

## Henley KM Forum - knowledge enabled innovation maturity model

	Recognising high-value opportunities to innovate	Re-using knowledge	Internal collaboration	External collaboration	Learning from innovation activities	Building a learning organisation
5	<p>Recognised process for opportunity capture and evaluation. Culture of open mindedness to new approaches and knowledge sharing to find solutions is expected.</p> <p>Local teams routinely review opportunities to see what they can add to generate new solutions. Processes and tools are in place to support this. Problem owners expect to involve others. Incentive systems support this.</p>	<p>Widespread adoption of the available knowledge capture and sharing processes and technologies.</p> <p>A mature information management approach is evident. People actively search the repositories provided and re-use the information captured in them, contacting the originator when appropriate.</p>	<p>A wide range of collaborative tools and technologies are used. Widespread participation in organisation-wide networks based around key knowledge domains independent of hierarchy.</p> <p>Collaboration is recognised and demonstrated as a natural approach to problem solving and a necessary part of innovation. Widespread recognition of the value of others' knowledge.</p>	<p>Capability to collaborate with a wide variety of external organisations, including competitors. Partners involved in innovation activities.</p> <p>Relationship management viewed as a core competence and ways of improving it are actively sought. Range of measures adopted to assess relationship effectiveness. Mechanisms adopted to support calculated risk-taking in working with partners.</p>	<p>Learning from innovation is routine.</p> <p>Getting better at innovation is regarded as important and a variety of measures are used to track performance.</p> <p>People proactively seek to learn how to improve the efficiency and effectiveness of innovation.</p>	<p>Continuous and dynamic learning is completely embedded in daily work practices. The capacity to turn learning into innovative practices is widespread and well understood.</p> <p>Inspiration, empowerment and ideas generation are widespread at every level within a change-oriented culture.</p>
4	<p>Most teams have adopted processes to capture and evaluate opportunities. Most problem owners try to involve others to find innovative solutions and processes and tools exist to help them do this. The benefits of an open-minded approach are largely recognised and people in most parts of the group proactively seek to contribute their insights and ideas.</p>	<p>All available knowledge capture and sharing processes and technology enablers have been adopted. Knowledge sharing is evident across most internal boundaries.</p> <p>Knowledge re-use is expected as the norm is evident with proactive management support.</p>	<p>There is a strategic approach to collaboration. Management recognise that working outside of boundaries improves problem solving and innovation. Most people use collaborative tools and technologies.</p> <p>Most people participate in networks that reach across the organisation, connecting with other people to solve problems, learn and innovate.</p>	<p>Active collaboration with a wide range of external organisations. There is a strategic approach to relationship management and efforts to continuously improve relationship management capability are evident.</p> <p>Processes and procedures to involve partners in innovation activities and manage risk have been largely adopted.</p>	<p>A range of practices is in place to learn from innovation activities (including piloting and prototyping). A number of measures to track innovation performance have been adopted by most of the group.</p>	<p>A variety of mechanisms has been adopted to support, capture and codify learning from activities and these are being widely used. A continuous improvement culture is largely evident. Ideas about how to do things in a very different way are largely welcomed, with most people understanding how to progress these.</p>

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3	<p>Many teams have adopted processes to capture and evaluate opportunities and have set up cross-team communication mechanisms to seek wider input to generate innovative solutions.</p> <p>Evidence of an open-minded approach to generating solutions in many places.</p> <p>Management support for this way of working is evident.</p>	<p>Processes and systems for capturing and sharing explicit knowledge have largely been adopted.</p> <p>Many examples of the knowledge sharing taking place locally between the group and with other parts of the organisation. Formal and informal management processes support knowledge re-use.</p>	<p>Active collaboration with others across the organisation to solve problems and generate innovative solutions.</p> <p>Many people participate in dynamic networks based on important knowledge areas and these involve many parts of the organisation and bridge hierarchical levels.</p> <p>A range of collaborative tools and technologies is available and used.</p>	<p>Effective relationship management to support external collaboration is recognised as a strategic benefit to the group.</p> <p>Collaboration is mainly within the supply chain. There is an organised approach to involving partners in innovation activities and to risk assessment. A number of measures to evaluate relationship effectiveness have been adopted.</p>	<p>People are learning from innovation activities and recognise their value, including the use of piloting and prototyping.</p> <p>The impact of innovation activities is evaluated using a number of measures.</p>	<p>Processes and practices to learn from daily activities have largely been adopted.</p> <p>People recognise what is done well and what needs to be improved, have plans for improvement and a willingness to change.</p> <p>Many examples of the connection between learning and innovation are recognised and built upon.</p>
2	<p>A few teams have adopted processes to capture and evaluate opportunities.</p> <p>Some people participate in self-help forums to generate wider input for more innovative solutions.</p> <p>An open-minded approach to finding solutions exists in a few cases.</p>	<p>Some processes and technology enablers are being used to support knowledge sharing and re-use.</p> <p>Knowledge re-use is welcomed by some managers, but is communicated through informal rather than formal means.</p>	<p>Some collaborative tools are in place, but used sporadically.</p> <p>Some people participate in dynamic networks and a number of these bridge hierarchical levels.</p> <p>Some local teams look beyond their own boundaries (and even into the wider organisation) to solve problems and generate innovative solutions.</p>	<p>Some relationships are recognised as beneficial and receive management attention.</p> <p>Some processes are being trialled to support a more structured approach to learning from external collaboration and to involve partners in innovation activities. Measures to evaluate the effectiveness of collaboration activities are being considered.</p>	<p>Some mechanisms have been adopted to learn from innovation. A few examples of successful piloting and prototyping initiatives exist.</p>	<p>Some mechanisms have been developed to support, capture and codify learning from every day activities and these are being used in a few places.</p> <p>Some teams are receptive to change. The connection between learning and innovation is understood by some.</p>
1	<p>No single recognised process or approach for capturing and evaluating opportunities. Local teams are largely focused on their own specialisms and activities and don't actively seek to contribute elsewhere.</p> <p>Incentives, processes and tools are of limited help. Little recognition of the need for an open-minded approach.</p>	<p>Lack of a systematic approach for capturing and sharing knowledge means that knowledge re-use is ad-hoc.</p> <p>Ways of supporting knowledge sharing across organisational boundaries rarely used.</p> <p>Knowledge re-use is not part of the culture.</p>	<p>Basic tools and technologies to support collaboration have been adopted by a few people.</p> <p>Little collaboration beyond the immediate team, focus is on local ways of working and the task at hand. Few people participate in networks outside their own level. Little recognition of the value of collaboration.</p>	<p>External collaboration is limited to those relationships initiated through personal contacts.</p> <p>No formal relationship management activity so collaborative activities are not connected. No structured processes to assess risk. Partners rarely involved in innovation.</p>	<p>Few mechanisms in place to learn from innovations.</p> <p>Piloting and prototyping uncommon and learning from experimentation is not developed.</p> <p>Outcomes of innovations are not fully evaluated.</p>	<p>Learning exists in pockets, with individual heroic efforts driving change. Learning happens locally, but is not always connected and acted upon more widely. There is a limited recognition that the culture needs to be more change friendly.</p>

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