



IBSA Workforce Innovation Survey Tool

IBSA gratefully acknowledges the Conference Board of Canada and its GISAT Tool from which this instrument is adapted.

The **IBSA Workforce Innovation Survey** Tool raises awareness and understanding about the skills, attitudes and behaviours individuals and organisations need to be innovative.

By identifying and then assessing the *innovation skills* found in individuals and required by organisations, the IBSA Workforce Innovation Survey is a powerful Tool that assists workplaces and individuals to better match their innovation skills capacities with their innovation needs.

The IBSA Workforce Innovation Survey Tool is designed to aid constructive dialogue between organisations and the people who work in them. It is designed to be used as part of a variety of strategic conversations and tactics employed by organisations to facilitate the successful development, empowerment and alignment of the workforce. It is not designed as a tool to counsel underperforming people or business units within organisations and is not recommended for use in such a manner.

Purpose

IBSA Workforce Innovation Survey worksheets—on the following pages—help individuals and workplaces identify, understand and assess three essential innovation skills measurements, through gap analysis.

1. The extent to which an individual demonstrates a desired innovation skill (and what it means to an organisation and the individual);
2. The importance of an innovation skill to a particular job or job function (and what it means to an organisation or an individual); and
3. The innovation skills GAP that exists between individuals and their job functions (and what it means to an organisation or an individual).

To the participant filling out this survey: we encourage you to be fully open and honest in making your assessments.

Using results from the IBSA Workforce Innovation Survey Tool

Individuals and organisations can use the findings to improve and align their innovation skills, and to improve the "fit" between individuals and individual job functions—in order to improve the overall innovation capacity and performance of a workplace.

The IBSA Workforce Innovation Survey Tool can help:

- Individuals identify their *innovation* skills strengths and weaknesses and act accordingly.
- Employers build highly innovative workplaces by matching the right people with the right jobs, and/or redesigning certain job functions.

- Human Resources managers in their hiring practices (selecting the right people for the right job) and in the development of training sessions to improve certain innovation skills in current employees.

How to use the IBSA Workforce Innovation Survey Tool.

The IBSA Workforce Innovation Survey Tool is an easy to use, hands-on, skills/ capabilities assessment device that offers individuals and organisations the opportunity to assess their own innovation capacities and the fit between their innovation skills/ capabilities and job functions.

Self- and Job-Assessments:

Steps:

1. Complete the *left-hand* columns of Section A (the Self-Assessments only) for all four Innovation Skills Pillars. Add up your innovation pillar scores to find your ***Self-Assessment Total Scores***.
2. Transfer your Total (Self-Assessment) Scores to Section B, and add them up. Refer to the accompanying range descriptor chart to consider what your self-assessment scores mean.
3. Return to Section A, and complete the *right-hand* columns (the Job-Assessments only) for all four Innovation Skills Pillars. Add up your innovation pillar scores to find your ***Job-Assessment Total Scores***.
4. Transfer your Total (Job-Assessment) Scores to Section B, and add them up. Refer to the accompanying range descriptor chart to consider what your job assessment scores mean.
5. Finally, use the gap analysis tables to interpret your gap scores. Firstly between self and job assessment in each domain or pillar, then by adding these gap scores, to create a total gap score. Your total gap score can range from a potential surplus, i.e. your skills are greater than your current role requires, or a possible deficit, i.e. there may be areas where you can develop and acquire new skills. This should lead you to a constructive discussion with your manager.

Section A: ASSESSING Your Innovation Skills/ Capabilities

In this section you will evaluate your innovation skills in two ways:

1. a self-assessment (the degree to which you demonstrate a particular innovation skill, attitude, or behaviour); and
2. a job-assessment (the importance of a particular innovation skill, attitude, or behaviour to your job).

Please note that in assessing your skills and capabilities you should think about whether you have skills in a particular domain that you do not use in your current role. It is important to disclose all of your skills whether or not you get the opportunity to use them in your current role.

