration are mentioned but there is no real plan to implement them. | Company is led by founders with some input from Board members. The vision is clear but not well communicated. There is a draft strategy for creativity and collaboration which was developed without input by staff. There is a process by which staff can contribute new product ideas or process improvement, but it is not well known or well used. Staff can influence some decisions, depending on how open their managers are, but they have little formal input. Concepts of innovation, creativity and collaboration are considered important and there are high level plans to implement them. | 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 process. All managers attempt to use innovative methods. MBO is in place as are SMART goals. The teams and managers communicate the vision and mission effectively with the stakeholders and the external environment. The company is well recognised as an innovation leader. You and other management actively promote creativity and innovation. You are using tools such as the creativity scorecard and collaboration scorecard and are actively working to improve your performance. |

| | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | *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.* | | | | | | | | | | | | | | | 0.50 |

| **1.2. Motivation & tasks delegation** | Staff are not motivated. There is a common feeling of not being useful for the company and being burnt-out. There is little or no recognition of staff performance as a policy. Task allocation is incidental and depends on the culture and experience of individual managers. | Achievements are noticed and recognised informally. There is no official motivation and appraisal system. Staff members only undertake the tasks listed in their job description. Certain measures to nurture entrepreneurial and innovative thinking and collaboration exist. The delegating tasks are used only in project management. | Staff members undertake tasks that go beyond their job description. The company has identified and applied best practices to motivate the staff and track progress and results in terms of collaboration and creativity. Staff often self-choose tasks and staff success is formally noted and celebrated. | There is a well-established collaborative and creative environment. Formal procedures for allocating tasks and encouraging employees to appraise their achievements are well used. All staff members feel fully appreciated. Creativity and collaboration are actively rewarded. You are using tools such as the creativity and collaboration scorecards and are actively working to improve your performance. |

| | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | *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 |

| **1.3. Feedback** | Feedback from staff is usually ad hoc and case-by-case. There is no formal monitoring and evaluation mechanism related to the decision-making process. Mainly verbal feedback is used. There are very few formalised administrative procedures where feedback is accepted. | Feedback is written and formalised in some existing monitoring mechanisms. Sessions with feedback from the staff create a friendly environment to create openness and creativeness. Feedback is used in the collaboration process to measure staff effectiveness but not implemented as a system. | Some procedures include collaboration approach and creativity. Managers and staff work together in a collaborative and creative environment. Staff contribute to the clarification of priorities and strategy, based on constructive feedback. | A culture of open innovation and regular feedback is established and supported by the company strategy. Feedback is an integral element of the MBO system. KPIs for collaboration and creativeness are in place and are based on feedback related to the desire for innovation. You are using tools such as the creativity and collaboration scorecards and are actively working to improve your performance. |

| | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | *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.* | | | | | | | | | | | | | | | 1.25 |

# A2. Spolupráce

**HEALTH CHECK EVALUATION FRAMEWORK (Collaboration & Creativity) - 2. Networks & Partnership**

| Collaboration & Creativity / Resources | Life Cycle Stages (Evaluation criteria) | | | |
|---|---|---|---|---|
| | Development Stage | Growth Stage | Maturity Stage | Sustainable Stage |
| **MAIN AREA: 2. NETWORKS AND PARTNERSHIPS** | | | | Weight for the measured area: 25% |
| Aspect / Component | Statements | Statements | Statements | Statements |
| **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 teams 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 initiating or completing projects. The high level of internal competition coexists with a relatively low level of collaboration, but this encourages some creativity and openness. | Decisions begin to be taken on basis of clear 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 outcomes of their collaborative efforts. They seek opportunities to collaborate as a built-in or natural part of their planning. The internal collaboration and a low level of competition are nearly balanced. | 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. |

| | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

*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**

| **2.2. External collaboration** | There is little or no real experience in collaborating with external stakeholders and partners. Relationship between the company and some external organisations are tense. The founders do not understand the open innovation concept well and do not support external collaboration. | External collaboration is occasional and related to specific tasks and projects. The partnerships are a reaction to perceptions and not well thought through or chosen. There is no proactive approach for external collaboration on a broader scale. One person or unit are engaged in formal work to create external collaborative networking and alliances. The planning of collaboration is top-down. Some managers begin understanding the role of openness. | External collaboration is frequent and usually based on top management decisions. Company has contracts with key decision-makers and has established communication channels with main stakeholders. Collaboration is becoming an essential part of the innovation strategy. There are many international and local networks where the company is a member and their role and impact are growing. Open innovation approach is acknowledged by most of the managers and staff. | External collaboration is formalised as a system. Stakeholders are engaged in a joint decision-making process based on the principles of open innovation. The company is part of the local business community through diverse initiatives and networks. The external collaboration strategies are integrated into the business plan and progress tracked. Partners 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. |
|---|---|---|---|---|

| | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

*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**

| **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 level of coordination exists. As a result, duplicate work is often carried out, communication efficiency is poor and trust is not created between staff. Creativity and collaboration are not supported. Staff may begin to feel dissociated with the company as a whole, leading to attrition. | 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 allowed time to think about the process or to have conversations with others that might generate some insight or spark some ideas. | 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. |
|---|---|---|---|---|

| | 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 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|

*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.* — **1.25**

# A3. Struktura

*In this main area "3. Structure", the three organizational aspects are as follows: "3.1System and processes", "3.2Roles" and "3.3Functions". 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 1.0points) and the aspect 3.3 is in the similar stage with 0.75 points.The calculated average result for "3. Structure" will be0.67 (see A5).*

