



For Current and Future Employees

# General Innovation Skills Aptitude Test

— *GISAT* —

a product of the *innovation skills* research initiative

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## GENERAL INNOVATION SKILLS APTITUDE TEST (GISAT)

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### The General Innovation Skills Aptitude Test (GISAT)

The General Innovation Skills Aptitude Test (GISAT) raises awareness and understanding around the skills, attitudes, and behaviours individuals and organizations need to be innovative—as listed in The Conference Board of Canada's Innovation Skills Profile (ISP)—see attached.

By identifying and then assessing the *innovation skills* found in individuals and required by organizations GISAT is a powerful tool that assists workplaces and individuals to better match their innovation skills capacities with their innovation needs.

### Purpose

GISAT worksheets—on the following pages—help individuals and workplaces identify, understand and assess three essential innovation skills measurements:

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

### Using GISAT Results

Individuals and organizations can use the findings from GISAT to improve 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.

### ***GISAT can assist:***

- 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 altering certain job functions.
- Human Resource 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 GISAT**

GISAT is an easy to use, hands-on, skills tool that offers individuals and organizations the opportunity to assess their own innovation capacities, and the fit between their innovation skills and job functions.

### ***Self- and Job-Assessments:***

#### Step:

1. Complete the *left-hand* columns of Section A (the Self-Assessments only) for all 4 Innovation Skills Pillars (Charts A1–A4). Add up your innovation pillar scores to find your **Total Self-Assessment Scores**.
2. Transfer your Total (Self-Assessment) Scores to Section B—Chart B1, and add them up. Refer to the accompanying range descriptor chart (also Chart B1) to understand what your self-assessment scores mean. Map your Self-Assessment Scores onto Diagram B2 to visualize your innovation skills for each of the four innovation pillars.
3. Return to Section A, and complete the *right-hand* columns (the Job-Assessments only) for all 4 Innovation Skills Pillars (Charts A1–A4). Add up your innovation pillar scores to find your **Total Job-Assessment Scores**.
4. Transfer your Total (Job-Assessment) Scores to Section B—Chart B3, and add them up. Refer to the accompanying range descriptor chart (also Chart B3) to understand what your job assessment scores mean. Map your Job-Assessment Scores onto Diagram B4 to visualize your innovation skills for each of the four innovation pillars.

### ***Gap Analysis:***

*Once you have completed both columns of Section A (Charts A1–A4) for all 4 Innovation Skills Pillars, you will then be able to calculate your Innovation Skills Gap Scores.*

#### Step:

5. Refer back to Section A. For each of the 4 Pillars (Charts A1–A4) subtract your Job-Assessment Total Score (right-hand column) from your Self-Assessment Total Score (left-hand column) to give you your innovation skills **GAP Score** for that innovation skills pillar.
6. Transfer your four Pillar Gap Scores—calculated in Section A (Charts A1–A4)—to Section C (Diagram C1). Add the four Pillar Gap Scores together (bottom of Diagram C1) to get your **Total Innovation Skills Gap Score**.
7. Retrace Diagrams B2 and B4 onto Diagram C2 to visualize your innovation skills gaps. Note the gaps between your self- and job-assessment scores.
8. Charts C3 – C6 provide gap analysis commentary for each of the four pillars of innovation found in the GISAT—helping you to understand what the gap means.
9. Chart C7 provides commentary on your total innovation skills gap score—helping you to understand what the gap means.

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## **Section A: *ASSESSING* Your Innovation Skills**

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**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).

The results of these two assessments (self and job)—which take approximately 10 minutes each to complete—form the basis of Sections B and C.

## GENERAL INNOVATION SKILLS APTITUDE TEST (GISAT)

### Chart A1— General Innovation Skills Assessment: Pillar 1

<b>SELF-ASSESSMENT</b>	← For each column (Self and Job Assessments) select the most appropriate measure (1–5) →	<b>JOB-ASSESSMENT</b>
Degree to which YOU demonstrate the skill, attitude, or behaviour	<b>Pillar 1 (P1): Generating Ideas</b>	Importance of the skill, attitude, or behaviour to YOUR job
Low .....▶ High	<b>Creativity and Continuous Improvement Skills</b>	Low .....▶ High
Act and Contribute		
1 2 3 4 5	You like to seek different points of view	1 2 3 4 5
1 2 3 4 5	You are adaptable and flexible	1 2 3 4 5
1 2 3 4 5	You ask questions to identify problems and seek solutions	1 2 3 4 5
1 2 3 4 5	You like to rethink the way things are done	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	1 2 3 4 5
1 2 3 4 5	You put forward your own ideas with confidence	1 2 3 4 5
1 2 3 4 5	You look for new ways to create 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
Manage and Support Others		
1 2 3 4 5	You trust other people's ideas and actions	1 2 3 4 5
1 2 3 4 5	You nurture and promote creativity and inventiveness	1 2 3 4 5
1 2 3 4 5	You like to question and challenge the way you operate	1 2 3 4 5
1 2 3 4 5	You have a vision of where you (and your organization) want to go	1 2 3 4 5
1 2 3 4 5	You are open to new ideas and different ways of doing things	1 2 3 4 5
1 2 3 4 5	You like to keep track of your success to find ways to improve	1 2 3 4 5
1 2 3 4 5	You recognize and/or reward original ideas and improvements	1 2 3 4 5
— — — — —	<b>Pillar 1 Column Totals:</b>	— — — — —
<b>Self-Assessment Total:</b> Pillar 1 Score (    )	← <b>YOUR TOTAL (Pillar 1) SCORES</b> → Total score: (add column totals) (min. 16 pts. — max. 80 pts.)	<b>Job-Assessment Total:</b> Pillar 1 Score (    )
<b>GAP ANALYSIS</b> Gap: (Self-Assessment Total – Job-Assessment Total)		
<b>Pillar 1 GAP = (    )</b>		

