

CInOrg®

Certified Innovation Organization

GUIDEBOOK

Table of Contents

Welcome.....	04
Our Goal – Our Belief – Your Invitation.....	04
Recognition.....	05
Purposes.....	05
Getting Started – The Process for Becoming a CInOrg®.....	06
The Process for Maintaining the CInOrg® Certification.....	06
Investment.....	06
The CInOrg® Innovation Maturity Assessment.....	07
The CInOrg® Innovation Maturity Assessment - The 30 Categories.....	08
The CInOrg® Innovation Maturity Assessment - The 30 Categories.....	09
The CInOrg® / InMAT Framework.....	10
CInOrg® Scoring and Ranking.....	11
Scheduling and Conducting the CInOrg®.....	12
A Special Note on Innovation Readiness Assessments.....	13
Continuous Improvement.....	14

GInI – Global Innovation Institute – is the world's leading professional certification, business accreditation, and membership association in the field of innovation.

GInI aims to advance individual careers and transform organizational achievements by advancing the profession of innovation leadership. It does this through its globally recognized standards, tools, publications, resources, professional development courses, certifications, applied research, and networking opportunities.

All certificates and accreditations available through GInI reflect the most current methods, trends, and strategies in innovation leadership.

GInI sets the standard for innovation excellence around the globe.



Welcome

On behalf of all at Global Innovation Institute, welcome to the Certified Innovative Organization program.

We appreciate your interest in learning more about what it means for your organization to become recognized globally through GInI. We are here to support you at each step along the way discovering your innovation strengths, showcasing them to the world, and striving to become an ever more capable innovator.

If throughout your study of this information, you should have further questions, please do not hesitate to contact us. We are happy to help you take this important step in your journey of commitment to innovation.

As you will soon learn, designation as a CInOrg® is more than just a mere paper recognition. It is a reflection of an organization's commitment to using innovation to prosper not only themselves, but the world at large. It is a community of many likeminded organizations around the world striving to become the world's best innovators and in the process move the human race forward in increasingly meaningful ways

Our Goal – Our Belief – Your Invitation

Our goal is to have committed CInOrgs® in every nation around the world.

Because of the philosophy inherently built into being a CInOrg®, we believe that a growing wave of innovation globally will continue pushing the human race forward in ever more impactful ways, and that this will in turn help all nations achieve peace, prosperity, and wellbeing.

We openly invite all likeminded organizations to join the CInOrg® movement and partner with us to that end.



Recognition

Certified Innovative Organization is a unique accreditation reserved exclusively for businesses and nonprofit organizations. Through a process of independent third-party review and assessment, CInOrg® accreditation establishes that your organization has demonstrated a certain level of maturity and capability with respect to being able to consistently deliver on short, medium, and long term innovation and growth endeavors. This distinguishes your organization among its peers and competitors as being capable of delivering leading-edge value and customer experiences to its markets.

Designation by Global Innovation Institute as a Certified Innovative Organization is a highly regarded status one that is becoming increasingly recognized and respected around the world. Those organizations who hold status as a CInOrg® do so proudly, as a reflection of their hard work and accomplishments in bringing new innovation to the world. They are the change-makers, the world-movers, and the dreamers who put a dent in our universe and leave their fingerprints on everything they touch, making CInOrg® a status designation rightfully coveted by others.

Purposes

The purposes of Global Innovation Institute's CInOrg® recognition are fivefold:

1. To provide organizations with an objective means for gauging their current state of progress along the journey of innovation maturity and capability.
2. To help organizations see and understand ways in which they can steer their corporate innovation program towards becoming increasingly more productive.
3. To allow organizations to showcase their commitment to innovation on the global stage, building additional credibility behind their brands.
4. To provide the venue for open sharing of emerging practices and comparative benchmarking among member CInOrgs®.
5. To collectively produce a positive impact on the world through increasingly better innovation and as a community leave a legacy of innovation the world will remember.

All of us at GInI are committed to helping the growing family of CInOrgs® around the world achieve these aspirations.

Getting Started – The Process for Becoming a CInOrg®

The process for becoming certified as a GInI Certified Innovative Organization® involves three steps:

1. Work with a GInI Authorized Training & Assessment Provider (ATAP)® to submit your CInOrg® Application to GInI.

Your ATAP® has the CInOrg® Application and can assist you in completing it and submitting it to GInI.

Your ATAP® should not schedule your organization's Innovation Maturity Assessment until after receiving preliminary approval from GInI to do so.

