

KEYS[®]
to Creativity and Innovation

Prepared For 2010 Sample Organization - Overall

Sample Organization - Overall N =595

KEYS Norm Group

Date Scored: 31 March 2010



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About KEYS®

KEYS is a tool designed to help leaders see a clear picture of the climate for innovation within a work group or organization. That climate, also known as the work environment, greatly influences an employee's ability to be creative. The value of KEYS lies in its capacity to accurately identify the conditions necessary for innovation to occur.

As you reflect upon this data, consider the following definitions:

- Creativity - novel ideas that are useful.
- Innovation - successful implementation of creative ideas within an organization.

KEYS can reliably distinguish between a corporate work environment that produces higher innovative results from one that does not, in both technical and non-technical work. KEYS is proven to distinguish between work environments and KEYS dimensions are significantly correlated to the norm group. Work environments that produce highly creative projects and are seen as innovative are rated higher on KEYS dimensions.

This report contains detailed information about how individuals perceive the work environment and its influence on their creativity. The report is divided into three sections:

Dimensions and Item Level Data

This section includes graphs and descriptions depicting your group's or organization's results in comparison to a norm group. The results begin with an overview of the ten dimensions and then narrows to item-level detail. Full descriptions of each dimension and item are provided.

Highest and Lowest Rated Items

This section includes a list of the ten highest and lowest rated items.

Most Important Factors Affecting Creativity and Innovation

This section provides the results for three questions related to the factors that support, inhibit, and could improve creativity and innovation. Respondents were asked to choose the three most important factors for each question. The ten most frequently chosen factors, listed in order from highest to lowest percentage, along with the work context in which they appear are reported for each question.

Key Terms

The terms in the table below are used throughout the KEYS survey. Respondents were asked to use the corresponding definitions when rating the items.

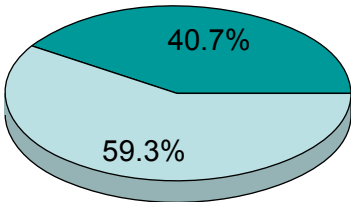
| | |
|-----------------------------|---|
| My Area of the Organization | The department, branch, division, or group within which you do most of your work |
| Work Environment | The setting within which you currently do most or all of your work |
| Work Group | The people with whom you currently work closely on a day-to-day basis; the group of people with whom you do your major project(s) |
| Boss | The person who manages your major project(s); the person to whom you report for most of your work |
| Project(s) | The major work that you do, whatever that may be |
| This Organization | The organization within which you currently work |

Respondent Profile

Who completed this survey?

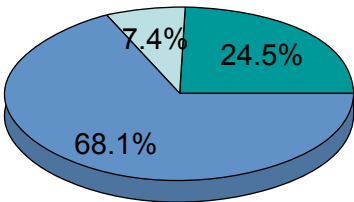
This report is based on the analysis of 395 responses. Below are demographics about the people who responded to the survey. Due to rounding, totals may not equal 100%.

Gender



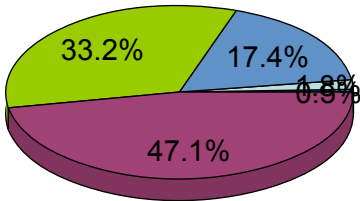
Female Male

Years of Service



0 to 5 years 6 to 10 years 11 years or more

Level



Top Executive Upper Middle Middle Other

Guide for Interpretation

For all dimensions and items, higher scores are preferred and are generally associated with higher levels of creativity.

KEYS results describe a work environment—not an individual. The work environment is a result of the personalities, styles, policies, and interactions of a great many people, from top management to individual employees in work groups.

Innovation within the organization depends upon (see figure on the right):

- **Organizational Motivation** – the basic orientation of the organization toward innovation; shared vision; providing rewards and recognition; lack of internal politics, and lack of overemphasis on the status quo.
- **Resources** – everything the organization has available to aid in the area targeted for innovation, including time, funding, information and materials.
- **Management Practices** – allowing freedom and autonomy in the practice of work; providing challenge; specifying clear strategic goals and forming work teams comprised of individuals with diverse skills and perspectives.



Respondents used the options below to rate how well items described their current work environment.

Never = 1, Sometimes = 2, Often = 3, Always = 4

The vertical scale on the graph is labeled “Standard Scores.” Fifty (50) marks the average score of similar groups who have completed KEYS.

Standard scores on the graphs range from 20 to 80. Scores of 80 or higher are graphed at 80. Scores of 20 or lower are graphed at 20. Less than 1% of scores fall outside the 20 – 80 range.

Shaded regions are used to help define ranges of scores on the graph; these regions are listed vertically along the right-hand side of the graph:

Very High/VH = score of 61 or above

High/H = score range of 56-60

Mid-range/M = score range of 46-55

Low/L = score range of 41-45

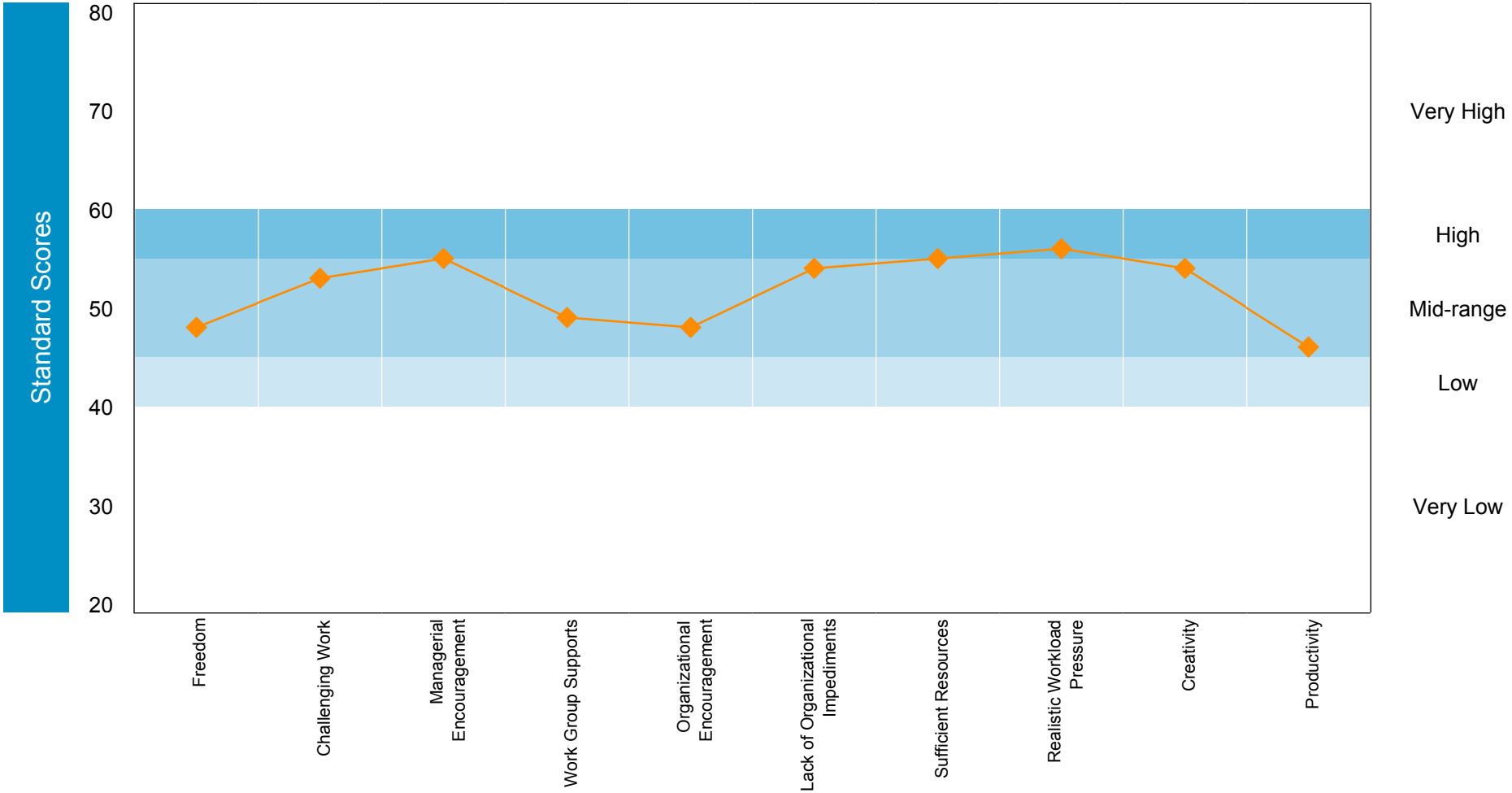
Very Low/VL = score of 40 or below

Because KEYS scores are close to normally distributed, approximately two-thirds of all organization means in the database fall between 40 and 60.