**GENERAL INNOVATION SKILLS APTITUDE TEST (GISAT)**

**Chart A2— General Innovation Skills Assessment: Pillar 2**

<b>SELF-ASSESSMENT</b>	← For each column (Self and Job Assessments) select the most appropriate measure (1–5) →	<b>JOB-ASSESSMENT</b>
Degree to which YOU demonstrate the skill, attitude, or behaviour	<b>Pillar 2 (P2): Taking Calculated Risks and Being Entrepreneurial</b>	Importance of the skill, attitude, or behaviour to YOUR job
Low ..... High	<b>Risk-Taking Skills</b>	Low ..... High
Act and Contribute		
1 2 3 4 5	You can see your risk taking paying off	1 2 3 4 5
1 2 3 4 5	You are open to change	1 2 3 4 5
1 2 3 4 5	You stay focused when suggesting 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	1 2 3 4 5
1 2 3 4 5	You are willing to experiment with new ideas	1 2 3 4 5
1 2 3 4 5	You are confident to apply your skills in new and unfamiliar situations	1 2 3 4 5
Manage and Support Others		
1 2 3 4 5	You encourage others to bring forward new ideas	1 2 3 4 5
1 2 3 4 5	You support risk by monitoring and evaluating decisions and actions	1 2 3 4 5
1 2 3 4 5	You are resilient in the face of setbacks, mistakes, and potential mistakes	1 2 3 4 5
1 2 3 4 5	You are accepting of failures and willing to learn from them	1 2 3 4 5
1 2 3 4 5	You recognize and reward risk taking	1 2 3 4 5
_ _ _ _ _	<b>Pillar 2 Column Totals:</b>	_ _ _ _ _
<b>Self-Assessment Total: Pillar 2 Score (    )</b>	← <b>YOUR TOTAL (Pillar 2) SCORES</b> → Total score: (add column totals) (min. 12 pts. — max. 60 pts.)	<b>Job-Assessment Total: Pillar 2 Score (    )</b>
<b>GAP ANALYSIS</b> Gap: (Self-Assessment Total – Job-Assessment Total) <b>Pillar 2 GAP = (    )</b>		

**GENERAL INNOVATION SKILLS APTITUDE TEST (GISAT)**

**Chart A3— General Innovation Skills Assessment: Pillar 3**

<b>SELF-ASSESSMENT</b>	← For each column (Self and Job Assessments) select the most appropriate measure (1–5) →	<b>JOB-ASSESSMENT</b>
Degree to which YOU demonstrate the skill, attitude, or behaviour	<b>Pillar 3 (P3): Developing &amp; Maintaining Interpersonal Relationships</b>	Importance of the skill, attitude, or behaviour to YOUR job
Low ..... High	<b>Relationship-Building Skills</b>	Low ..... High
Act and Contribute		
1 2 3 4 5	You understand and are able to work within the dynamics of a group	1 2 3 4 5
1 2 3 4 5	You build and maintain relationships inside and outside of your organization	1 2 3 4 5
1 2 3 4 5	You engage others to make use of their skills, knowledge, and abilities	1 2 3 4 5
1 2 3 4 5	You willingly share information and expertise with co-workers	1 2 3 4 5
1 2 3 4 5	You respect and support the ideas, approaches, and contributions of others	1 2 3 4 5
1 2 3 4 5	You listen and ask questions to understand what is new and different	1 2 3 4 5
1 2 3 4 5	You accept and provide feedback and guidance in a constructive manner	1 2 3 4 5
1 2 3 4 5	You are able to overcome barriers among people that may impede results	1 2 3 4 5
Manage and Support Others		
1 2 3 4 5	You encourage, mentor, and coach others to share ideas and speak freely	1 2 3 4 5
1 2 3 4 5	You involve others by delegating responsibility	1 2 3 4 5
1 2 3 4 5	You make it easy for people to collaborate and deliver new solutions	1 2 3 4 5
1 2 3 4 5	You allocate resources for networking and the sharing of ideas and skills	1 2 3 4 5
1 2 3 4 5	You promote personal development in others	1 2 3 4 5
1 2 3 4 5	You provide honest praise and constructive criticism to teams	1 2 3 4 5
1 2 3 4 5	You recognize and reward the success of teams and groups of people	1 2 3 4 5
— — — — —	<b>Pillar 3 Column Totals:</b>	— — — — —
<b>Self-Assessment Total: Pillar 3 Score (    )</b>	← <b>YOUR TOTAL (Pillar 3) SCORES</b> → Total score: (add column totals) (min. 15 pts. — max. 75 pts.)	<b>Job-Assessment Total: Pillar 3 Score (    )</b>
<b>GAP ANALYSIS</b> Gap: (Self-Assessment Total – Job-Assessment Total) <b>Pillar 3 GAP = (    )</b>		

**GENERAL INNOVATION SKILLS APTITUDE TEST (GISAT)**

**Chart A4— General Innovation Skills Assessment: Pillar 4**

<b>SELF-ASSESSMENT</b>	← For each column (Self and Job Assessments) select the most appropriate measure (1–5) →	<b>JOB-ASSESSMENT</b>
Degree to which YOU demonstrate the skill, attitude, or behaviour	<b>Pillar 4 (P4): Turning Ideas Into Products, Processes, and Services</b>	Importance of the skill, attitude, or behaviour to YOUR job
Low .....▶ High	<b>Implementation Skills</b>	Low .....▶ High
<b>Act and Contribute</b>		
1 2 3 4 5	You access and apply knowledge and skills from across your organization	1 2 3 4 5
1 2 3 4 5	You adapt to changing requirements	1 2 3 4 5
1 2 3 4 5	You exercise ingenuity when devising, planning and implementing solutions	1 2 3 4 5
1 2 3 4 5	You use the right tools and technologies to complete tasks and projects	1 2 3 4 5
1 2 3 4 5	You plan for contingencies and are ready with alternative strategies	1 2 3 4 5
1 2 3 4 5	You are tenacious—you show initiative and commitment	1 2 3 4 5
1 2 3 4 5	You accept feedback and are willing to learn from your mistakes	1 2 3 4 5
1 2 3 4 5	You often measure the value of a solution	1 2 3 4 5
1 2 3 4 5	You are accountable for what you and your group do	1 2 3 4 5
<b>Manage and Support Others</b>		
1 2 3 4 5	You have a "can do" attitude	1 2 3 4 5
1 2 3 4 5	You understand how change affects the performance of your organization	1 2 3 4 5
1 2 3 4 5	You are proactive in leading or responding to change	1 2 3 4 5
1 2 3 4 5	You empower others to make decisions	1 2 3 4 5
1 2 3 4 5	You are tolerant of mistakes when trying out new ideas	1 2 3 4 5
1 2 3 4 5	You value, support, and reward initiative	1 2 3 4 5
1 2 3 4 5	You make change visible by highlighting new/improved products and services	1 2 3 4 5
1 2 3 4 5	You make sure to measure the impact of a new solution	1 2 3 4 5
— — — — —	<b>Pillar 4 Column Totals:</b>	— — — — —
<b>Self-Assessment Total: Pillar 4 Score (    )</b>	← <b>YOUR TOTAL (Pillar 4) SCORES</b> → Total score: (add column totals) (min. 17 pts. — max. 85 pts.)	<b>Job-Assessment Total: Pillar 4 Score (    )</b>
<b>GAP ANALYSIS</b>		
Gap: (Self-Assessment Total – Job-Assessment Total)		
<b>Pillar 4 GAP = (    )</b>		

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## Section B: *UNDERSTANDING* Your Innovation Skills Scores

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**In this section you will analyze the results from Section A (your self- and job-assessments) (Charts A1 – Chart A4) to better understand:**

1. your own innovation skills (including strengths and weaknesses)—and what they mean to you and to your organization; and
2. the innovation skills that you consider to be important to your job—and what this means to you and to your organization.

