

Disruptive Innovation Barometer

How ready is your organization for disruption?

Place an "x" mark in the column that shows how much you agree with each of the following 20 statements.

	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly agree
1. There is an urgency felt throughout the organization - from front line to senior leadership - that our business is being disrupted					
2. We allocate significant time and money to developing new products and services that aim outside our traditional customer base and products					
3. We consciously manage "sustaining" innovations differently from "disruptive" innovations, including how such projects are identified, approved, funded and staffed					
4. We are willing to develop and commercialize new products and services even if they are likely to cannibalize our core business					
5. A significant cross-section of our people are trained in the core concepts of Disruptive Innovation					
6. Our product development efforts are shaped much more by our awareness of what customers are trying to do in their lives than by what we already have the resources or know-how to do					
7. We keep a close eye on anyone - including non-traditional competitors - who helps our current or potential customers do jobs they are seeking to do in their lives					
8. We are willing to pursue ideas for new offerings based on gut feel, even if hard data (e.g. market research) is sketchy or unavailable					
9. We constantly are on the lookout for new ways to make money beyond historical sources of revenue like circulation, display advertising, and classified advertising					
10. We can accept and run with ideas that were "not invented here"					
11. Our culture encourages people to look beyond the boundaries of our current business practices and our normal business model					
12. We carefully consider improvements to existing products, guarding against spending money on improvements that overshoot customer needs					
13. We choose the leaders for new ventures based on their experience starting new undertakings, rather than their experience managing established activities					
14. We often hire people who do not fit the usual mold for our organization, valuing the fresh perspectives they contribute					

15. When we start new ventures, we expect and allow for revisions and course corrections based on what we learn as we go					
16. When starting unfamiliar types of ventures, we keep investment small so we can afford to invest in second and third iterations					
17. We recognize that there is an inherent risk to innovation, and therefore we encourage intelligent risk-taking and "fast failures"					
18. We devote extensive resources to making sure that everyone in our organization understands our plan for change and can see their role in it					
19. We carefully create and maintain two-way lines of communication in the organization to gain input on how our change program is going					
20. We communicate extensively with investors and stakeholders and are able to gain support for new products and services, even if market potential is unproven and margins may be below our norms					

Count the checks in each column:

Multiply by:

x1 x2 x3 x4 x5

Equals:

Final score:

What your score means:

- 81 -100** Congratulations – your company is uncommonly well-prepared to launch disruptive innovations and make them successful.
- 61-80** You are well positioned to undertake disruptive innovation, although your answers indicate areas where you can improve your chances of success.
- 41-60** Overall, your company is not especially well-prepared to launch disruptive innovations, but you can build on your strengths and go to work on the weaknesses indicated above.
- 20-40** Disruptive innovation is not impossible for your company, but you would be wise to invest time and attention to strengthening your company's DI attributes.