When comparing the scores of any two groups, a 10-point difference is considered a significant difference and could indicate observable differences in behavior.

Dimensions and Outcomes - Overall

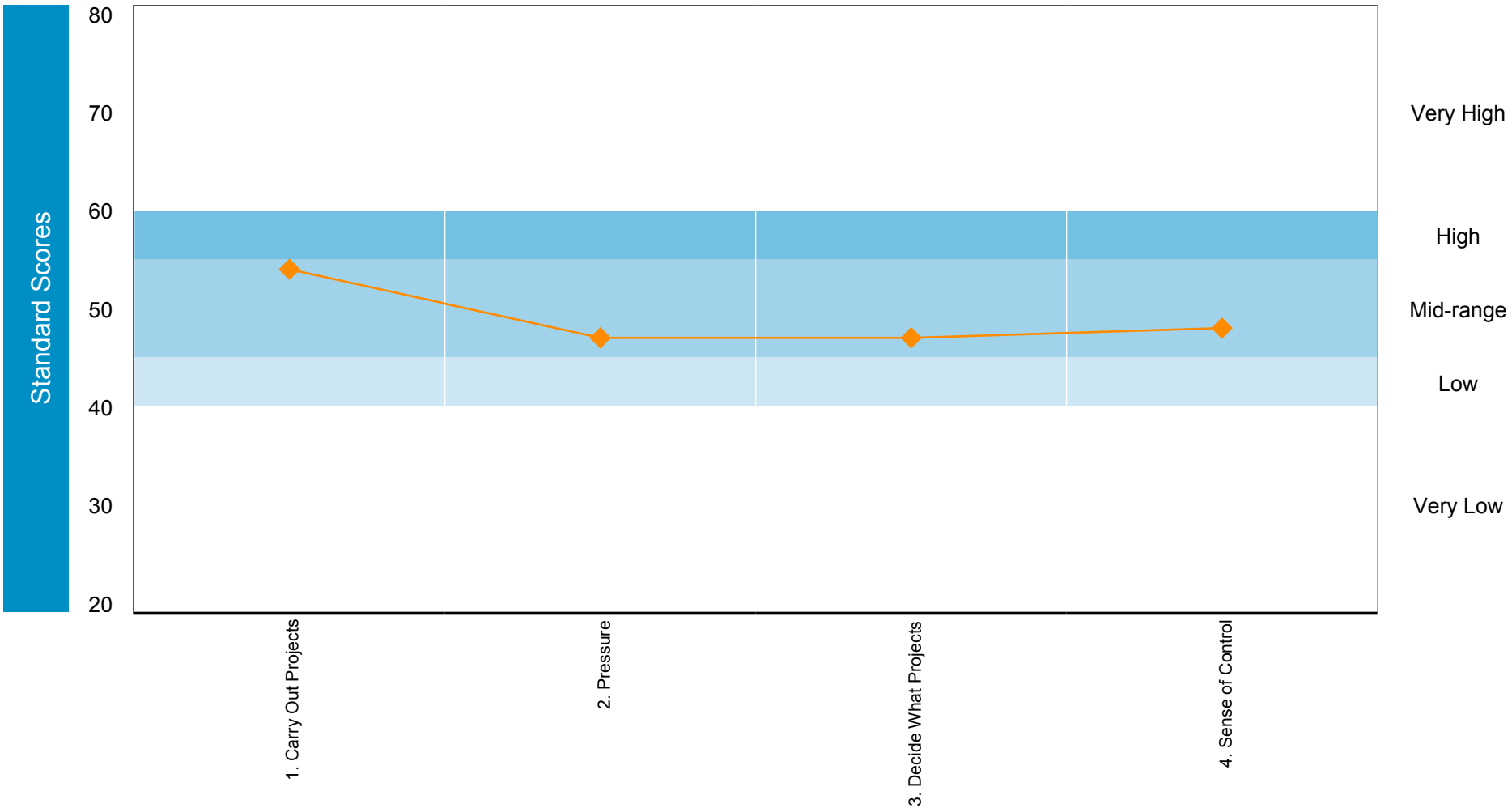
Sample Organization - Overall
N = 595



| | | ◆ Sample Org. - Overall |
|--|---|----------------------------------|
| Work Environment | Management Practices | |
| | Freedom: Deciding what work to do or how to do it; a sense of control over one's work | M |
| | Challenging Work: A sense of having to work hard on challenging tasks and important projects | M |
| | Managerial Encouragement: A boss who serves as a good work model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group | M |
| | Work Group Supports: A diversely skilled work group in which people communicate well, are open to new ideas, constructively challenge each other's work, trust and help each other, and feel committed to the work they are doing | M |
| | Organizational Motivation | |
| | Organizational Encouragement: An organizational culture that encourages creativity through the fair, constructive judgment of ideas; reward and recognition for creative work; mechanisms for developing new ideas; an active flow of ideas; and a shared vision | M |
| | Lack of Organizational Impediments: An organizational culture that does not impede creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, and an overemphasis on the status quo | M |
| | Resources | |
| | Sufficient Resources: Access to appropriate resources, including funds, materials, facilities, and information | M |
| Realistic Workload Pressure: Absence of extreme time pressures, unrealistic expectations for productivity, and distractions from creative work | H | |
| Outcomes | Outcomes | |
| | Creativity: A creative organization or unit, where a great deal of creativity is called for and where people believe they actually produce creative work | M |
| | Productivity: An efficient, effective, and productive organization or unit | M |
| <p>VH = Very High H = High M = Mid-range L = Low VL = Very Low</p> | | |

Item Level Data - Freedom

Sample Organization - Overall
N = 595



Freedom: Deciding what work to do or how to do it; a sense of control over one's work

| | Sample Org. - Overall |
|--|-----------------------|
| 1. I have the freedom to decide how I am going to Carry Out My Projects . | M |
| 2. I feel little Pressure to meet someone else's specifications in how I do my work. | M |
| 3. I have the freedom to Decide What Project(s) I am going to do. | M |
| 4. In my daily work environment, I feel a Sense of Control over my own work and my own ideas. | M |