The findings from this section (which takes approximately 20 minutes to complete) will also help you understand your innovation skills “fit”—with your job, co-workers, and within your place of work.

## GENERAL INNOVATION SKILLS APTITUDE TEST (GISAT)

### Chart B1—Understanding Your Innovation Skills Scores

#### Absolute Scores—Self

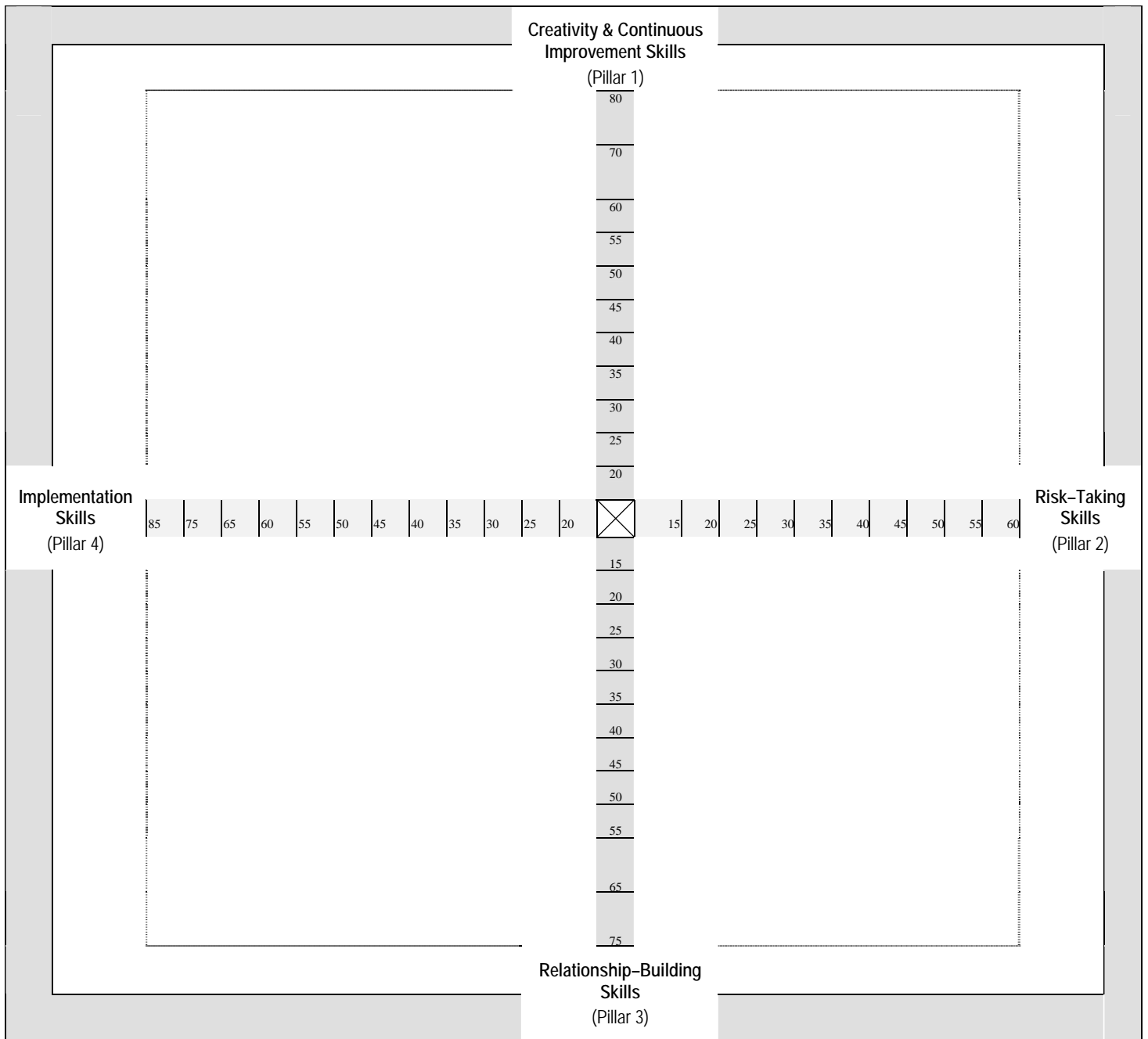
1. Enter your **Self-Assessment Scores** for each Pillar, below, from Section A (Charts A1–A4). Look for the cell that matches your score for commentary.
2. Add your four Self-Assessment Pillar Scores together and write this down in the **Self-Assessment Total Score** cell. Look for the cell that matches your total score for commentary.

<i>SELF-ASSESSMENT</i> SCORES		<i>YOUR SELF-ASSESSMENT</i> SCORES SUGGEST THAT...			
<b>Pillar 1:</b> (min. 16 pts. – max. 80 pts.) <b>(Generating Ideas)</b>	(   )	<b>16 - 32:</b> 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.	<b>33 - 48:</b> 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.	<b>49 - 64:</b> You share a good 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.	<b>65 - 80:</b> 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 recognize creativity.
<b>Pillar 2:</b> (min. 12 pts. – max. 60 pts.) <b>(Risk-Taking)</b>	(   )	<b>12 - 24:</b> You tend to avoid risk. You prefer to plan things out systematically. You tend to logically analyze ideas. Typically, you think through plans step-by-step and study at length before making decisions.	<b>25 - 36:</b> 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.	<b>37 - 48:</b> You are flexible in responding to changing circumstances. You tend to be open to discussing and negotiating new solutions. You are comfortable taking on actions without knowing the outcomes.	<b>49 - 60:</b> 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.
<b>Pillar 3:</b> (min. 15 pts. – max. 75 pts.) <b>(Relationship-Building)</b>	(   )	<b>15 - 30:</b> You prefer to work alone. You tend to make decisions without consulting others. You prefer to deal with issues and solve problems by reading, analyzing models, or attending lectures.	<b>31 - 45:</b> 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 are tolerant and respectful of others.	<b>46 - 60:</b> You prefer to work with others. You recognize and respect individual differences and perspectives. You share information and expertise willingly. You make an effort to build and maintain good working relationships.	<b>61 - 75:</b> 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.
<b>Pillar 4:</b> (min. 17 pts. – max. 85 pts.) <b>(Implementing)</b>	(   )	<b>17 - 34:</b> You tend to observe and reflect rather than act. You like to gather information and analyze situations. You demonstrate practical know-how. You prefer to get projects underway.	<b>35 - 51:</b> You tend to focus on procedures and processes. You offer a range of possibilities and solutions for an issue or task. You enjoy planning contingencies and adaptive strategies.	<b>52 - 68:</b> 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.	<b>69 - 85:</b> You embrace change. You consistently see new projects through to conclusion. You think of new ways to get a job done, and then act. You are persistent. You value and support initiative.
<b>SELF-ASSESSMENT</b> <b>TOTAL SCORE:</b> (min. 60 pts. – max. 300 pts.)	(   )	<b>60 - 120:</b> 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.	<b>121 - 180:</b> 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.	<b>181 - 240:</b> 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.	<b>241 - 300:</b> 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.