SELF-ASSESSMENT

For each column (Self and Job Assessments) select the most appropriate measure (1–5)

JOB-ASSESSMENT

Pillar 1 (P1): Generating Ideas

Degree to which YOU demonstrate the skill, attitude or behaviour

Degree to which YOUR JOB requires the skill, attitude or behaviour

Low High

Creativity and Continuous Improvement Skills

Low High

• • • • •	You like to seek different points of view in creating ideas	1 2 3 4 5
1 2 3 4 5	You are adaptable and flexible in solving problems	1 2 3 4 5
1 2 3 4 5	You ask questions to identify problems	1 2 3 4 5
1 2 3 4 5	You like to rethink the way things are done at work	1 2 3 4 5
1 2 3 4 5	You approach challenges creatively	1 2 3 4 5
1 2 3 4 5	You look for surprising connections in work processes	1 2 3 4 5
1 2 3 4 5	You put forward your own ideas with confidence at work	1 2 3 4 5
1 2 3 4 5	You look for new ways to create organisational value	1 2 3 4 5
1 2 3 4 5	You like to suggest alternative ways to achieve goals	1 2 3 4 5
1 2 3 4 5	You trust other people's ideas and actions at work	1 2 3 4 5
• • • • •	You promote workplace creativity and inventiveness	• • • • •
1 2 3 4 5	You like to question the way you / others work	1 2 3 4 5
1 2 3 4 5	You create change opportunities at work	1 2 3 4 5
1 2 3 4 5	You are open to different ways of doing things	1 2 3 4 5
1 2 3 4 5	You like to find ways to improve work outcomes	1 2 3 4 5
1 2 3 4 5	You recognise/praise original ideas and workplace improvements	1 2 3 4 5

Pillar 1 Column Totals:

Self-Assessment Total:
Pillar 1 Score
()

YOUR TOTAL (Pillar 1) SCORES

Total score: (add column totals) (min. 16 pts. — max. 80 pts.)

Job-Assessment Total:
Pillar 1 Score
()

GAP ANALYSIS

Gap: (Self-Assessment Total – Job-Assessment Total)

Pillar 1 GAP = ()

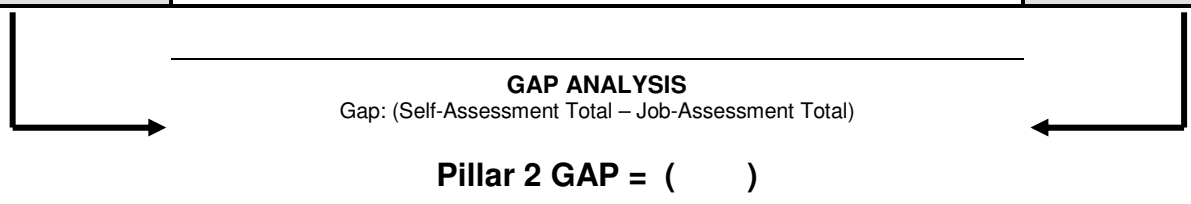
SELF-ASSESSMENT

For each column (Self and Job Assessments) select the most appropriate measure (1–5)

JOB-ASSESSMENT

Pillar 2 (P2): Taking Calculated Risks and Being Entrepreneurial

Degree to which YOU demonstrate the skill, attitude or behaviour					Pillar 2 (P2): Taking Calculated Risks and Being Entrepreneurial					Degree to which YOUR JOB requires the skill, attitude or behaviour				
Low High					Risk-Taking Skills					Low High				
1	2	3	4	5	You can see that risk-taking ideas create value for the business	1	2	3	4	5				
1	2	3	4	5	You are open to change that involves some ambiguity	1	2	3	4	5				
1	2	3	4	5	You are prepared to experiment with alternative ways to get the job done	1	2	3	4	5				
1	2	3	4	5	You assess the potential for risks when applying new approaches	1	2	3	4	5				
1	2	3	4	5	You learn from your experiences and adjust your views accordingly	1	2	3	4	5				
1	2	3	4	5	You consider pluses and minuses before choosing a potential solution	1	2	3	4	5				
1	2	3	4	5	You are confident to apply your skills in new/unfamiliar situations	1	2	3	4	5				
1	2	3	4	5	You encourage others to bring forward new ideas even if unproven	1	2	3	4	5				
1	2	3	4	5	You support/ encourage considered risk taking	1	2	3	4	5				
1	2	3	4	5	You are resilient in the face of setbacks/mistakes	1	2	3	4	5				
1	2	3	4	5	You are willing to learn lessons from failures	1	2	3	4	5				
1	2	3	4	5	You are willing to talk about your mistakes with others at work	1	2	3	4	5				
					Pillar 2 Column Totals:									
Self-Assessment Total: Pillar 2 Score ()					YOUR TOTAL (Pillar 2) SCORES Total score: (add column totals) (min. 12 pts. — max. 60 pts.)					Job-Assessment Total: Pillar 2 Score ()				