VH = Very High

H = High

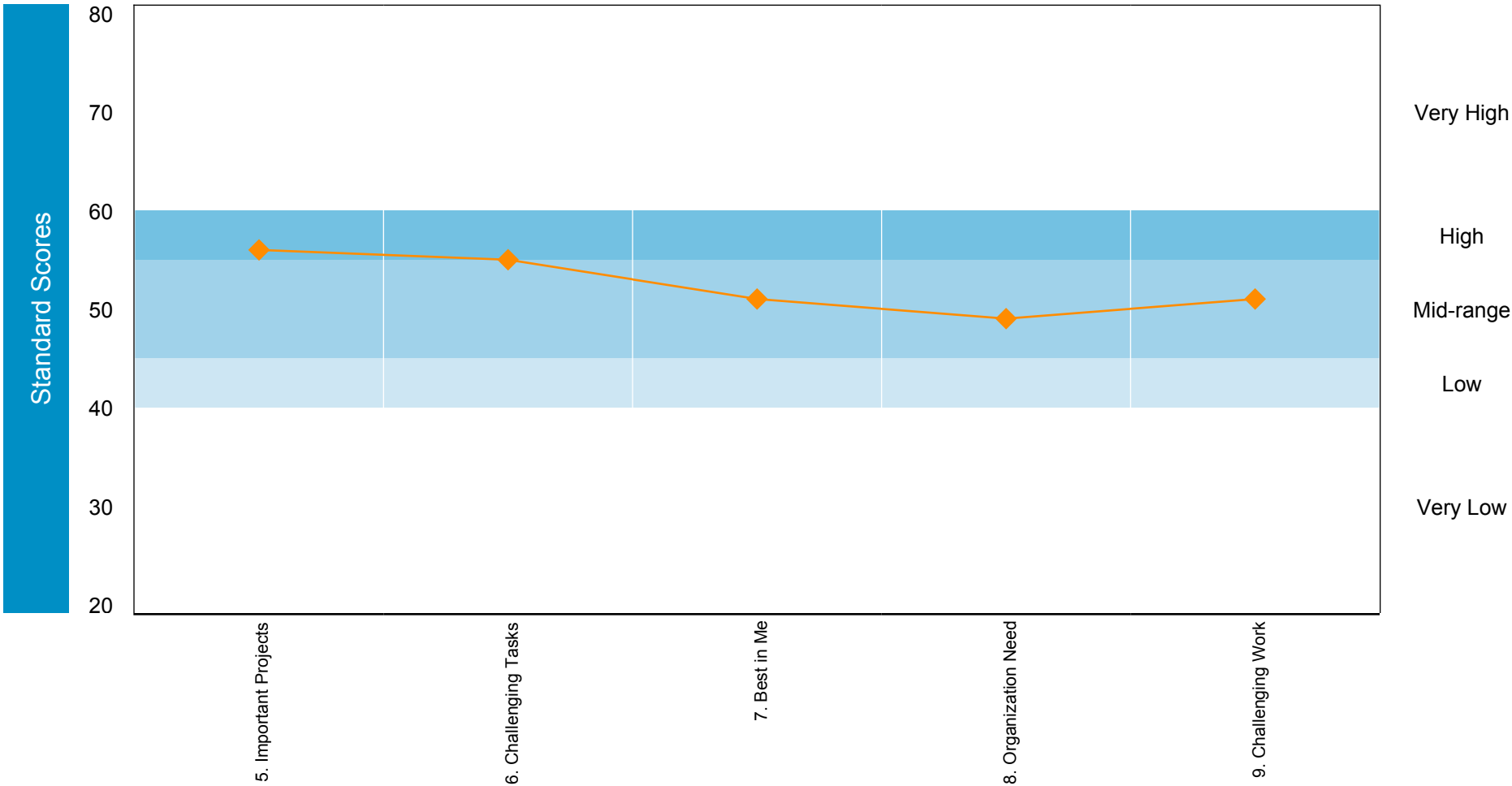
M = Mid-range

L = Low

VL = Very Low

Item Level Data - Challenging Work

Sample Organization - Overall
N = 595



Challenging Work: A sense of having to work hard on challenging tasks and important projects

| | Sample Org. - Overall |
|--|-----------------------|
| 5. I feel that I am working on Important Projects . | H |
| 6. The Tasks in my work are Challenging . | M |
| 7. The tasks in my work call out the Best in Me . | M |
| 8. The Organization has an urgent Need for successful completion of the work I am now doing. | M |
| 9. I feel Challenged by the Work I am currently doing. | M |

VH = Very High

H = High

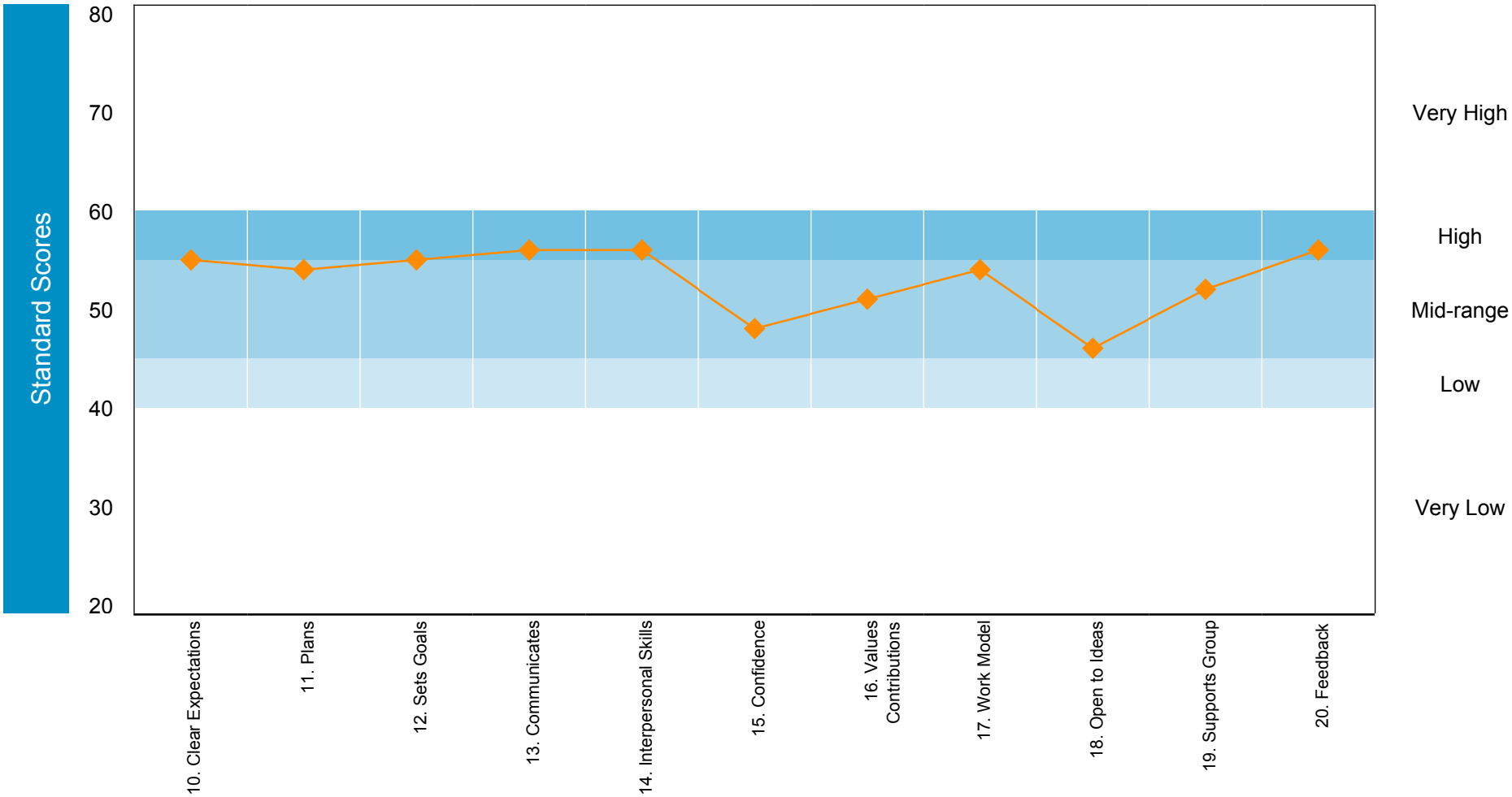
M = Mid-range

L = Low


VL = Very Low

Item Level Data - Managerial Encouragement

Sample Organization - Overall
N = 595



Managerial Encouragement: A boss who serves as a good work model, sets goals appropriately, supports the work group, values individual contributions, and shows confidence in the work group

| |  Sample Org. - Overall |
|---|--|
| 10. My boss's Expectations for my project(s) are Clear . | M |
| 11. My boss Plans well. | M |
| 12. My boss clearly Sets overall Goals for me. | M |
| 13. My boss Communicates well with our work group. | H |
| 14. My boss has good Interpersonal Skills . | H |
| 15. My boss shows Confidence in our work group. | M |
| 16. My boss Values individual Contributions to project(s). | M |
| 17. My boss serves as a good Work Model . | M |
| 18. My boss is Open to new Ideas . | M |
| 19. My boss Supports my work Group within the organization. | M |
| 20. I get constructive Feedback about my work. | H |