## Diagram B2—Mapping and Visualizing Your Innovation Skills (SELF) Scores

### Absolute Scores—Self

1. On the diagram below, mark the points on the corresponding lines to indicate your Pillar 1, 2, 3, and 4 **absolute self scores** (from Chart B1—left-hand column).
2. Connect the dots to form a "kite-shaped" pattern on the chart. You can see by the placement of the dots which of the four innovation skills learning pillars you tend to exhibit strengths in (generating ideas; taking risks; developing relationships; turning ideas into products, processes and services).



**GENERAL INNOVATION SKILLS APTITUDE TEST (GISAT)**

**Chart B3—Understanding Your Innovation Skills Scores**

**Absolute Scores—Job**

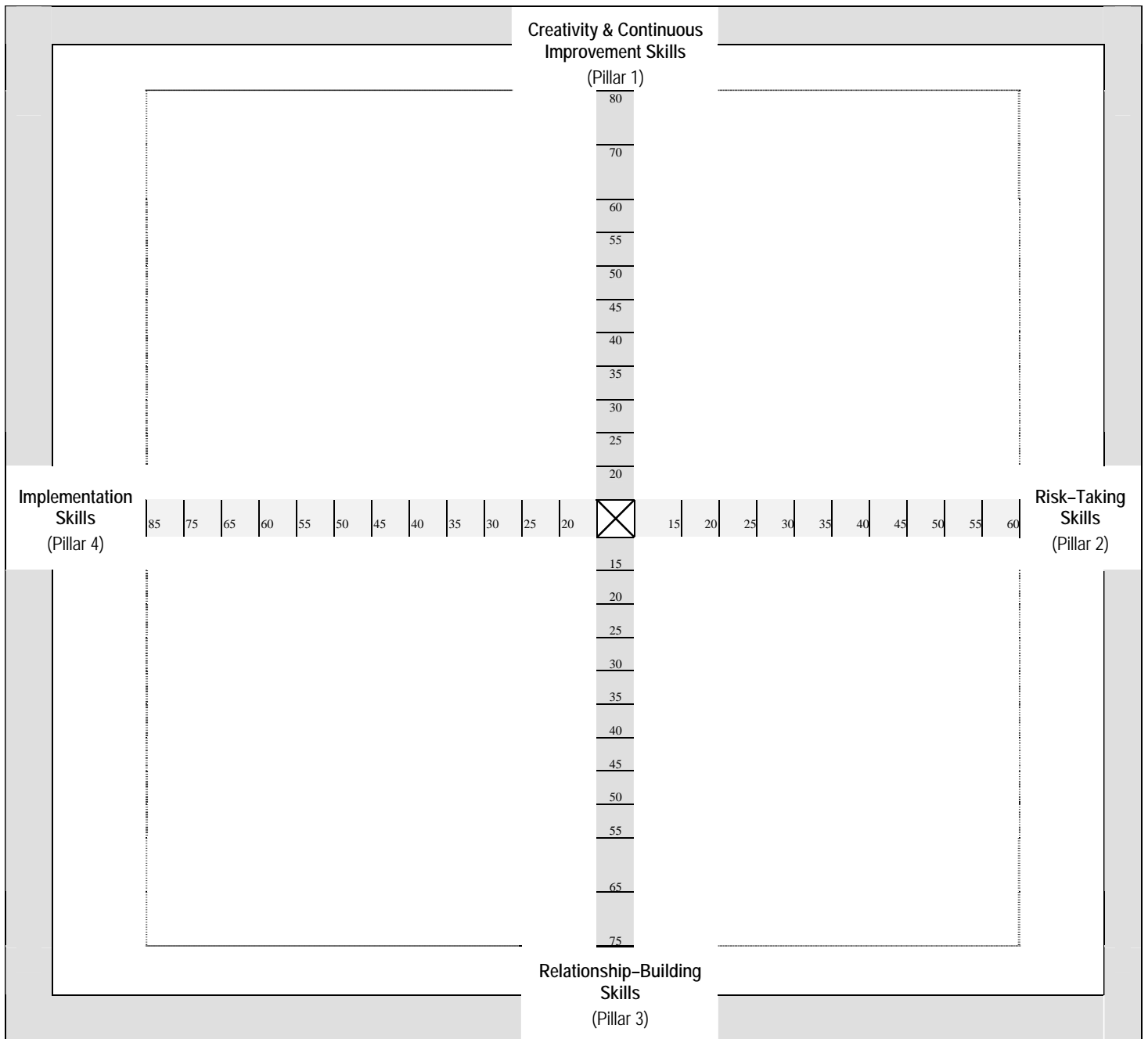
1. Enter your **Job-Assessment Scores** for each Pillar, below, from Section A (Charts A1–A4). Look for the cell that matches your score for commentary.
2. Add your four Job-Assessment Pillar Scores together and write this down in the **Job-Assessment Total Score** cell. Look for the cell that matches your total score for commentary.

<i><b>JOB-ASSESSMENT SCORES</b></i>		<i><b>YOUR JOB-ASSESSMENT SCORES SUGGEST THAT...</b></i>			
<b>Pillar 1:</b> (min. 16 pts. – max. 80 pts.) <b>(Generating Ideas)</b>	(    )	<b>16 - 32:</b> 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.	<b>33 - 48:</b> 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.	<b>49 - 64:</b> 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.	<b>65 - 80:</b> 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.
<b>Pillar 2:</b> (min. 12 pts. – max. 60 pts.) <b>(Risk-Taking)</b>	(    )	<b>12 - 24:</b> 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.	<b>25 - 36:</b> 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.	<b>37 - 48:</b> 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.	<b>49 - 60:</b> Your job requires someone who is confident, 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.
<b>Pillar 3:</b> (min. 15 pts. – max. 75 pts.) <b>(Relationship-Building)</b>	(    )	<b>15 - 30:</b> 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 reading.	<b>31 - 45:</b> Your job requires someone who works well with others, or alone, and who is willing to take full responsibility for their actions. It is suited for someone who is tolerant and respectful of others.	<b>46 - 60:</b> Your job is suited for someone who prefers to work with others. It requires someone who recognizes and respects individual differences and perspectives, and makes an effort to build and maintain good working relationships.	<b>61 - 75:</b> 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.
<b>Pillar 4:</b> (min. 17 pts. – max. 85 pts.) <b>(Implementing)</b>	(    )	<b>17 - 34:</b> Your job requires someone who tends to observe and reflect rather than act. It is suited for someone who likes to gather information and analyze situations.	<b>35 - 51:</b> 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.	<b>52 - 68:</b> 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.	<b>69 - 85:</b> 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.
<b>SELF-ASSESSMENT TOTAL SCORE:</b> (min. 60 pts. – max. 300 pts.)	(    )	<b>60 - 120:</b> Your job requires someone who prefers to focus their skills and attention on fact gathering and information analysis. It is suited for someone who seeks stability and clarity.	<b>121 - 180:</b> 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.	<b>181 - 240:</b> Your job is suited for someone who tends to seek out the significance and implications of ones actions and the actions of others. It requires someone who can take new ideas and turn them into new solutions.	<b>241 - 300:</b> Your job requires someone who constantly challenges themselves and others. It is suited for someone who seeks resolution and action, and who thinks about future directions and next steps.