## HEALTH CHECK EVALUATION FRAMEWORK (Collaboration & Creativity) - 3. Structure

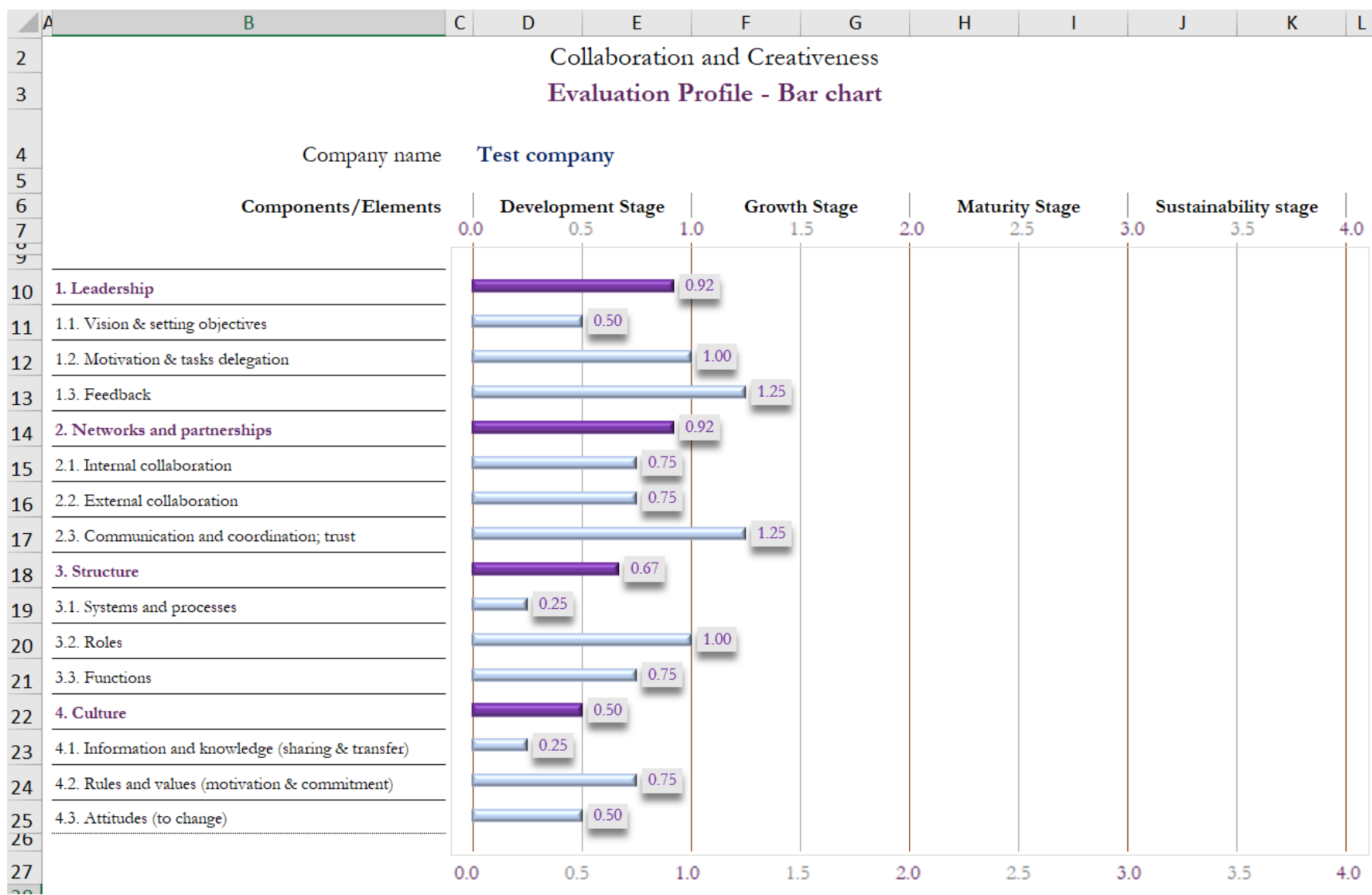| Collaboration & Creativity / Resources | Life Cycle Stages (Evaluation criteria) | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Development Stage | | | | Growth Stage | | | | Maturity Stage | | | | Sustainable Stage | | | |
| MAIN AREA: 3. Structure | | | | | | | | | | | | Weight for the measured area: | | | 25% | |
| Aspect / Component | Statements | | | | Statements | | | | Statements | | | | Statements | | | |
| 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 KPI's. You are using tools such as the creativity scorecard and collaboration scorecard and are actively working to improve your performance. | | | |
| | 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 |
| *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 |
| 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. | | | |
| | 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 |
| *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 |
| 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. | | | |
| | 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 |
| *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 |

# A4. Kultura

In this main area "**4. Culture**", the three organizational aspects are as follows: **"4.1Information & knowledge"**, **"4.2Rules & values"** and **"4.3Attitudes"**. 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 *0.75points*) 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 CHECK EVALUATION FRAMEWORK (Collaboration & Creativity) - 4. Culture