VH = Very High

H = High

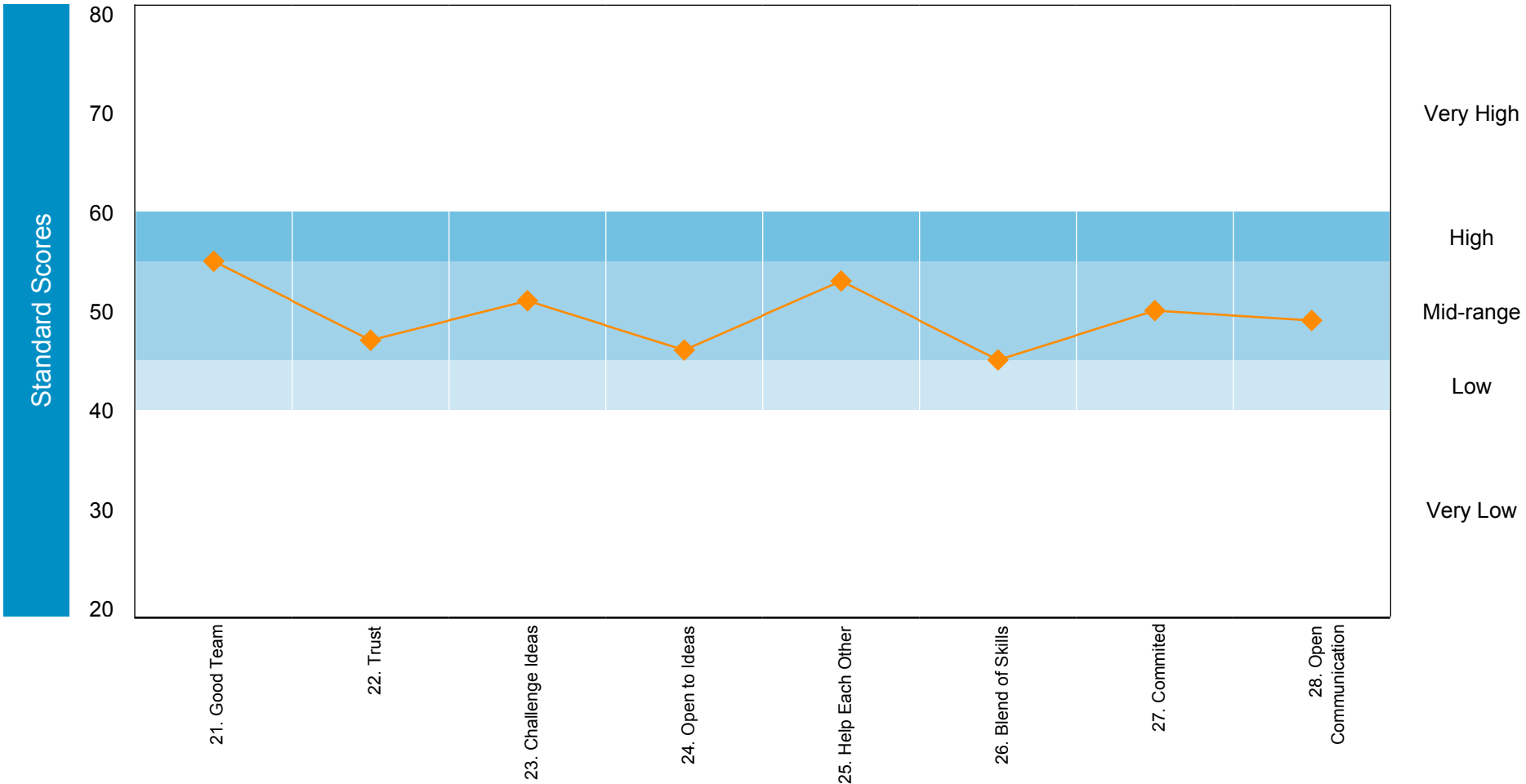
M = Mid-range

L = Low


VL = Very Low

Item Level Data - Work Group Supports

Sample Organization - Overall
N =595



Work Group Supports: A diversely skilled work group in which people communicate well, are open to new ideas, constructively challenge each other's work, trust and help each other, and feel committed to the work they are doing

| |  Sample Org. - Overall |
|--|--|
| 21. My co-workers and I make a Good Team . | M |
| 22. There is a feeling of Trust among the people I work with most closely. | M |
| 23. Within my work group, we Challenge each other's Ideas in a constructive way. | M |
| 24. People in my work group are Open to new Ideas . | M |
| 25. In my work group, people are willing to Help Each Other . | M |
| 26. There is a good Blend of Skills in my work group. | L |
| 27. The people in my work group are Committed to our work. | M |
| 28. There is free and Open Communication within my work group. | M |

VH = Very High

H = High

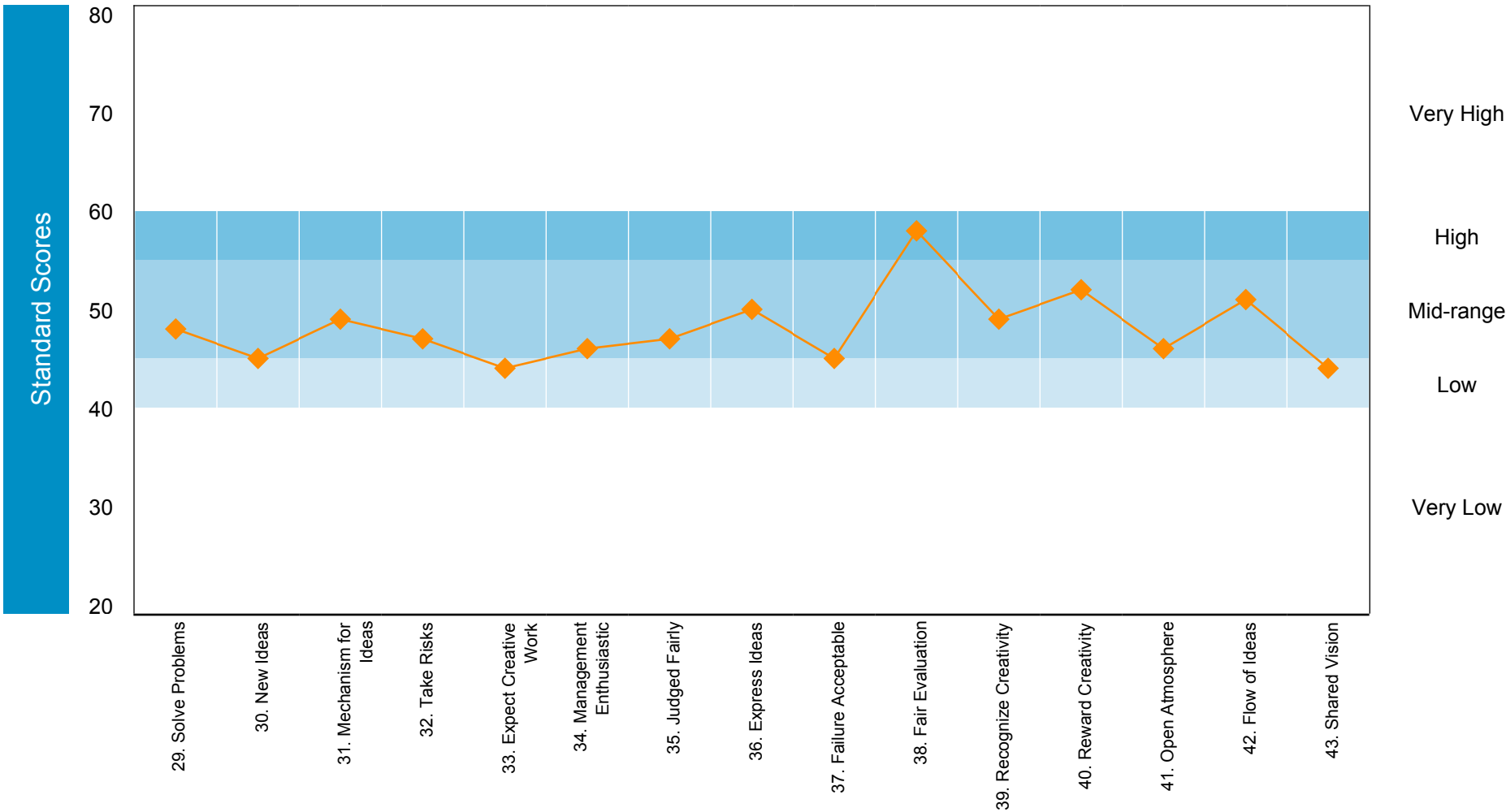
M = Mid-range

L = Low

VL = Very Low

Item Level Data - Organizational Encouragement

Sample Organization - Overall
N =595



Organizational Encouragement: An organizational culture that encourages creativity through the fair, constructive judgment of ideas; reward and recognition for creative work; mechanisms for developing new ideas; an active flow of ideas; and a shared vision