## Diagram B4—Mapping and Visualizing Your Innovation Skills (JOB) Scores

### Absolute Scores—Job

1. On the diagram below, mark the points on the corresponding lines to indicate your Pillar 1, 2, 3, and 4 **absolute job scores** (from Chart B3—left-hand column).
2. Connect the dots to form a "kite-shaped" pattern on the chart. You can see by the placement of the dots which of the four innovation skills learning pillars your job requires of you (generating ideas; taking risks; developing relationships; turning ideas into products, processes and services).



**Innovation Skills Worksheet B5**

Looking at sections B1 – B4 what are three challenges that come to your attention (e.g., *are there differences in the “fit” between your skills and your job requirements*)?

- 1. \_\_\_\_\_
- 2. \_\_\_\_\_
- 3. \_\_\_\_\_

How might you overcome these challenges? What do you need to do? Picture your challenges as goals (e.g., *I will...to overcome...*). Write down three goals that will address these challenges:

- 4. \_\_\_\_\_
- 5. \_\_\_\_\_
- 6. \_\_\_\_\_

How will you measure your success? How will you know when you are succeeding in reaching your goals? Write down three ways you will measure your success (e.g., *you will take a training course on...team-building and creativity*):

- 7. \_\_\_\_\_
- 8. \_\_\_\_\_
- 9. \_\_\_\_\_

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## **Section C: *ANALYZING* Your Innovation Skills Gaps**

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**In this section you will analyze your innovation skills gaps in two ways:**

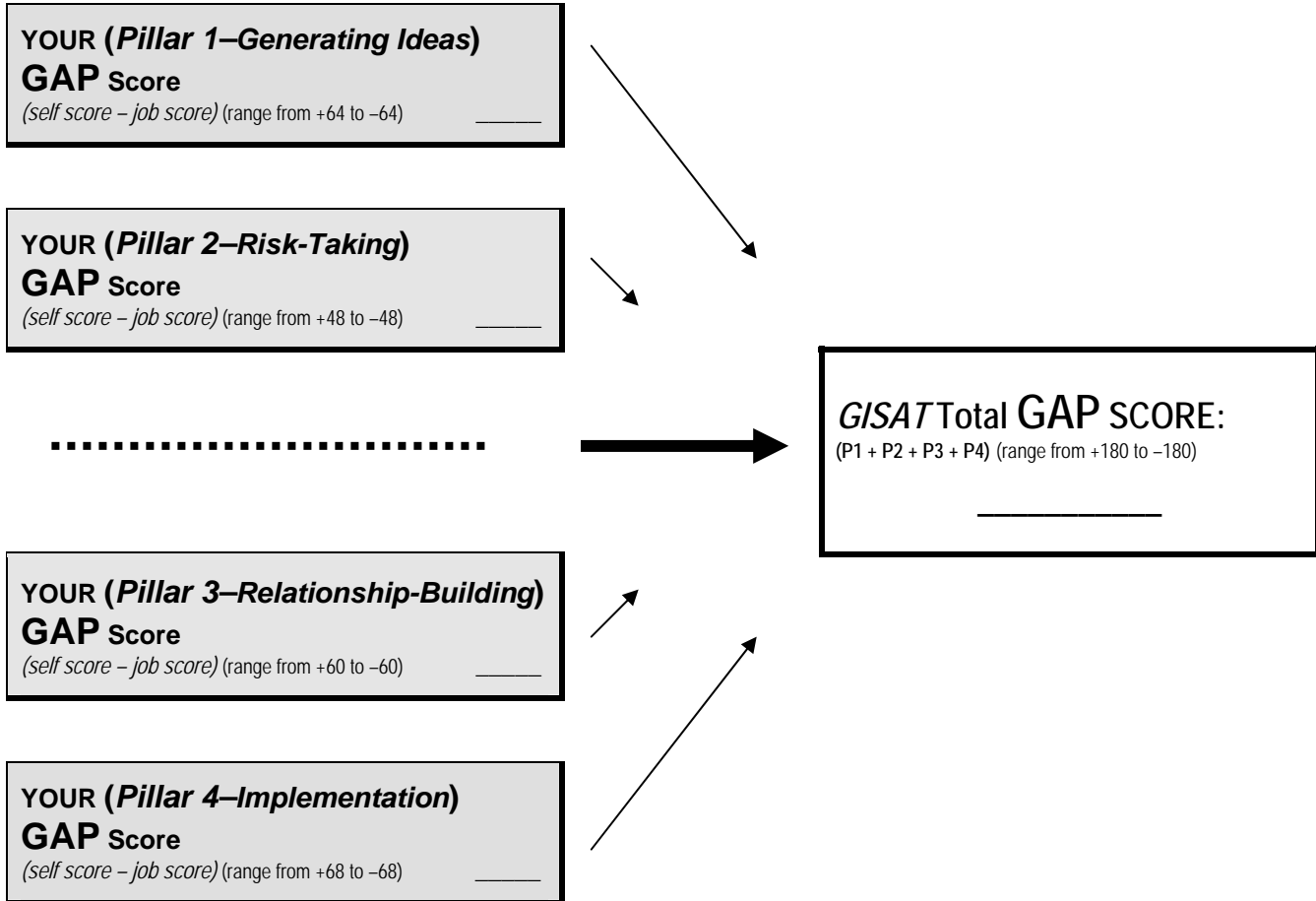
1. your total innovation skills gap scores; and
2. your innovation skills gap scores for each of the four pillars of innovation identified in GISAT.

The results of this section (which takes approximately 20 minutes to complete) will help you better understand the fit of your innovation skills with that of your organizations.