SELF-ASSESSMENT

For each column (Self and Job Assessments) select the most appropriate measure (1–5)

JOB-ASSESSMENT

Pillar 3 (P3): Developing Workplace Relationship Effectiveness

Degree to which YOU demonstrate the skill, attitude or behaviour

Degree to which YOUR JOB requires the skill, attitude or behaviour

Low High					Workplace Relationship Effectiveness					Low High				
•	•	•	•	•	You welcome new ideas from others at work	1	2	3	4	5				
1	2	3	4	5	You nurture/encourage others to speak freely of their innovative ideas	1	2	3	4	5				
1	2	3	4	5	You actively share your workplace ideas with others	1	2	3	4	5				
1	2	3	4	5	You seek feedback from co-workers/colleagues at work	1	2	3	4	5				
1	2	3	4	5	You value constructive criticism of your ideas	1	2	3	4	5				
1	2	3	4	5	You believe that listening to others is important at work	1	2	3	4	5				
1	2	3	4	5	You build/maintain relationships inside and outside of the organisation	1	2	3	4	5				
1	2	3	4	5	You negotiate the barriers between people/teams that may impede innovation	1	2	3	4	5				
1	2	3	4	5	You seek feedback from customers/suppliers to support innovation	1	2	3	4	5				
•	•	•	•	•	You work well in teams	•	•	•	4	5				
•	•	3	4	5	You have a positive attitude towards workplace improvement	•	•	3	4	5				
1	2	3	4	5	You collaborate to enhance creativity at work	1	2	3	4	5				
•	•	3	4	5	You value diverse opinions/perspectives from people at work	•	•	3	4	5				
1	2	3	4	5	You are happy to consider modifications to how you do things at work from other people	1	2	3	4	5				
1	2	3	4	5	You facilitate communication/knowledge sharing within the organisation	1	2	3	4	5				
—	—	—	—	—	Pillar 3 Column Totals:	—	—	—	—	—				
Self-Assessment Total:					YOUR TOTAL (Pillar 3) SCORES					Job-Assessment Total:				
Pillar 3 Score					Total score: (add column totals) (min. 15 pts. — max. 75 pts.)					Pillar 3 Score				
()										()				

GAP ANALYSIS
 Gap: (Self-Assessment Total – Job-Assessment Total)

Pillar 3 GAP = ()

SELF-ASSESSMENT

For each column (Self and Job Assessments) select the most appropriate measure (1–5)

JOB-ASSESSMENT

Pillar 4 (P4): Turning Ideas into Products, Processes and Services

Degree to which YOU demonstrate the skill, attitude or behaviour					Pillar 4 (P4): Turning Ideas into Products, Processes and Services					Degree to which YOUR JOB requires the skill, attitude or behaviour					
Low High					Implementation Skills					Low High					
.	You make an effort to ensure that innovations are implemented at work	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You persist with implementing innovative solutions despite obstacles	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You adapt work processes or services to meet customer requirements	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You find ways to resource the implementation of innovative ideas	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You are prepared to consider changing work practices and processes when appropriate	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You participate in projects which evaluate/create new initiatives at work	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You seek feedback from customers/suppliers to support the implementation of innovative ideas	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You take ideas and transfer them into new solutions	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You encourage small scale testing/adaptation of workplace practices	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You recognise the importance of demonstrating the financial/business value of innovations	1	2	3	4	5	1	2	3	4	5
.	You actively encourage change to workplace practices
1	2	3	4	5	You play a role in testing the feasibility of new product or service ideas	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You appreciate how implementing innovation can lead to business success	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You coach others on how to turn ideas into new or improved products, processes and services	.	.	3	4	5	.	.	3	4	5
1	2	3	4	5	You build consensus for implementing innovation	1	2	3	4	5	1	2	3	4	5
.	.	3	4	5	You value/support others who implement new ideas	1	2	3	4	5	1	2	3	4	5
1	2	3	4	5	You encourage others to turn their ideas into new products, processes and services	1	2	3	4	5	1	2	3	4	5
—	—	—	—	—	Pillar 4 Column Totals:	—	—	—	—	—	—	—	—	—	—
Self-Assessment Total: Pillar 4 Score ()					YOUR TOTAL (Pillar 4) SCORES					Job-Assessment Total: Pillar 4 Score ()					
					Total score: (add column totals) (min. 17 pts. — max. 85 pts.)										