| | ◆ Sample Org. - Overall |
|--|----------------------------------|
| 29. People are encouraged to Solve Problems creatively in this organization. | M |
| 30. New Ideas are encouraged in this organization. | L |
| 31. This organization has a good Mechanism for encouraging and developing creative Ideas . | M |
| 32. People are encouraged to Take Risks in this organization. | M |
| 33. In this organization, top management Expects that people will do Creative Work . | L |
| 34. I feel that top Management is Enthusiastic about my project(s). | M |
| 35. Ideas are Judged Fairly in this organization. | M |
| 36. People in this organization can Express unusual Ideas without the fear of being called stupid. | M |
| 37. Failure is Acceptable in this organization, if the effort on the project was good. | L |
| 38. Performance Evaluation in this organization is Fair . | H |
| 39. People are Recognized for Creative work in this organization. | M |
| 40. People are Rewarded for Creative work in this organization. | M |
| 41. There is an Open Atmosphere in this organization. | M |
| 42. In this organization, there is a lively and active Flow of Ideas . | M |
| 43. Overall, the people in this organization have a Shared Vision of where we are going and what we are trying to do. | L |

VH = Very High

H = High

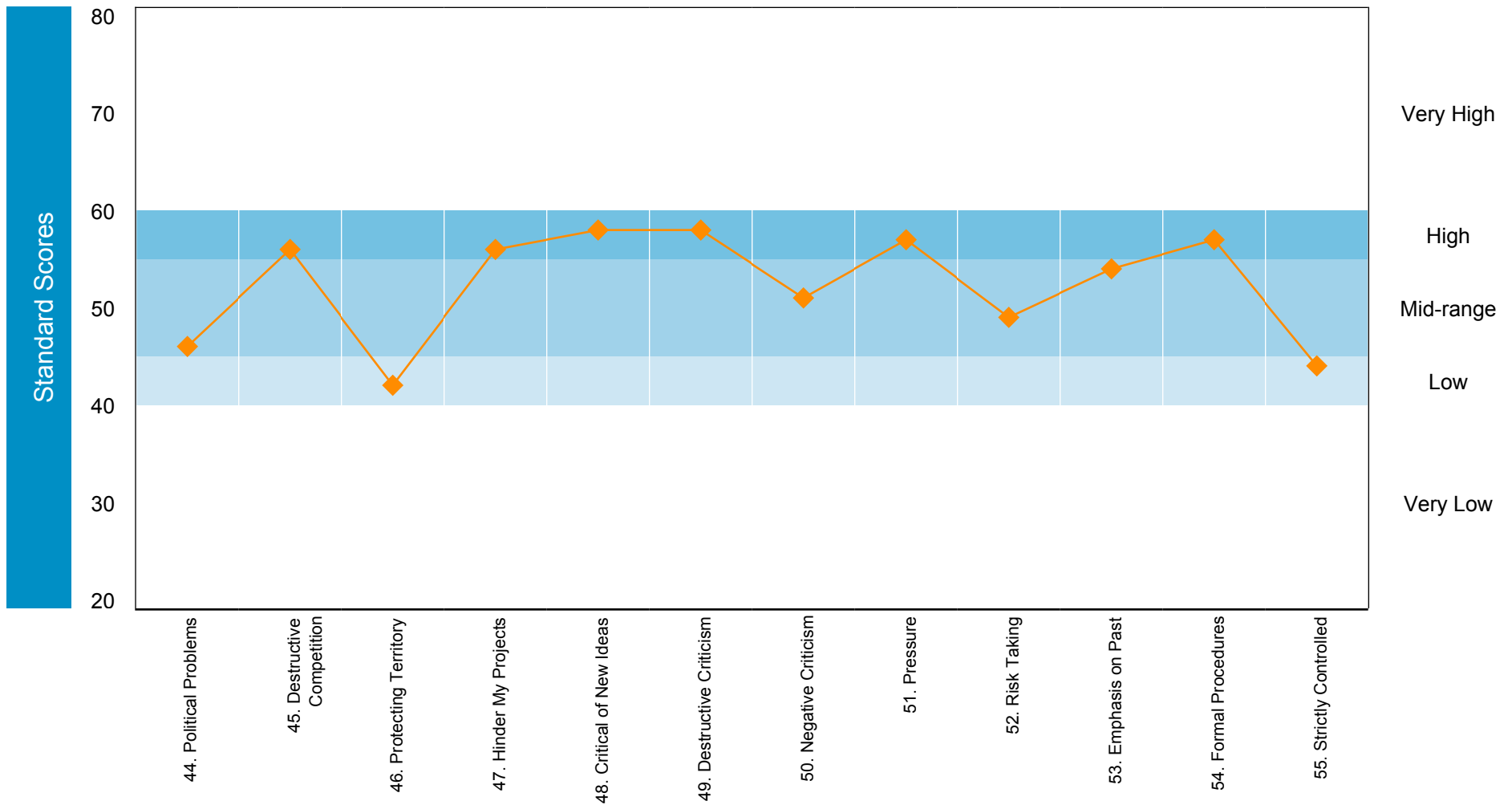
M = Mid-range

L = Low

VL = Very Low

Item Level Data - Lack of Organizational Impediments

Sample Organization - Overall
N = 595



Lack of Organizational Impediments: An organizational culture that does not impede creativity through internal political problems, harsh criticism of new ideas, destructive internal competition, an avoidance of risk, and an overemphasis on the status quo

| | ◆ Sample Org. - Overall |
|---|----------------------------------|
| 44. There are few Political Problems in this organization.* | M |
| 45. There is no Destructive Competition within this organization.* | H |
| 46. People in this organization are Not very concerned about Protecting their Territory .* | L |
| 47. Other areas of the organization Do Not Hinder My Project(s) .* | H |
| 48. People are Not Critical of New Ideas in this organization.* | H |
| 49. Destructive Criticism is Not a problem in this organization.* | H |
| 50. People are Not concerned about Negative Criticism of their work in this organization.* | M |
| 51. People in this organization Do Not feel Pressure to produce anything acceptable, even if quality is lacking.* | H |
| 52. Top management is Willing to Take Risks in this organization.* | M |
| 53. There is Little Emphasis in this organization on Doing Things the Way We Have Always Done Them .* | M |
| 54. Procedures and structures are Not too Formal in this organization.* | H |
| 55. This organization is not Strictly Controlled by upper management.* | L |

*For ease of graphical interpretation, items are phrased in an opposite manner from how they appear on the survey.