## Diagram C1—Gap Analysis Total Scores

### Your Innovation Skills Gap Scores

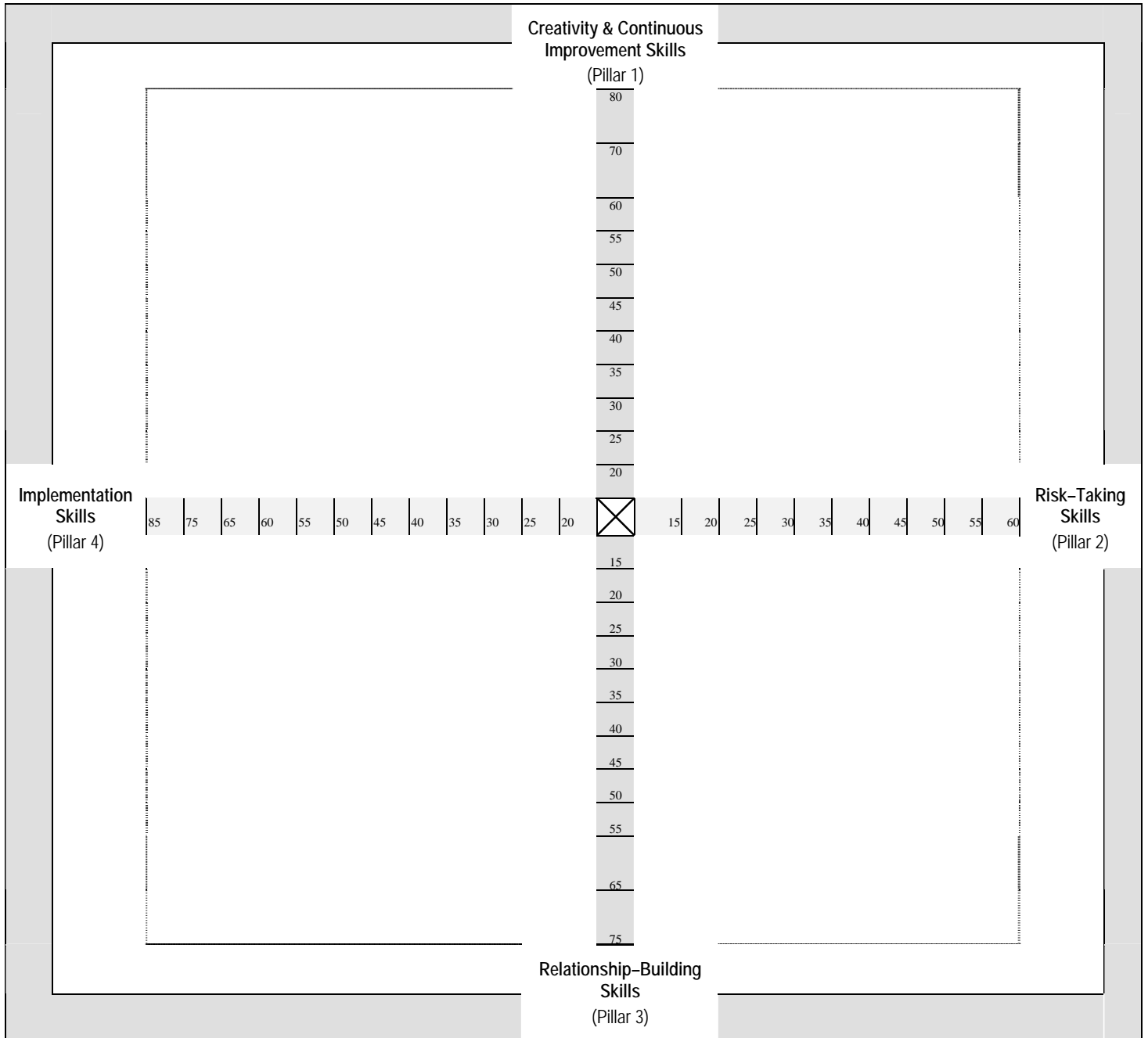
(Enter your Gap Scores for each Pillar, below, from Section A (Charts A1–A4). Add all four GAP Scores together to obtain your Total Gap Score. Turn to Chart C2 and Charts C3–C6 for commentary).



## Diagram C2—Mapping and Visualizing Your Innovation Skills GAP Scores

### The Gap Map

1. On the diagram below, mark the points on the corresponding lines to indicate your Pillar 1, 2, 3, and 4 **absolute SELF and JOB scores** (transfer from Diagrams B2 and B4).
2. Connect the dots to form a "kite-shaped" pattern on the chart for your SELF and JOB scores and mark which lines are for SELF and JOB scores.
3. The space between your SELF and JOB scores indicate your "**innovation GAP scores**". You can visualize—by the placement of the dots—which of your four innovation skills pillars have the largest gaps (generating ideas; taking risks; developing relationships; turning ideas into products, processes and services).



### Chart C3—Understanding Your Idea Generating Skills (Pillar 1) Gap Score

**(Pillar 1) Creativity and Continuous Improvement Skills—Generating Ideas**

**YOUR TOTAL (Pillar 1) GAP SCORE** \_\_\_\_\_

*Total Pillar 1 Score: (Pillar 1 self score – Pillar 1 job score)*

<i>P1 GAP Range</i> (range from +64 to -64)	<i>Understanding Your Creativity and Continuous Improvement Skills (Pillar 1) GAP Score:</i>
<b>over +24</b>	<b>Extreme Surplus:</b> Overall your creativity and continuous improvement skills <i>exceptionally exceed</i> your current job requirements. You are a prolific idea generator. You should carefully consider your job 'fit' and think about either changing jobs within your workplace—to make better use of your creativity and continuous improvement skills—or to re-position your job (e.g., enhance your job requirements and responsibilities to tap into your creativity and continuous improvement skills). This excessive or extreme surplus is a solid indication of unused creativity and continuous improvement skills—something that your organization might want to tap into.
<b>+13 to +24</b>	<b>Substantial Surplus:</b> Overall your creativity and continuous improvement skills <i>substantially exceed</i> your current job requirements. You are a strong idea generator whose talents are not being used to their capacity. You may wish to consider your job 'fit' by looking for ways to add to, or re-position your current job requirements. You may also wish to consider taking on new responsibilities or activities within your workplace that require creativity and continuous improvement skills.
<b>+1 to +12</b>	<b>Moderate Surplus:</b> Overall your creativity and continuous improvement skills <i>moderately exceed</i> your current job requirements. You are well suited for your current job. There is a strong 'fit' between your creativity and continuous improvement skills and the innovation skills required for your job. Overtime, you may wish to work with your manager or employer to see how you can fully leverage your underutilized creativity and continuous improvement skills.
<b>Even</b>	
<b>-1 to -12</b>	<b>Moderate Deficit:</b> Overall your current job requirements <i>moderately exceed</i> your creativity and continuous improvement skills capacity. This deficit is something that you may wish to discuss with your manager or employer at some time. You may decide to pursue opportunities or experiences (e.g., creativity skills training programs or mentoring) to boost your creativity and continuous improvement skills one notch higher.
<b>-13 to -24</b>	<b>Substantial Deficit:</b> Overall your current job requirements <i>substantially exceed</i> your creativity and continuous improvement skills capacity. You should consider your job 'fit' and look at ways to either: re-position your job requirements (i.e., dropping some of your creativity and continuous improvement responsibilities), get training that focuses on improving your creativity and continuous improvement skills; or consider seeking an alternative position at your workplace that better suits your skills.
<b>under -24</b>	<b>Extreme Deficit:</b> Overall your job requirements <i>exceptionally exceed</i> your creativity and continuous improvement skills capacity. Look closely at those creativity skills that you have your greatest challenges and consider how you can best develop those skills—the sooner the better. If the gap is too great or too difficult to close, in a reasonable amount of time, you may wish to seek alternative responsibilities within your workplace or significantly shift your current job requirements (in consultation with your manager or employer).