2. Successfully pass the GInI CInOrg® Innovation Maturity Assessment.

The GInI CInOrg® Innovation Maturity Assessment is conducted by independent third-party Assessors who have been duly authorized by GInI to conduct CInOrg® assessments. These individuals designated as GInI Authorized Innovation Assessors, or AInAs® will work under the authority of your ATAP® to conduct this assessment within your organization, and thereafter submit their final report directly to GInI.

3. Pay the GInI Administrative Processing Fee.

Your organization must pay the initial GInI® Administrative Processing Fee prior to receiving its certification.

All final decisions regarding the awarding of CInOrg® designation rest solely with GInI and its Directors.

The Process for Maintaining Certification

In order for your organization to maintain its certification as a CInOrg®, it must pay the Administrative Processing Fee to GInI each year, as well as pass a full reassessment by a GInI ATAP® / AInAs® every other year.

All final decisions regarding the renewal of CInOrg® designation rests solely with GInI and its Directors.

Investment

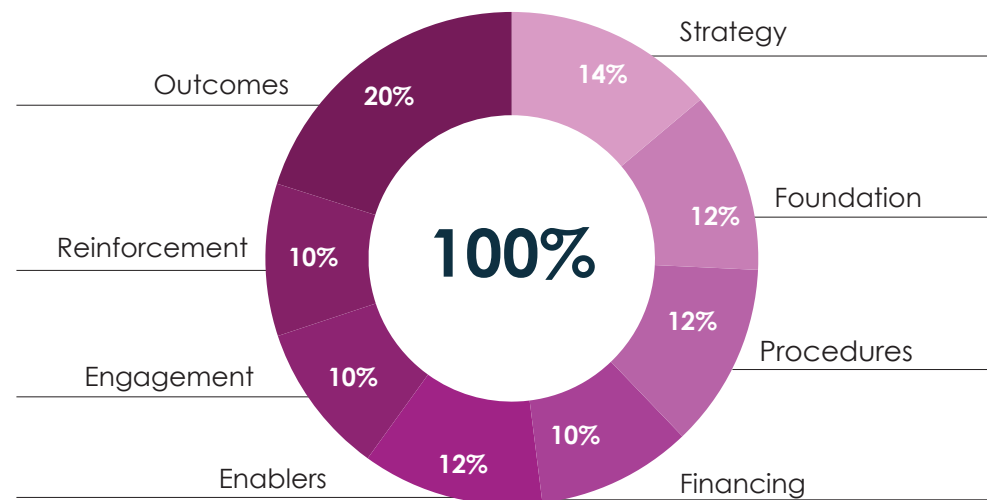
CInOrg® certification involves a **5,000 USD** Administrative Processing Fee, paid annually on the anniversary of the organization's last certification / recertification date.

This excludes the fees your organization will need to pay to its Authorized Training & Assessment Provider (ATAP)® and the Authorized Innovation Assessors (AInA)® that they retain on your organization's behalf. These must be contracted separately and independently of GInI.

The CInOrg® Innovation Maturity Assessment

The CInOrg® Innovation Maturity Assessment is conducted using GInI's Innovation Maturity Assessment Tool, which was developed by GInI® exclusively for this purpose. This tool assesses an organization's level of innovation capability, maturity, and outcomes.

The innovation maturity assessment consists of 8 Group Sections. Each Group Section is further divided into Categories, with there being 30 Categories in all. The Categories and Group Sections are weighted, with certain sections carrying more weight than others. In order, the Group Sections and their weightings are:



The CInOrg® Innovation Maturity Assessment – The 30 Categories

Strategy	14%
1. Strategy	

Foundations	12%
2. Sponsorship & Leadership	
3. Philosophy / Beliefs	
4. Values	
5. Culture & Environments	

Procedures	12%
6. Structure & Relationships	
7. Governance Processes	
8. Governance Metrics	
9. Roles & Responsibilities	
10. Role Certification	

Financing	10%
11. Funding	
12. Budget Management	
13. External Investment	

Enablers	12%
14. Training & Resources	
15. Discovery & Insights	
16. Technology & Infrastructure	
17. Networks & Ecosystems	

Engagement	10%
18. Engagement	

Reinforcement	10%
19. Recognition & Rewards	
20. Public Relations	

Outcomes	20%
21. Leadership	
22. Environment	
23. Competence	
24. Inputs	
25. Conversions	
26. Outputs	
27. Efficiency	
28. Balance	
29. Financials	
30. Overall Success	

The CInOrg® Innovation Maturity Assessment – The 30 Categories

For each Category, there are four (4) fundamental questions the assessment seeks to answer, namely:

1. To what extent is a resource or element of the program in place to support the program and carry out the work, and to what extent has it been explicitly defined?
2. To what extent is a resource or element of the program appropriate to the program's intended needs or the organization's situation and strategy?
3. To what extent is a resource or element of the program being used (and potentially managed) effectively to support the program?
4. In what ways, and to what extent, is the use of a resource or element of the program actually achieving its intended objectives?