VH = Very High

H = High

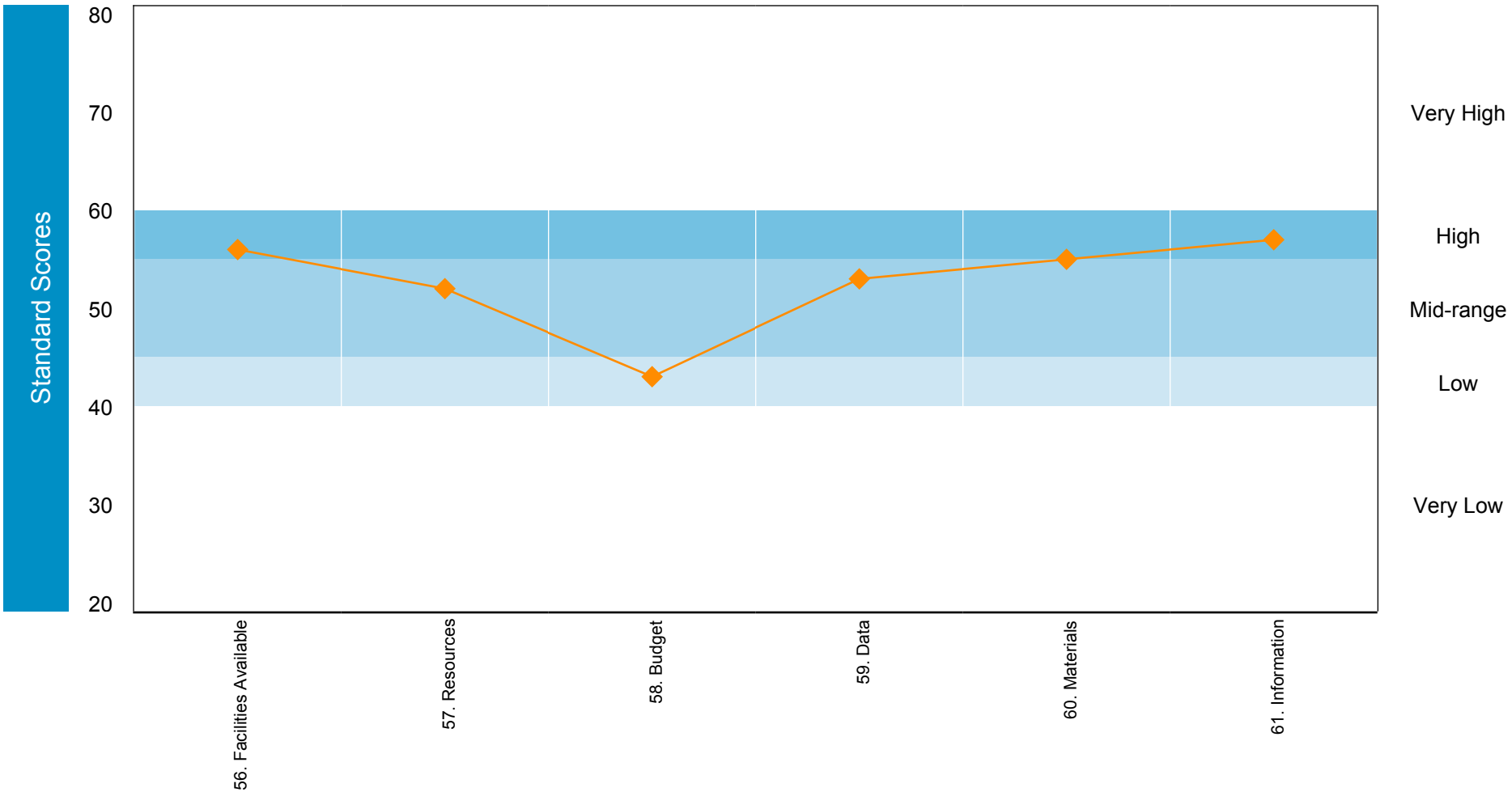
M = Mid-range

L = Low


VL = Very Low

Item Level Data - Sufficient Resources

Sample Organization - Overall
N =595



Sufficient Resources: Access to appropriate resources, including funds, materials, facilities, and information

| |  Sample Org. - Overall |
|--|--|
| 56. The Facilities I need for my work are readily Available to me. | H |
| 57. Generally, I can get the Resources I need for my work. | M |
| 58. The Budget for my project(s) is generally adequate. | L |
| 59. I can get all the Data I need to carry out my projects successfully. | M |
| 60. I am able to easily get the Materials I need to do my work. | M |
| 61. The Information I need for my work is easily obtainable. | H |

VH = Very High

H = High

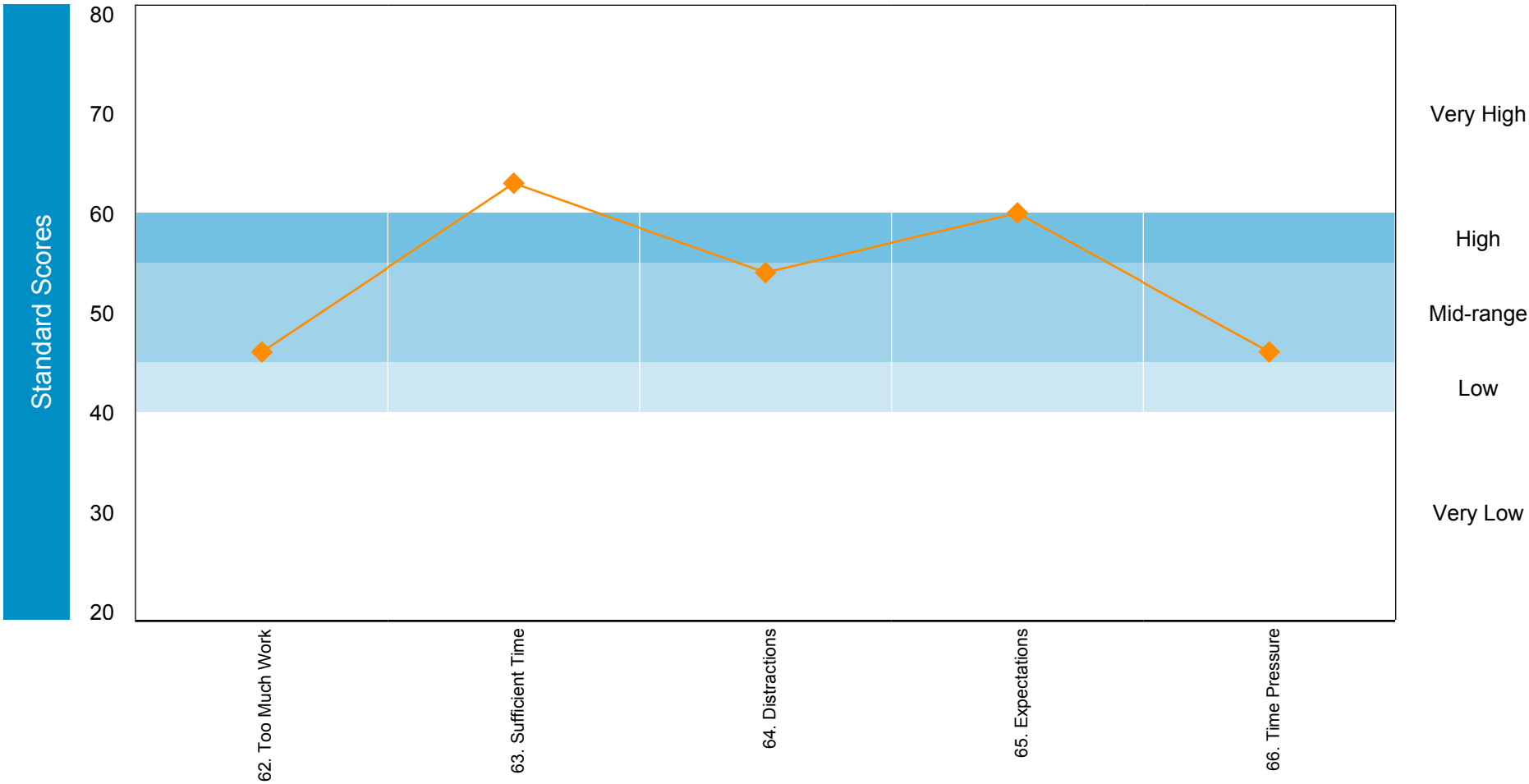
M = Mid-range

L = Low

VL = Very Low

Item Level Data - Realistic Workload Pressure

Sample Organization - Overall
N = 595



Realistic Workload Pressure: Absence of extreme time pressures, unrealistic expectations for productivity, and distractions from creative work

| | ◆ Sample Org. - Overall |
|--|----------------------------------|
| 62. I do Not have too Much Work to do in too little time.* | M |
| 63. I have Sufficient Time to do my project(s).* | VH |
| 64. There are not too many Distractions from project work in this organization.* | M |
| 65. There are realistic Expectations for what people can achieve in this organization.* | H |
| 66. I do Not feel a sense of Time Pressure in my work.* | M |

*For ease of graphical interpretation, items are phrased in an opposite manner from how they appear on the survey.