**Chart C3.2—Reflecting on Your Idea Generating Skills (Pillar 1) Gap Scores**

	Questions to Consider: What Implications Might Your P1 GAP Score Have On... (Write down any thoughts, words, or ideas that come to mind)
<b>Your Self?</b>	
<b>Working Groups, Teams?</b>	
<b>Your Place of Work?</b>	

**Additional Notes, Comments, or Thoughts:**

## Chart C4—Understanding Your Risk-Taking Skills (Pillar 2) Gap Score

### (Pillar 2) Risk-Taking Skills—Taking Calculated Risks and Being Entrepreneurial

**YOUR TOTAL (Pillar 2) GAP SCORE** \_\_\_\_\_

*Total Pillar 2 Score: (Pillar 2 self score – Pillar 2 job score)*

<i>P2 GAP Range</i> (range from +48 to –48)	<i>Understanding Your Risk-Taking Skills (Pillar 2) GAP Score:</i>
<b>over +18</b>	<b>Extreme Surplus:</b> Overall your risk-taking skills <i>exceptionally exceed</i> your current job requirements. You demonstrate an entrepreneurial spirit and drive far beyond that of your current job. You should carefully consider your job 'fit' and think about either changing jobs within your workplace—to make better use of your risk-taking abilities—or to re-position your job (e.g., enhance your job requirements and responsibilities to allow you to take calculated risks and tap into that entrepreneurial approach that you have). This excessive or extreme surplus is a clear indication of unused entrepreneurial skills—something that your organization should be very interested in tapping into and leveraging.
<b>+10 to +18</b>	<b>Substantial Surplus:</b> Overall your risk-taking skills <i>substantially exceed</i> your current job requirements. You enjoy taking appropriate risks and are open to change, yet your talents are not being used to their full capacity in your current job. You may wish to consider your job 'fit' by looking for ways to add to, or re-position your job requirements—offering you the opportunity to experiment with new ideas and suggest alternative ways to get a job done on a more constant basis.. You may also wish to consider taking on new responsibilities or activities within your workplace that require you to tap into your risk-taking skills.
<b>+1 to +9</b>	<b>Moderate Surplus:</b> Overall your risk-taking skills <i>moderately exceed</i> your current job requirements. You are well suited for your current job. There is a strong 'fit' between your risk-taking skills and the innovation skills required by your job. Overtime, you may wish to work with your manager or employer to see how you can better utilize your untapped risk-taking skills and build on what you already have.
<b>Even</b>	
<b>–1 to –9</b>	<b>Moderate Deficit:</b> Overall your current job requirements <i>moderately exceed</i> your risk-taking skills capacity. This deficit is something that you may wish to discuss with your manager or employer at some time in the near future. You may wish to pursue opportunities or experiences (e.g., risk-taking or entrepreneurial skills training programs or some focused mentoring) to boost your risk-taking skills in an effort to exceed your current job expectations and requirements.
<b>–10 to –18</b>	<b>Substantial Deficit:</b> Overall your current job requirements <i>substantially exceed</i> your risk-taking and entrepreneurial skills capacity. You should take a close look at your job 'fit' and see if there are opportunities available to either: re-position your job and job requirements (i.e., reduce or remove some of your entrepreneurial responsibilities), get training that focuses on improving your risk-taking and entrepreneurial skills; or consider seeking an alternative position at your workplace that better suits your skills.
<b>under –18</b>	<b>Extreme Deficit:</b> Overall your job requirements <i>exceptionally exceed</i> your risk-taking skills capacity. Look closely at those entrepreneurial skills that give you your greatest challenges and consider how to go about developing them. Considering the magnitude of the gap deficit—the sooner the better. If the gap is too great or too difficult to close in a reasonable amount of time, you may wish to seek alternative responsibilities within your workplace, or significantly shift your current job requirements (in consultation with your manager or employer).

**Chart C4.2—Reflecting on Your Risk-Taking Skills (Pillar 2) Gap Scores**

	Questions to Consider: What Implications Might Your P2 GAP Score Have On... (Write down any thoughts, words, or ideas that come to mind)
<b>Your Self?</b>	
<b>Working Groups, Teams?</b>	
<b>Your Place of Work?</b>	

**Additional Notes, Comments, or Thoughts:**

**Chart C5—Understanding Your Relationship–Building Skills (Pillar 3) Gap Score**

**(Pillar 3) Relationship–Building Skills—Developing & Maintaining Interpersonal Relationships**

**YOUR TOTAL (Pillar 3) GAP SCORE** \_\_\_\_\_

*Total Pillar 3 Score: (Pillar 3 self score – Pillar 3 job score)*

<i>P3 GAP Range</i> (range from +60 to –60)	<i>Understanding Your Relationship–Building Skills (Pillar 3) GAP Score:</i>
<b>over +22</b>	<b>Extreme Surplus:</b> Overall your relationship-building skills <i>exceptionally exceed</i> your current job requirements. You are a prolific collaborator and team-builder yet your job does not require, nor demand that you have such strong relationship-building skills. You should carefully consider your job 'fit' and think about either changing jobs within your workplace—to make better use of your relationship-building skills—or see how you might go about re-positioning your job (e.g., enhance your job requirements and responsibilities to tap into your relationship-building skills). This excessive or extreme surplus is a solid indication of unused creativity relationship-building skills capacity—something that your organization might want to tap into in the future.
<b>+12 to +22</b>	<b>Substantial Surplus:</b> Overall your relationship-building skills <i>substantially exceed</i> your current job requirements. You are a strong relationship-builder whose talents of developing and maintaining interpersonal relationships are not being used to their capacity. You may wish to consider your job 'fit' by looking for ways to add to, or re-position your current job requirements. You may also wish to consider taking on new responsibilities or activities within your workplace that require you to tap into your team-building skills.
<b>+1 to +11</b>	<b>Moderate Surplus:</b> Overall your relationship-building skills <i>moderately exceed</i> your current job requirements. You are well suited for your current job. There is a strong 'fit' between your relationship-building skills and the innovation skills required for your job. Overtime, you may wish to work with your manager or employer to see how you can maximize your full relationship-building skills capacity.
<b>Even</b>	
<b>–1 to –11</b>	<b>Moderate Deficit:</b> Overall your current job requirements <i>moderately exceed</i> your relationship-building skills capacity. This deficit is something that you may wish to discuss with your manager or employer at some time. You may wish to pursue opportunities or experiences (e.g., team-building and working-with-others training programs or mentoring activities) that will help boost your relationship-building skills to the next level.
<b>–12 to –22</b>	<b>Substantial Deficit:</b> Overall your current job requirements <i>substantially exceed</i> your relationship-building skills capacity. You should consider your job 'fit' and look at ways to either: re-position your job requirements (i.e., dropping some of your relationship-building responsibilities); get training that focuses on improving your abilities to develop and maintain interpersonal relationships; or consider seeking an alternative position at your workplace that better suits your skills.
<b>under –22</b>	<b>Extreme Deficit:</b> Overall your job requirements <i>exceptionally exceed</i> your relationship-building skills capacity. Look closely at those interpersonal skills that give you your greatest challenges and consider how you can best develop them. For your own sake, as well as the sake of others, and your workplace—the sooner the better. If the gap is too great or too difficult to close in a reasonable amount of time, you may wish to seek alternative responsibilities within your workplace—one's that do not call on you to constantly develop and maintain interpersonal relationships. You may also wish to explore (in consultation with your manager or employer) ways to significantly shift or re-position your current job requirements.