GAP ANALYSIS
Gap: (Self-Assessment Total – Job-Assessment Total)

Pillar 4 GAP = ()

Section B: UNDERSTANDING Your Innovation Skills

Scores

In this section you will analyse the results from Section A (your self- and job-assessments) to better understand:

1. your own innovation skills (including strengths and weaknesses)—and what they mean to you and to your organisation; and
2. the innovation skills that you consider to be important to your job—and what this means to you and to your organisation.
3. any gaps that might exist between your skills and those required by your role

The findings from this section will also help you consider your innovation skills “fit” in discussion with your manager in the following areas—with your job, co-workers, and within your place of work.

Understanding Your Innovation Skills Scores

Absolute Scores—Self

1. Enter your **Self-Assessment Scores** for each Pillar, below, from Section A. Look for the cell that matches your score for commentary.
2. Add your four Self-Assessment Pillar Scores together and write this down in the **Self-Assessment Total Score** cell. Look for the cell that matches your total score for commentary.

SELF-ASSESSMENT SCORES		YOUR SELF-ASSESSMENT SCORES SUGGEST THAT...			
Pillar 1: (min. 16 pts. – max. 80 pts.) (Generating Ideas)	()	16 - 32: You like consistency and routine. You tend to work best within well-defined parameters and boundaries. You prefer to follow the lead of others. You look for patterns and trends.	33 - 48: You approach challenges in a structured, logical and mannerly fashion. You tend to focus on issues that are clearly defined and well understood. You consider both new and tried solutions.	49 – 64: You share a balance between careful observation and getting the ball rolling on important tasks. You enjoy developing issues—often before they are apparent to others. You like to seek out new solutions.	65 - 80: You like to challenge things. You tend to experiment with new ideas and applications. You like to solve problems and make decisions by finding new solutions. You nurture and recognise creativity.
Pillar 2: (min. 12 pts. – max. 60 pts.) (Risk Taking)	()	12 - 24: You tend to avoid risk. You prefer to plan things out systematically. You tend to logically analyse ideas. Typically, you think through plans step-by-step and study at length before making decisions.	25 - 36: You are attentive to detail and analysis. You prefer to understand situations and assess risks thoroughly before determining how best to overcome a situation or challenge. Once prepared, you act.	37 – 48: You can respond to changing circumstances. You tend to be open to discussing and negotiating new solutions. You are comfortable taking on actions without knowing the outcomes.	49 - 60: You are confident. You willingly take on new challenges and risks. You like to experiment with new ideas. You encourage others to put forward new ideas. You learn from your experiences—good or bad.
Pillar 3: (min. 15 pts. – max. 75 pts.) (Workplace Relationship Effectiveness)	()	15 - 30: You prefer to work alone. You tend to make decisions without consulting others. You prefer to deal with issues and solve problems by reading, analysing models or attending lectures.	31 - 45: You work comfortably with others or alone and are willing to assume full responsibility for your actions. You tend to wait for others to collaborate and build relationships with you. You like to be convinced of other opinions before any action	46 – 60: You prefer to work with others. You recognise and respect individual differences and perspectives. You share information and expertise willingly. You make an effort to build and maintain good working relationships.	61 - 75: You seek out and engage others in teams. You respect other peoples' ideas and insights. You work best when sharing information with others. You encourage others to share ideas and to collaborate.
Pillar 4: (min. 17 pts. – max. 85 pts.) (Implementing)	()	17 - 34: You prefer things the way they are. You like to gather information and analyse situations. You require good reasons to act on an innovative idea, but once convinced you want to get on with things.	35 - 51: You tend to focus on procedures and processes. You offer a range of possibilities and solutions for an issue or task. You seek consensus from others on difficult problems and let them take the lead.	52 – 68: You tend to see things through to completion. You enjoy working on new projects from start to finish. You are pragmatic and are accountable for your actions and the actions of others.	69 - 85: You embrace change. You consistently see new projects through to conclusion. You act on new ideas effectively. You are persistent, resilient and flexible. You value and support initiative.
SELF-ASSESSMENT TOTAL SCORE: (min. 60 pts. – max. 300 pts.)	()	60 - 120: You prefer to focus your skills and attention on fact gathering and information analysis. You shy away from doing things differently or doing new things. You seek stability and clarity.	121 - 180: You are insightful. You are accountable for your actions. You are honest and credible. You work well independently and you are adaptable and flexible when needed to be.	181 - 240: You tend to seek out the meanings, significance and implications of your actions and the actions of others. You leverage diversity of thought. You enjoy taking new ideas and transferring them into new solutions.	241 - 300: You exhibit strong innovation skills, attitudes and behaviours. You tend to seek resolution and action. You like to think about future directions and next steps. You constantly challenge yourself.