VH = Very High

H = High

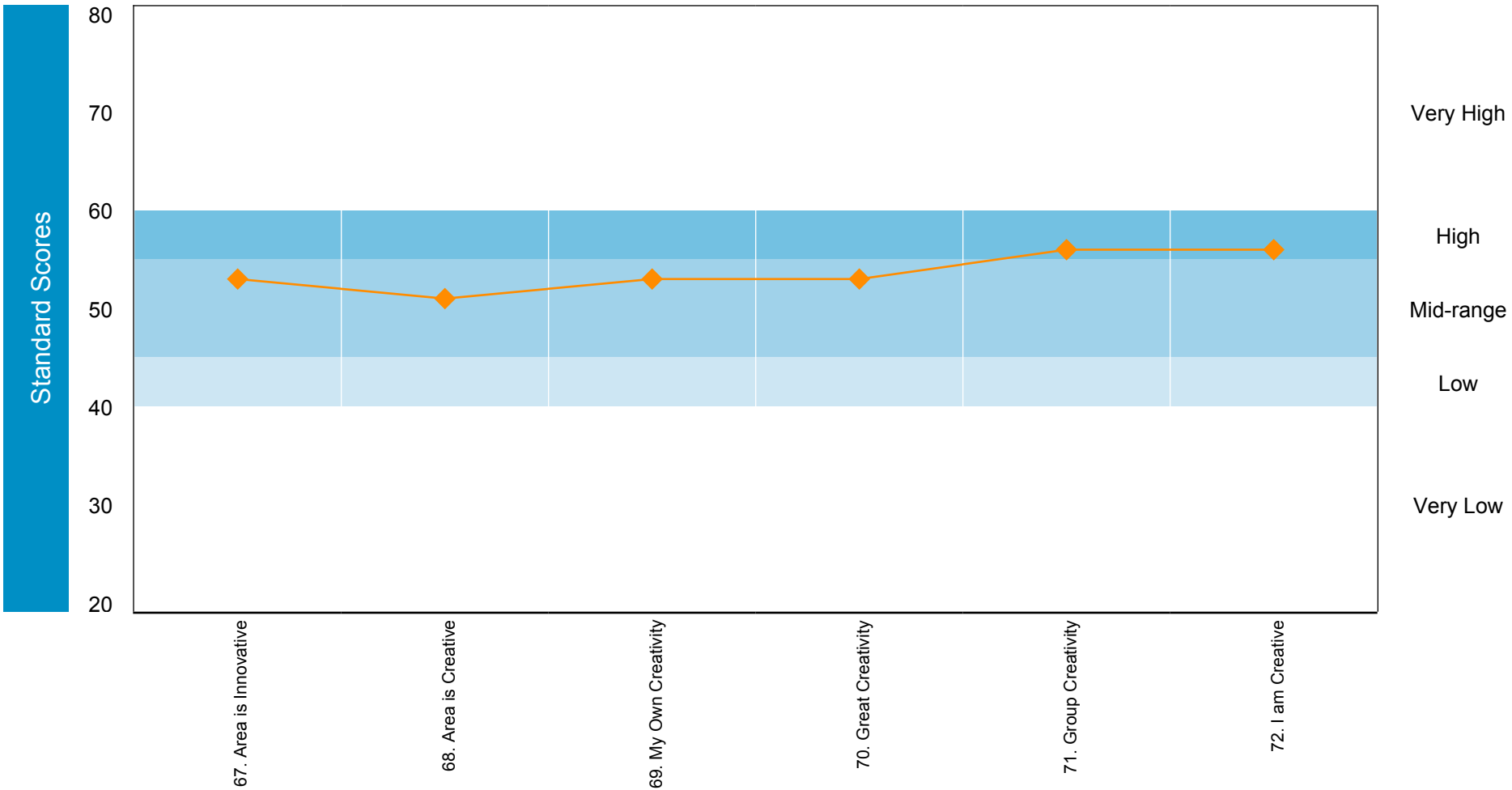
M = Mid-range

L = Low


VL = Very Low

Item Level Data - Creativity

Sample Organization - Overall
N =595



Creativity: A creative organization or unit, where a great deal of creativity is called for and where people believe they actually produce creative work

| |  Sample Org. - Overall |
|--|--|
| 67. My Area of this organization is Innovative . | M |
| 68. My Area of this organization is Creative . | M |
| 69. Overall, my current work environment is conducive to My Own Creativity . | M |
| 70. A Great deal of Creativity is called for in my daily work. | M |
| 71. Overall, my current work environment is conducive to the Creativity of my work Group . | H |
| 72. I believe that I am currently very Creative in my work. | H |