**Chart C5.2—Reflecting on Your Relationship–Building Skills (Pillar 3) Gap Scores**

	Questions to Consider: What Implications Might Your P3 GAP Score Have On... (Write down any thoughts, words, or ideas that come to mind)
<b>Your Self?</b>	
<b>Working Groups, Teams?</b>	
<b>Your Place of Work?</b>	

**Additional Notes, Comments, or Thoughts:**

## Chart C6—Understanding Your Pillar 4 Gap Score

### (Pillar 4) Implementation Skills—Turning Ideas Into Products, Processes, and Services

**YOUR TOTAL (Pillar 4) GAP SCORE** \_\_\_\_\_

*Total Pillar 4 Score: (Pillar 4 self score – Pillar 4 job score)*

<i>P4 GAP Range</i> (range from +68 to –68)	<i>Understanding Your Implementation Skills (Pillar 4) GAP Score:</i>
<b>over +26</b>	<b>Extreme Surplus:</b> Overall your implementation skills <i>exceptionally exceed</i> your current job requirements. You are a prolific implementer of ideas yet your job does not require this of you. You should carefully consider your job 'fit' and think about either changing jobs within your workplace—to make better use of your creativity and continuous improvement skills—or to re-position your job (e.g., enhance your job requirements and responsibilities to tap into your creativity and continuous improvement skills). This excessive or extreme surplus is a solid indication of unused creativity and continuous improvement skills—something that your organization might want to tap into.
<b>+14 to +26</b>	<b>Substantial Surplus:</b> Overall your implementation skills <i>substantially exceed</i> your current job requirements. You are a strong implementer of ideas whose talents are not being used to their capacity. You may wish to consider your job 'fit' by looking for ways to add to, or re-position your current job requirements. You may also wish to consider taking on new responsibilities or activities within your workplace that will draw on your implementation skills.
<b>+1 to +13</b>	<b>Moderate Surplus:</b> Overall your implementation skills <i>moderately exceed</i> your current job requirements. You are well suited for your current job. There is a strong 'fit' between your implementation skills and the innovation skills required by your job. Overtime, you may wish to work with your manager or employer to see how you can better utilize your somewhat underutilized implementation skills and turn more ideas into more new and improved products, processes and services.
<b>Even</b>	
<b>–1 to –13</b>	<b>Moderate Deficit:</b> Overall your current job requirements <i>moderately exceed</i> your implementation skills capacity. This deficit is something that you may wish to discuss with your manager or employer at some time in the future. You may wish to look at opportunities or experiences (e.g., turning ideas into products training programs or mentoring activities) to boost your implementation skills.
<b>–14 to –26</b>	<b>Substantial Deficit:</b> Overall your current job requirements <i>substantially exceed</i> your implementation skills capacity. You should consider your job 'fit' and look at ways to either: re-position your job requirements (i.e., dropping some of your current responsibilities that require you to turn ideas into new or improved products, processes, and services), get training to improve the implementation skills your job requires of you; or consider seeking an alternative position at your workplace that better suits your current portfolio of skills.
<b>under –26</b>	<b>Extreme Deficit:</b> Overall your job requirements <i>exceptionally exceed</i> your implementation skills capacity. Look closely at those implementation skills that give you your greatest challenges and consider how you can best overcome them—the sooner the better. If the gaps are too great or too difficult to close in a reasonable amount of time, you may wish to seek alternative responsibilities within your workplace or significantly shift your current job requirements (in consultation with your manager or employer).

**Chart C6.2—Reflecting on Your Implementation Skills (Pillar 4) Gap Scores**

	Questions to Consider: What Implications Might Your P4 GAP Score Have On... (Write down any thoughts, words, or ideas that come to mind)
<b>Your Self?</b>	
<b>Working Groups, Teams?</b>	
<b>Your Place of Work?</b>	

**Additional Notes, Comments, or Thoughts:**

## GENERAL INNOVATION SKILLS APTITUDE TEST (GISAT)

### Chart C7—Understanding Your *Total Gap Score*

<i>Range in GAP Score</i> (range from +180 to -180)	<i>Understanding Your GISAT Total GAP Score:</i>
<b>over +50</b>	<b>Extreme Surplus:</b> Overall your innovation skills <i>exceptionally exceed</i> your current job requirements. You should carefully consider your job 'fit', and think about either changing jobs—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 is unused innovation skills capacity within your workplace.
<b>+26 to +50</b>	<b>Substantial Surplus:</b> 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 overtime. You may also wish to consider taking on new responsibilities and activities, or changing jobs within your workplace—to a position where your innovation skills will be better utilized.
<b>+1 to +25</b>	<b>Moderate Surplus:</b> 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. Overtime, you may wish to discuss with your manager or employer adding additional 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

<b>-1 to -25</b>	<b>Moderate Deficit:</b> 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).
<b>-26 to -50</b>	<b>Substantial Deficit:</b> 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. Finally you may wish to consider finding another job within your workplace that better fits your abilities.
<b>under -50</b>	<b>Extreme Deficit:</b> 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 suits your skills better.

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

**Innovation Skills Worksheet C8**

Looking at sections C1 – C7 what are three *gap challenges* that come to your attention (e.g., *are there extreme gaps in the 'fit' between your skills and job requirements*)?

10. \_\_\_\_\_

11. \_\_\_\_\_

12. \_\_\_\_\_

How might you overcome these *gap challenges*? What do you need to do? Picture your challenges as goals (e.g., *I will...to overcome...*). Write down three *gap goals* that will address these challenges:

13. \_\_\_\_\_

14. \_\_\_\_\_

15. \_\_\_\_\_

How will you *measure your success*? How will you know when you are succeeding in reaching your gap goals? Write down three ways you will *measure your success* (e.g., *I will take training in...and in 3 months' time have HR re-evaluate my skills/job 'fit'*):

16. \_\_\_\_\_

17. \_\_\_\_\_

18. \_\_\_\_\_