



Information and Structural

Innovation rarely fails because of a shortage of good ideas. It more often fails because of organizational structures, processes, and information flows that get in the way. This health check examines the structural context for innovation.

HOW TO USE THIS HEALTH CHECK

Rate your organization honestly against each statement using the 1–5 scale below. Be specific: base your rating on evidence and observable behavior, not aspiration.

Statement	1 Strongly Disagree	2 Disagree	3 Neither	4 Agree	5 Strongly Agree
Our organizational structure makes it easy for teams with different skills and knowledge to collaborate on innovation.					
Decision-making authority for innovation is placed as close as possible to the people doing the work.					
Information about customers, competitors, and market trends is freely available to people who need it for innovation.					
Our internal processes and governance systems do not create unnecessary barriers to innovation progress.					
We have mechanisms to identify and remove structural barriers that are slowing down innovation.					
Innovation work is visible across the organization—people can see what is being worked on and why.					
We have the right digital tools and infrastructure to support rapid experimentation and knowledge sharing.					
Our HR systems—including hiring, performance management, and reward—actively support rather than inadvertently hinder innovation.					

SCORING GUIDE (add up your ratings for a total out of 40)

Score	What it suggests
32–40	Strong foundation — identify what you are doing well and how to sustain it.
24–31	Developing capability — some good practices exist but important gaps remain.
16–23	Significant barriers — focused investment and change needed in this area.
Below 16	Critical risk — this barrier is likely limiting innovation organization-wide.

Reflection prompt: Which structural or process barriers are causing the most innovation drag in your organization? Who has the authority and motivation to remove them?

NOTES