VH = Very High

H = High

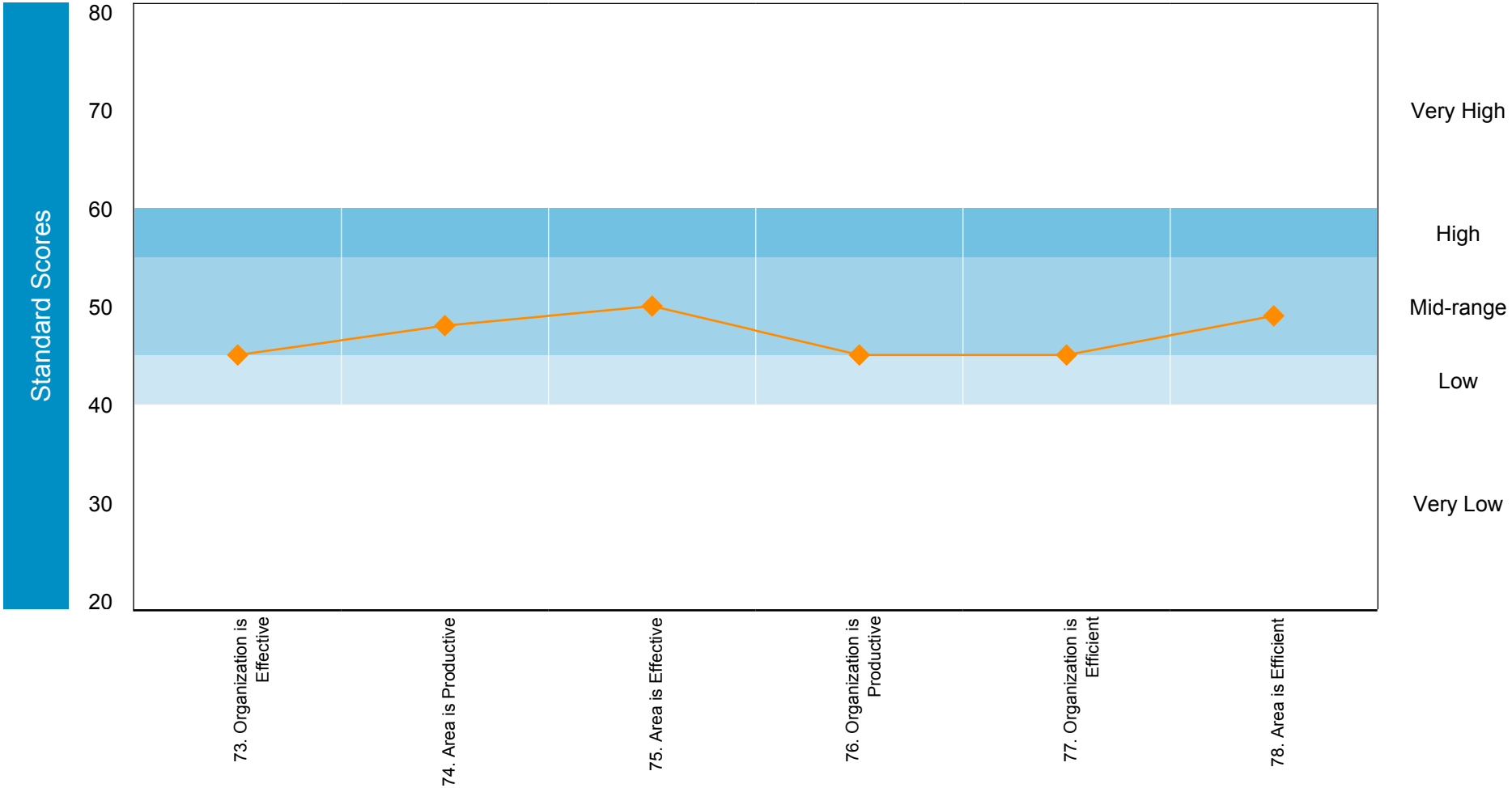
M = Mid-range

L = Low


VL = Very Low

Item Level Data - Productivity

Sample Organization - Overall
N =595



Productivity: An efficient, effective, and productive organization or unit

| |  Sample Org. - Overall |
|--|---|
| 73. Overall, this Organization is Effective . | L |
| 74. My Area of this organization is Productive . | M |
| 75. My Area of this organization is Effective . | M |
| 76. Overall, this Organization is Productive . | L |
| 77. Overall, this Organization is Efficient . | L |
| 78. My Area of this organization is Efficient . | M |

VH = Very High

H = High

M = Mid-range

L = Low

VL = Very Low

Ten Highest Rated Items for Sample Organization - Overall

Listed below are the items with the highest standard scores compared to the KEYS normative group.

| Item | KEYS Dimension | Standard Score / Compared to KEYS normative group |
|--|------------------------------------|---|
| | | Sample Org. - Overall |
| 63. I have sufficient time to do my project(s). | Realistic Workload Pressure | 63 / VH |
| 65. There are realistic expectations for what people can achieve in this organization. | Realistic Workload Pressure | 60 / H |
| 38. Performance evaluation in this organization is fair. | Organizational Encouragement | 58 / H |
| 48. People are not critical of new ideas in this organization. | Lack of Organizational Impediments | 58 / H |
| 49. Destructive criticism is not a problem in this organization. | Lack of Organizational Impediments | 58 / H |
| 51. People in this organization do not feel pressure to produce anything acceptable, even if quality is lacking. | Lack of Organizational Impediments | 57 / H |
| 54. Procedures and structures are not too formal in this organization. | Lack of Organizational Impediments | 57 / H |
| 61. The information I need for my work is easily obtainable. | Sufficient Resources | 57 / H |
| 5. I feel that I am working on important projects. | Challenging Work | 56 / H |
| 13. My boss communicates well with our work group. | Managerial Encouragement | 56 / H |

* Additional item(s) had equivalent standard scores as the last item.

VH = Very High

H = High

M = Mid-range

L = Low

VL = Very Low

Ten Lowest Rated Items for Sample Organization - Overall

Listed below are the items with the lowest standard scores compared to the KEYS normative group.

| Item | KEYS Dimension | Standard Score / Compared to KEYS normative group |
|---|------------------------------------|---|
| | | Sample Org. - Overall |
| 46. People in this organization are not very concerned about protecting their territory. | Lack of Organizational Impediments | 42 / L |
| 58. The budget for my project(s) is generally adequate. | Sufficient Resources | 43 / L |
| 33. In this organization, top management expects that people will do creative work. | Organizational Encouragement | 44 / L |
| 43. Overall, the people in this organization have a shared vision of where we are going and what we are trying to do. | Organizational Encouragement | 44 / L |
| 55. This organization is not strictly controlled by upper management. | Lack of Organizational Impediments | 44 / L |
| 26. There is a good blend of skills in my work group. | Work Group Supports | 45 / L |
| 30. New ideas are encouraged in this organization. | Organizational Encouragement | 45 / L |
| 37. Failure is acceptable in this organization, if the effort on the project was good. | Organizational Encouragement | 45 / L |
| 73. Overall, this organization is effective. | Productivity | 45 / L |
| 76. Overall, this organization is productive. | Productivity | 45 / L |

* Additional item(s) had equivalent standard scores as the last item.

VH = Very High

H = High

M = Mid-range

L = Low

VL = Very Low

Most Important Factors Affecting Creativity and Innovation

Supporting Creativity and Innovation as reported by Sample Organization - Overall

A. The most frequently mentioned factors **supporting** creativity and innovation in your current work environment are:

| Supporting Factor | Work Content | Percent |
|--|--|-----------------------|
| | | Sample Org. - Overall |
| Encouragement/support from immediate boss | Management | 21% |
| Personal characteristics or abilities of my team members | Teams or Co-workers | 16% |
| Communication and collaboration around ideas | Organizational Attitudes, Structures, and Procedures | 15% |
| Good project leader | Management | 14% |
| Interesting work | The Work or the Project | 14% |
| Flexible work schedule | Time or Workload | 14% |
| Good blend of skills in my team | Teams or Co-workers | 13% |
| Challenging work | The Work or the Project | 13% |
| Clear vision for the organization by upper management | Management | 11% |
| Good communication/openness to ideas in my team | Teams or Co-workers | 11% |

The percent column(s) reflects the proportion of respondents who selected this item as one of the three most important factors affecting creativity and innovation.

* Additional item(s) had equivalent standard scores as the last item.

Most Important Factors Affecting Creativity and Innovation

Inhibiting Creativity and Innovation as reported by Sample Organization - Overall

B. The most frequently mentioned factors **inhibiting** creativity and innovation in your current work environment are:

| Inhibiting Factor | Work Content | Percent |
|---|--|-----------------------|
| | | Sample Org. - Overall |
| Lack of clear vision for the organization by upper management | Management | 26% |
| Insufficient money | Resources Available | 25% |
| Insufficient time for the work that must be done | Time or Workload | 17% |
| Lack of encouragement/support from upper management | Management | 16% |
| Insufficient people | Resources Available | 16% |
| Lack of trust across the organization | Organizational Attitudes, Structures, and Procedures | 13% |
| Rigid processes and procedures | Organizational Attitudes, Structures, and Procedures | 11% |
| Other behaviors of upper management | Management | 10% |
| Lack of communication and collaboration around ideas | Organizational Attitudes, Structures, and Procedures | 9% |
| Avoidance of risk | Organizational Attitudes, Structures, and Procedures | 8% |

The percent column(s) reflects the proportion of respondents who selected this item as one of the three most important factors affecting creativity and innovation.

* Additional item(s) had equivalent standard scores as the last item.

Most Important Factors Affecting Creativity and Innovation

Improving Creativity and Innovation as reported by Sample Organization - Overall

C. The most frequently mentioned factors **improving** creativity and innovation in your current work environment are:

| Improving Factor | Work Content | Percent |
|---|--|-----------------------|
| | | Sample Org. - Overall |
| Clearer vision for the organization by upper management | Management | 25% |
| More money | Resources Available | 21% |
| More encouragement/support from upper management | Management | 18% |
| Better communication and collaboration around ideas | Organizational Attitudes, Structures, and Procedures | 15% |
| More trust across the organization | Organizational Attitudes, Structures, and Procedures | 13% |
| More training/development | Resources Available | 12% |
| More people | Resources Available | 11% |
| More time for the work that must be done | Time or Workload | 11% |
| Better mechanisms for implementing new ideas | Organizational Attitudes, Structures, and Procedures | 9% |
| Improve processes and procedures | Organizational Attitudes, Structures, and Procedures | 8% |

The percent column(s) reflects the proportion of respondents who selected this item as one of the three most important factors affecting creativity and innovation.

* Additional item(s) had equivalent standard scores as the last item.