Understanding Your Innovation Skills Scores

Absolute Scores—Job

Enter your **Job-Assessment Scores** for each Pillar, below, from Section A. Look for the cell that matches your score for commentary.

1. Add your four Job-Assessment Pillar Scores together and write this down in the **Job-Assessment Total Score** cell. Look for the cell that matches your total score for commentary.

JOB-ASSESSMENT SCORES		YOUR JOB-ASSESSMENT SCORES SUGGEST THAT...			
Pillar 1: (min. 16 pts. – max. 80 pts.) (Generating Ideas)	()	16 - 32: Your job requires someone who works well with routine. It is suited for someone who works best within well-defined parameters and who prefers to follow the lead of others.	33 - 48: Your job requires someone who approaches challenges in a structured and mannerly fashion. It is suited for someone who prefers working on issues that are clearly defined and well understood.	49 – 64: Your job requires someone who likes to seek out new solutions. It is suited for someone who enjoys developing issues and getting the ball rolling while at the same time carefully observing situations.	65 - 80: Your job requires someone who likes to challenge things. It is suited for someone who likes to experiment with new ideas, solve problems and make decisions.
Pillar 2: (min. 12 pts. – max. 60 pts.) (Risk Taking)	()	12 - 24: Your job is suited for someone who tends to avoid risk or uncertainty. It requires someone who likes to plan things out systematically and study things at length before making decisions.	25 - 36: Your job requires someone who is attentive to detail and analysis. It is suited for someone who prefers to clarify the nature of a problem, understand situations and assess risk before acting.	37 – 48: Your job requires someone who is flexible when responding to changing circumstances. It is best suited for someone who is open to discussing and negotiating new solutions and promoting change.	49 - 60: Your job requires someone who is confident and willing to take on new challenges and risks. It is suited for someone who likes to experiment, lead change and encourage others to raise new ideas.
Pillar 3: (min. 15 pts. – max. 75 pts.) (Workplace Relationship Effectiveness)	()	15 - 30: Your job is suited for someone who prefers to work alone. It requires someone who tends to make decisions without consulting others—preferring to find solutions by independent information gathering.	31 - 45: Your job requires someone who works well with others or alone and who is willing to take full responsibility for their actions. You do need to be convinced of others opinions before acting.	46 – 60: Your job is suited for someone who prefers to work with others. It requires someone who recognises and respects individual differences and perspectives and makes an effort to build and maintain good working relationships.	61 - 75: Your job requires someone who seeks out and engages others. It is suited for someone who respects other peoples' ideas and insights, shares information and encourages others to collaborate.
Pillar 4: (min. 17 pts. – max. 85 pts.) (Implementing)	()	17 - 34: Your job requires someone who tends to observe and reflect rather than act. It is suited for someone who likes to gather information and analyse situations.	35 - 51: Your job is suited for someone who tends to focus on procedures and processes. It requires someone who can offer a range of possibilities and solutions for an issue or task.	52 – 68: Your job requires someone who sees things through to completion. It is suited for someone who enjoys working on projects from start to finish and who is pragmatic and accountable for their actions.	69 - 85: Your job requires someone who is persistent and embraces change. It is suited for someone who supports initiative and consistently sees new projects through to conclusion.
JOB-ASSESSMENT TOTAL SCORE: (min. 60 pts. – max. 300 pts.)	()	60 - 120: Your job requires someone who prefers to follow established processes and avoids unnecessary change. It is suited for someone who seeks stability and clarity.	121 - 180: Your job requires someone who is insightful. It is suited for someone who is accountable for their actions, honest and credible, who works well independently and who is adaptable and flexible.	181 - 240: Your job is suited for someone who tends to seek out the significance and implications of one's actions and the actions of others. It requires someone who can take new ideas and turn them into new solutions.	241 - 300: Your job requires someone who constantly challenges themselves and others. It is suited for someone who seeks resolution and action and has a thorough understanding of how to achieve outcomes and put ideas into practice.