| Collaboration & Creativity / Resources | Life Cycle Stages (Evaluation criteria) | | | |
|---|---|---|---|---|
| | Development Stage | Growth Stage | Maturity Stage | Sustainable Stage |
| MAIN AREA: 4. Culture | | | *Weight for the measured area:* | 25% |
| Aspect / Component | Statements | Statements | 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 transferred among the staff. Managers share only what information they feel is required. | Managers are reluctant to share too much information in collaborating with customers and supply chain. Communication flows easily and is reciprocated at all levels. Tacit knowledge is more often tied to internal collaboration. The customer data and experiences, demographics of customers, and cost structures are not shared as easily, if at all. There is no infrastructure that can handle unstructured information coming from the company. | 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. | Collaboration and creativity are a culture and practice that is supported by a formalised system for sharing and transfer of information and knowledge. The system monitors and evaluates specific KPIs. IT tools that create a strategic capability for collaboration in all stages of the innovation management process: idea generation, concept development, implementation, portfolio management are implemented. |
| | 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 |
| | *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 |
| 4.2. Rules and values (motivation & commitment) | Rules are considered more important than values. Guidelines and channels for encouraging diverse points of view about decisions are under development. Many rules are not documented officially and are a result of collaboration among a limited number of managers. Leaders and top managers are uncommitted. | Written rules are in place and they correspond to shared values. Leaders are open to receiving feedback and creating an environment where people feel safe providing it. Staff and teams are motivated to share stories about successes, but not about failures. Rules for collaboration, information sharing, and creativity are in use in the project teams. Most of the rules for collaboration and creativity support decision-making practices on project management level. | Rules for collaboration, information sharing, and creativity are embedded in the company internal guidelines. There are rules and a formal process for decision-making and idea generation. Such rules describe the channels for collaboration and sharing decision-making files. The procedures for group discussions motivate the staff. Materials are shared openly via multiple channels and methods for feedback. Leaders openly encourage others. Staff feel empowered to share opinions constructively on any matter relevant to their work. | Rules are elaborated based on good practice that is a result of shared values. Guidelines and channels encourage diverse points of view within teams and decisions that are aligned with staff's preferences for feedback. The performance indicators are used to encourage desired behaviour and to measure the progress of staff creativity and collaboration. Staff share materials on collaborative platforms that come with clear guidelines, and encouragement in using open technical standards in their work. Staff are committed and motivated. |
| | 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 |
| | *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 |
| 4.3. Attitudes (to change) | Aptitude for change and risk-taking are not a part of the culture and is not officially supported by the leaders. There is no formal process for or understanding of change management. When a process needs to change the staff, teams, and leaders are not engaged directly with and don't understand their roles. There is no communication about the change or training or support for clarification and the staff are not engaged with regarding the change. | Only leaders are involved in decision making for change. The staff has enthusiasm for new ideas and challenges and in principle risk-taking and failures are tolerated. No formal process but small-scale changes are managed reactively, although the staff is proactive and can take responsibility for new projects and growth opportunities. The change-maker, followers, innovators, or stabilizers are still not enough well recognised and supported proactively. | Readiness for making changes is a policy of the leaders. A general openness for change and risk-taking exists. Changes are accepted and managed by a formalised process. Staff is involved in changes and mutual responsibility is promoted. Suggestions are encouraged and accepted at all levels. Staff is usually involved in the decision-making for low risks and is keen to be trained in creativity and innovation management. | Change and risk-taking is part of the culture. Formal change management processes exist. The leaders and staff interact collaboratively with the change, The company work towards driving radical and disruptive innovations. Innovation Management standards are implemented. Staff is involved in a collaboration to address the problems of changes. Performance indicators to measure risk-taking and impact of the changes are in place |
| | 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 |
| | *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.* | | | 0.50 |

# A5. Výpočetní tabulka

## Calculation Sheet

Company name **Test company**

| COMPONENT | ELEMENT | RESULT | COMMENT |
|---|---|---|---|
| 1. Leadership | | 0.92 | |
| | 1.1. Vision & setting objectives | 0.50 | |
| | 1.2. Motivation & tasks delegation | 1.00 | |
| | 1.3. Feedback | 1.25 | |
| 2. Networks and partnerships | | 0.92 | |
| | 2.1. Internal collaboration | 0.75 | |
| | 2.2. External collaboration | 0.75 | |
| | 2.3. Communication and coordination; trust | 1.25 | |
| 3. Structure | | 0.67 | |
| | 3.1. Systems and processes | 0.25 | |
| | 3.2. Roles | 1.00 | |
| | 3.3. Functions | 0.75 | |
| 4. Culture | | 0.50 | |
| | 4.1. Information and knowledge (sharing & transfer) | 0.25 | |
| | 4.2. Rules and values (motivation & commitment) | 0.75 | |
| | 4.3. Attitudes (to change) | 0.50 | |

# A6. Profil hodnocení – sloupcový diagram