These four questions are labeled, respectively:

1. Presence / Definition.
2. Appropriateness / Relevance.
3. Use / Application.
4. Outcomes / Results.

The first question is typically answered through a direct review of select collateral, including Strategy Reviews, Organizational Reviews, Program Reviews, and Targeted Operations Reviews. The latter three questions generally require Targeted Interviews of knowledgeable individuals in order to arrive at useful answers.

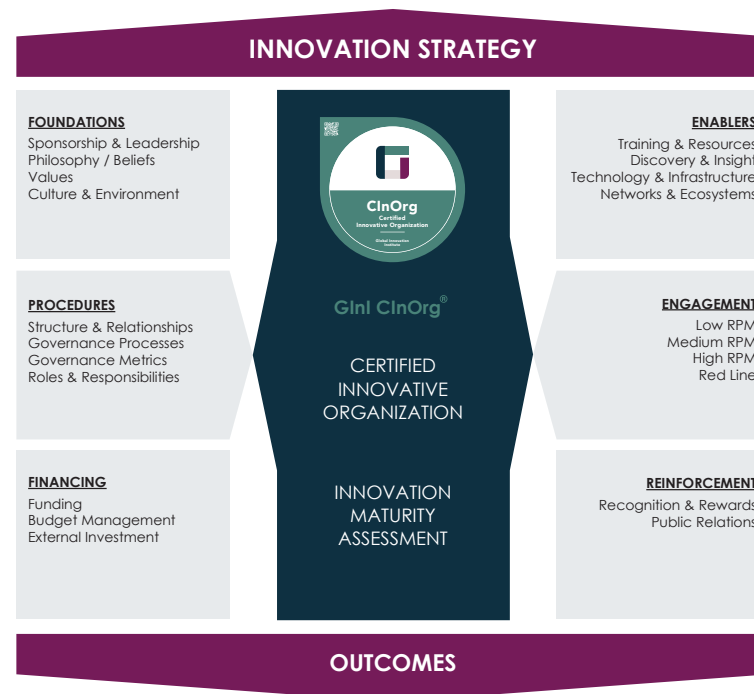
One of the key outputs of the CInOrg® Innovation Maturity Assessment is a **Innovation Maturity Radar Plot**. This device portrays graphically the relative strengths and weaknesses of each area of your program for each of the 8 Groups, with the Outcomes being presented at a higher level of detail given their weight.

The CInOrg® / InMAT Framework

The image below reflects graphically the overall framework used for GInI's Government Innovation Maturity **assessment process**. It captures:

1. The starting element of **Innovation Strategy** which can be established using the **GInI Innovation Strategy Cycle (InSC)®**, **GInI Strategic Innovation Compass (SInC)®**, and **GInI Strategic Innovation Roadmap (SInR)®**.
2. The **six (6) elements** of the **enterprise innovation architecture** which can be established using the **GInI Enterprise Innovation Architecture (EInA)®** model.
3. The **Outcomes** of the enterprise innovation program.

Together these make up everything evaluated by the GInI CInOrg® Innovation Maturity Assessment Tool (InMAT).



CInOrg® Scoring and Ranking

Each of the 30 Categories in the GInI Innovation Maturity Assessment is scored on a scale of 0 – 10 and weighted according to the preceding GInI guidelines. The final overall score is a **weighted average** of these **30 Categories** and will therefore also range between 0 and 10. This allows organizations to be recognized as a Certified Government Innovative Organization®:

Level 0 – Non Innovative

Score: 0 .00 – 2.99

This level does not qualify for CInOrg® designation.

Level 1 – Originator

Score: 3.00 – 4.99

This is the starting level of recognition as a CInOrg®. Organizations whose maturity level falls in this range have demonstrated a strong desire to become increasingly innovative and have begun a good journey toward a formal program and structure to make that happen.

Level 2 – Champion

Score: 5.00 – 7.99

This is the intermediate level of recognition as a CInOrg®. Organizations whose maturity level falls in this range will have made strong progress in their strategy and systems for pursuing new innovation. They will have seen demonstrable societal impact from their innovation efforts.

Level 3 – Leader

Score: 8.00 – 10.00

This is the highest level of recognition as a CInOrg®. Organizations whose maturity level falls in this range have completely mastered a comprehensive innovation program and the execution of short, medium, and long-term innovation strategies. They will have seen demonstrable societal impact from their innovation efforts, and in some ways will have led their domains with breakthrough innovations. This is the elite class of innovative organizations; very few make it to this level.

