

RISE INNOVATION COMPETENCIES

The following seven RISE innovation competencies have been used to guide RISE funding decisions, develop RISE assessment tools, and track members of our Community of Practice’s longitudinal innovation development.

- **Creativity:** thinks beyond traditional, and often dogmatic ideas, rules, and patterns to generate meaningful alternatives
- **Critical Thinking:** pinpoints the actual nature and cause of problems and the dynamics that underlie them to logically identify strengths and weaknesses of alternative approaches
- **Initiative:** independently or collaboratively develops, assesses, and operationalizes ideas that foster positive changes, while overcoming real and perceived constraints that often impede the launching of ideas
- **Intellectual Curiosity:** acquires new knowledge, challenges beliefs and knowledge constructs, and seeks explanations—even when the applications of that new learning is not immediately apparent
- **Intelligent Risk-taking:** weighs potential benefits and disadvantages of an action or choice to assume calculated risks
- **Teamwork:** effectively and efficiently collaborates with others in a diverse group and works with stakeholders to assimilate ideas and needs towards outcomes and solutions
- **Visioning:** assesses future directions and risks based on existing and potential opportunities and threats to implementation

Purpose

The RISE Community of Practice is evaluated based on a common set of innovation competencies. These competencies are intended to help assess innovation development and provide formative and summative feedback to the Community.

Method

A list of potential innovation competencies and associated definitions was developed based on commonly used innovation competencies defined in the literature.¹⁻³ In April 2019, all members of the RISE Advisory Council were invited to rank order a list of 15 potential competencies based on their perceived level of importance for supporting innovation (1=most important; 15=least important). These rankings were recorded using a Qualtrics survey.

Results

Data were summarized based on the aggregate rankings (1-15) provided by RISE Advisory Council respondents (n=24) for each potential competency. Our goal was to adopt approximately 6-8 competencies, and we decided *a priori* to take a data-driven approach to making the decision. Based on the mean rankings, there was the sharpest drop-off after the seventh highest-ranked competency. Therefore, we adopted seven innovation competencies. These definitions were slightly modified based on additional input from our Advisory Council. The mean ranking for each potential innovation competency is recorded in Table 1 below.

Table 1. Potential Innovation Competencies Aggregate Mean Rankings

INNOVATION COMPETENCY	MEAN	SD
Creativity: the ability to think beyond traditional ideas, rules, and patterns to generate meaningful alternatives.	3.63	3.29
Initiative: the ability to independently develop, assess, and operationalize ideas that foster positive changes, while overcoming real and perceived constraints that often impede the launching of ideas.	4.67	3.12
Visioning: the ability to assess future directions and risks based on existing and potential opportunities and threats to implementation.	6.29	3.92
Intelligent Risk-Taking: the ability to weigh potential benefits and disadvantages of exercising one's choice or action to assume calculated risks.	6.42	3.34
Intellectual Curiosity: the desire to acquire new knowledge, challenge beliefs and knowledge constructs, and to seek explanations for things—even when the applications of that new learning is not immediately apparent.	6.50	4.31
Critical Thinking: the ability to pinpoint the actual nature and cause of problems and the dynamics that underlie them to logically identify strengths and weaknesses of different approaches.	7.08	4.15
Teamwork: the ability to effectively and efficiently collaborate with others in a diverse group and work with various stakeholders to assimilate ideas and needs towards outcomes and solutions.	7.67	3.57
Effective Communication: the ability to provide regular, consistent, efficient, and meaningful information; listen carefully to others and ensure message is understood; and tailor messaging to different audiences as appropriate.	9.04	3.46
Nonconformity: the inclination to challenge the status quo (existing structures, constraints and assumptions) in order to set ambitious goals that challenge established practices—especially when tradition impedes improvements.	9.08	4.84
Enterprising: the ability to initiate and leverage available resources to further a goal.	9.13	3.59
Networking: the ability to identify and engage internal and external stakeholders in common interest or goal.	9.33	2.90
Leadership: the ability to motivate or persuade others to act to achieve a goal by communicating a vision, committing to the cause of the organization and inspiring trust.	9.46	4.16
Perceptiveness: the ability to recognize situational forces that promote and inhibit change.	9.67	4.34
Flexibility: the willingness to change or compromise according to the situation and/or presentation of new information.	9.75	3.73
Positive Self-Efficacy: the trust and expressed confidence in one's abilities, talents, and judgement that s/he is capable of achieving a certain outcome.	12.29	4.02

References

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