

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

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

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

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.

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

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 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) - 1. Leadership																		
3	Collaboration & Creativity	Life Cycle Stages (Evaluation criteria)																	
4	/ Resources	Development Stage				Growth Stage				Maturity Stage				Sustainable Stage					
5	MAIN AREA: 1. LEADERSHIP															Weight for the measured area:			
6	Aspects	Statements				Statements				Statements				Statements					
7	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.					
8	1.1. Vision & setting objectives	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.															0.50			
10	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.					
11	1.2. Motivation & tasks delegation	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	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 creativity. 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 creativity 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.					
14	1.3. Feedback	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.															1.25			

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 co-ordination; 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)**.

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).

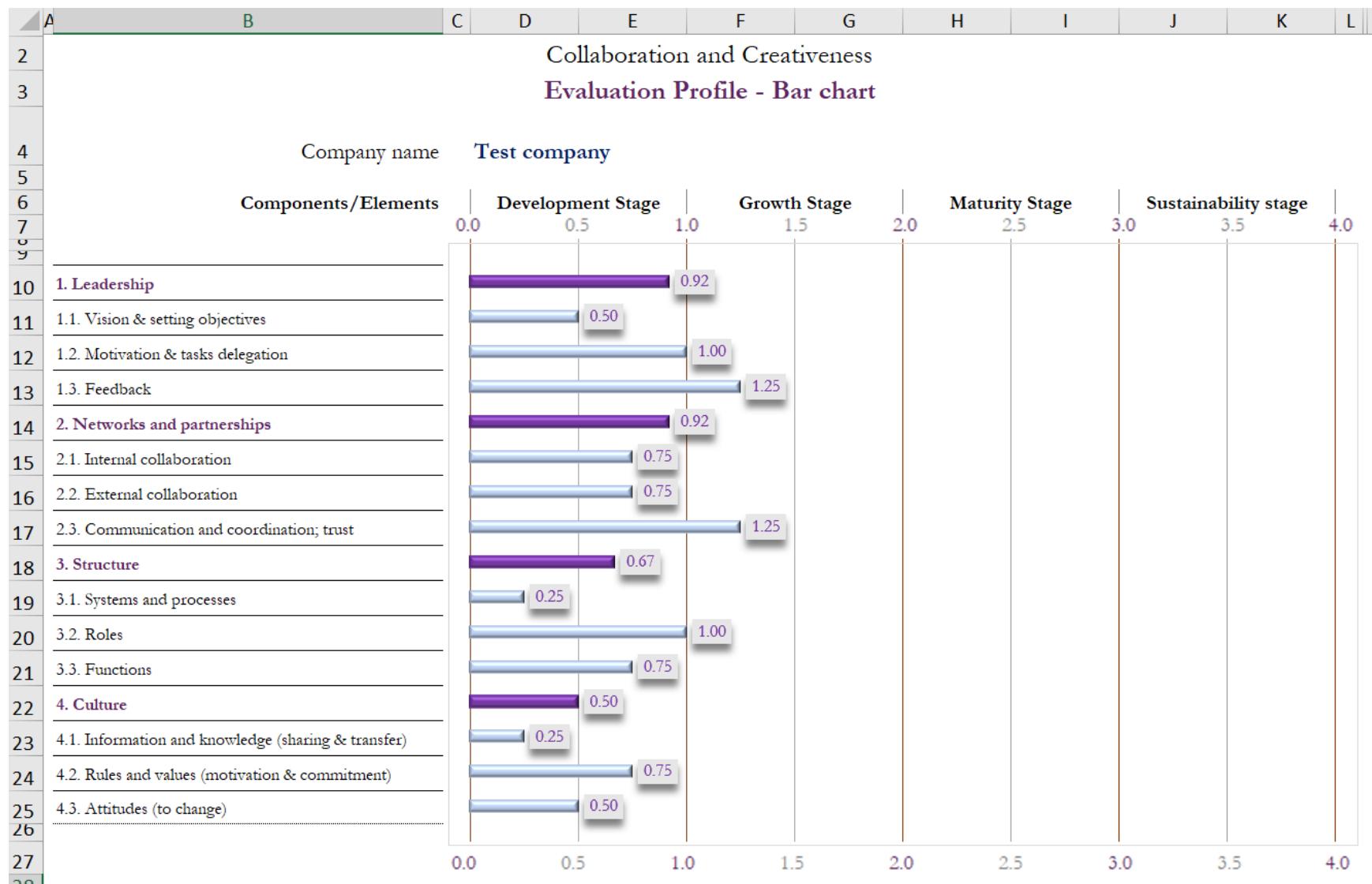
A4. Culture

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).

A5. Calculation sheet

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

A6. Evaluation profile – bar chart



A7. Evaluation profile – radar diagram