Scheduling and Conducting the CInOrg® Assessment

Whenever an organization has had its initial CInOrg® application approved and is ready to be assessed, it must contract with a **GInI Authorized Training & Assessment Provider (ATAP)®** who will in turn retain at least two (2) **GInI Authorized Innovation Assessors (AlnAs)®** to undertake the official assessment.

For reasons of objectivity, ATAPs® and AlnAs® are independent of GInI (GInI does not employ these parties directly), but otherwise have been authorized by GInI to conduct the CInOrg® Innovation Maturity Assessment. The AlnAs® possess a toolkit of instruments for conducting this assessment, and have received training in how to use and apply these tools toward the assessment process. For the purposes of transparency and accountability, AlnAs® must conduct the assessment under the authority and oversight of a GInI ATAP®.

If needed, GInI can put organizations in contact with an appropriate GInI ATAP®, who in turn will bring in appropriate GInI AlnAs®. Organizations must pay ATAP® and AlnA® fees separately from GInI's fees, and will thus need to establish those fees with these parties prior to conducting the assessment, independently of GInI.

Approximately one month prior to the scheduled time for the on-site assessment, the organization must forward select strategy and program documentation to the Assessors. The Assessors will review these materials prior to their visit so as to make the best use of everyone's time during the on-site assessment process.

Assessments are always done physically in person. Under no circumstances is an assessment to be conducted remotely as a 'virtual' exercise, unless explicitly permitted by GInI on a case-by-case basis.

For smaller organizations, the on-site assessment can sometimes be completed in one long day, though two days is more common, and in some cases three days is required. For larger organizations, at least two days should be allocated for conducting a thorough on-site assessment, though it is not uncommon to require three and sometimes even four days to complete this, depending on various factors.

Once completed, the Assessors will submit a final **Innovation Maturity Assessment Report (InMAR)®** to GInI in order for the organization to be able to receive or renew its CInOrg® certification. So that Assessors have adequate time to schedule the assessment and complete and return the InMAR, it is important for organizations to schedule reassessments well in advance of their expiration deadlines.

Otherwise they may incur a lapse in certification. Along with their certification, organizations will receive from GInI a copy of the Innovation Maturity Assessment Report completed by the AlnAs®, which includes a Gap Analysis showing areas for improvement.

A Special Note on Innovation Readiness Assessments

Sometimes organizations have not yet begun taking steps toward a formal program of innovation, but yet have a desire to do so. When that is the case, the question becomes not one of their innovation maturity, but rather one of their level of **readiness** for starting such a program. Are they in a good position to begin, or are there more fundamental steps they must first take? What things should they be thinking about as they start to consider the respective designs of their innovation strategy and innovation program?

For these situations, the GInI Assessment Tool can also be used to ascertain an organization's level of innovation readiness, as opposed to innovation maturity. The assessment for this involves a specific subset of the questions normally used in a maturity assessment, given that the full set of questions will not be applicable in this situation.

The aim here is to assist organizations in preparing to embark on a comprehensive innovation program by helping them understand to what extent they have all the necessary pieces in place to begin. Where there are deficiencies, the Assessors will be able to point these out and make appropriate recommendations based on their professional experience.

Since the purpose of an **Innovation Readiness Assessment** is to gage the extent to which a government organization is **ready** to embark on a full innovation program, it is expected that certain elements of the program are already in place, particularly in the Strategy and Foundation areas, and have been designed to achieve the outcomes the organization will need from its program. As such, assessments of Appropriateness will come largely from the experience and insights of the Assessors, based on their past history in studying other organizations' respective innovation programs, and with an understanding of this organization's particular industry / market / size / etc. and intended business strategy. There is no assessment of Effectiveness or Outcomes, as the program has not yet been put into place and those by products therefore do not yet exist. Only the aforementioned inputs exist.

In this application, the Innovation Maturity Radar Plot serves as an indication of the organization's **Innovation Readiness** rather than its **Innovation Maturity**, and the Outcomes Radar Plot is left blank since there are no Outcomes as of yet. The follow-on report, therefore, will be an explanation of the organization's level of readiness for initiating a program of innovation rather than of its maturity with a current program.

Innovation Readiness Assessments are conducted for the sake of helping organizations begin a full program of innovation. There is no CInOrg[®] recognition associated with completing an Innovation Readiness Assessment.

Continuous Improvement

GInI strives to constantly improve all of its accreditations, including the tools and processes used to establish them – in this case tools like the **InMAT**® and the **InMAR**®. GInI is constantly on the lookout for ways to improve these additions, deletions, reworks, and so forth. If you have any suggestions for improvements, please email them to gini@gini.org. We are grateful for all suggestions that help to make this assessment process more useful, effective, and innovative.



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