Understanding Your Total Gap

Calculate your total gap summed over all four pillars, and use the following table to interpret that gap.

Range in GAP Score (range from +180 to -180)	Understanding Your IBSA Workforce Innovation Survey Total GAP Score:	
over +50	Extreme Surplus:	Overall your innovation skills <i>exceptionally exceed</i> your current job requirements. You should carefully consider your job 'fit', and discuss your perceptions with your manager. Consider how to make better use of your skills or to re-position your job (e.g. enhance your job requirements and responsibilities through discussions with your manager or employer). Having a surplus is not a negative mark; however, it is an indication that there may be unused innovation skills capacity within your workplace. If others within your team have similar scores it could present a great opportunity for your organisation to tap into unused skills.
+26 to +50	Substantial Surplus:	Overall your innovation skills <i>substantially exceed</i> your current job requirements. You may wish to consider your job 'fit' by looking for ways to add or re-position your job requirements over time. You may also wish to consider taking on new responsibilities and activities, or ultimately changing jobs within your workplace—to a position where your innovation skills will be better utilised.
+1 to +25	Moderate Surplus:	Overall your innovation skills <i>moderately exceed</i> your current job requirements. You are well suited for your job. There is a good fit between your innovation skills and the skills required in your job. Over time, you may wish to discuss with your manager or employer adding responsibilities to your current job to make use of your latent innovation skills capacity—which will ultimately enhance the innovation output of your workplace.

Even

-1 to -25	Moderate Deficit:	Overall your current job requirements <i>moderately exceed</i> your innovation skills capacity. This moderate deficit is something that you should address with your manager or employer. You may wish to look at opportunities to boost or enhance your innovation skills (e.g. skills training programs or mentoring).
-26 to -50	Substantial Deficit:	Overall your current job requirements <i>substantially exceed</i> your innovation skills capacity. You may wish to consider your job 'fit' by looking at ways to re-position your job requirements (i.e. removing some responsibilities or activities). You may also wish to consider seeking additional innovation skills training to boost your innovative capacity. You should discuss your perceptions with your manager and get their perspective and advice.
under -50	Extreme Deficit:	Overall your job requirements <i>exceptionally exceed</i> your innovation skills capacity. You should look at where your greatest challenges are and consider how you can best develop your skills in those areas. If the gap is too great or too difficult to close in a reasonable amount of time you may wish to consider shifting your job requirements (in discussion with your manager or employer) or seeking an alternative job within your workplace that better suits your skills. If others within your organisation have similar scores it may indicate other organisational issues and should be discussed with your manager.

	<p align="center">Questions to Consider: What Implications Might Your TOTAL GAP Score Have On...?</p> <p align="center">(Write down any thoughts, words, or ideas that come to mind)</p>
<p>Your Self?</p>	
<p>Working Groups, Teams?</p>	
<p>Your Place of Work?</p>	