



NEW OAKS
CONSULTING

Innovation Assessment & Maturity Model

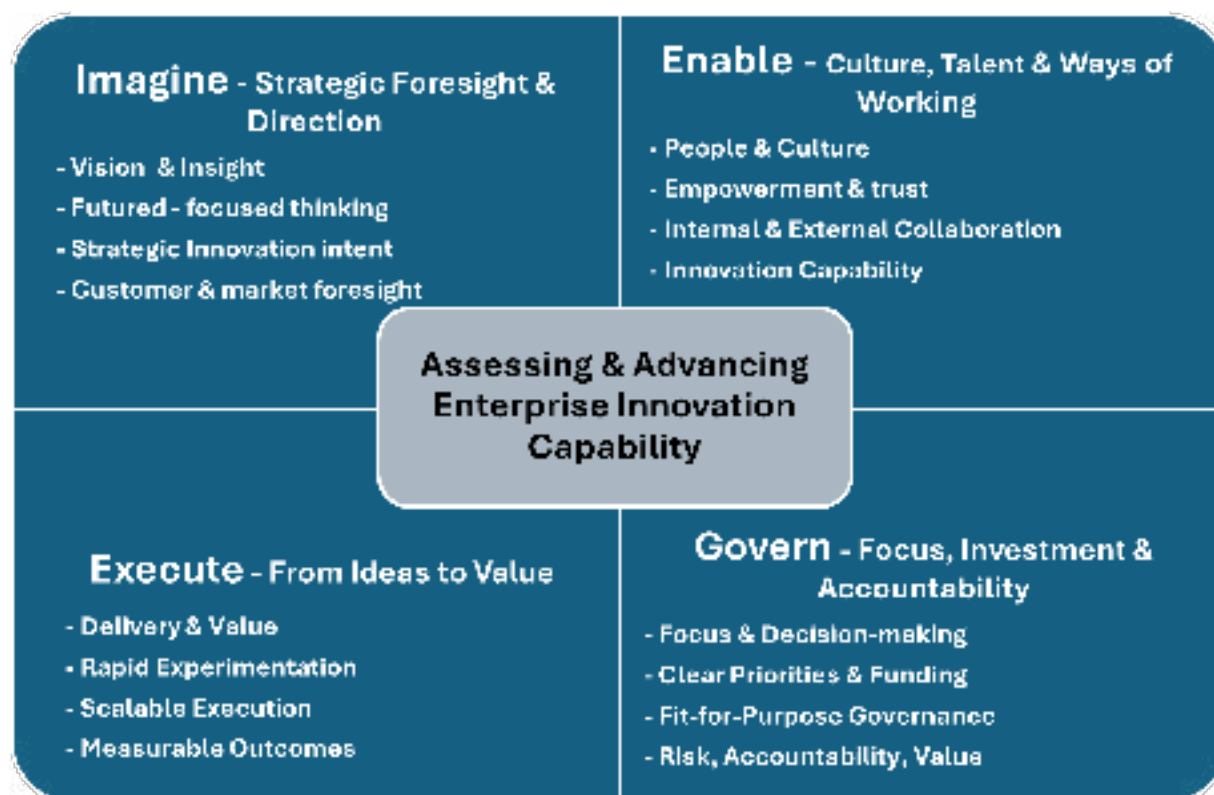
INTRODUCTION

The Innovation Maturity Model offers a structured approach to assess how effectively an organization transforms ideas into sustainable business value. This model evaluates innovation maturity across four interconnected dimensions. True maturity is reached when these dimensions are balanced, repeatable, and integrated into the organization's operational processes, rather than being treated as isolated initiatives.

The **Innovation Assessment & Maturity Model** describes the four critical leadership capabilities required to consistently drive innovation from idea to impact. It emphasizes **that sustainable innovation is not driven by creativity alone**, but by a balanced leadership approach that integrates vision, execution, engagement, and governance.

Leaders who operate across all four dimensions enable innovation that is **strategic, scalable, and value-driven**.

FOUR MATURITY DIMENSIONS



IMAGINE — STRATEGIC FORESIGHT & DIRECTION

- Strategy Alignment – Portfolio alignment to business objectives and value realization
- Assesses how clearly innovation is connected to enterprise strategy and future opportunities
- Sets a compelling innovation vision aligned to strategy
- Anticipates future trends, customer needs, and disruption

LOW MATURITY LEVELS

- Innovation is reactive or opportunistic
- Limited future scanning or customer insight

HIGH MATURITY LEVELS

- Clear innovation ambition aligned to innovation strategy
- Systematic foresight and opportunity shaping
- Portfolio focused on strategic growth themes

ENABLE — CULTURE, TALENT & WAYS OF WORKING

- Evaluates whether the organization has the people, culture, and structures to support innovation at scale
- Build diverse, cross-functional collaboration
- Develop innovation skills and capabilities

LOW MATURITY LEVELS

- Innovation relies on individuals or specific groups
- Risk aversion and limited collaboration

HIGH MATURITY LEVELS

- Psychological safety and empowered teams
- Cross-functional collaboration is standard
- Innovation skills are developed and rewarded

EXECUTE — FROM IDEAS TO VALUE

- Measures the organization's ability to test, scale, and realize value from innovation
- Translates ideas into pilots, products, and outcomes
- Balances experimentation with disciplined delivery
- Measures impact, not just activity

LOW MATURITY LEVELS

- Many ideas, few outcomes
- Pilots stall or fail to scale

HIGH MATURITY LEVELS

- Disciplined experimentation and learning loops
- Clear pathways from pilot to scale
- Consistent measurement of outcomes and benefits
- Development of platforms that enable rapid execution

GOVERN — FOCUS, INVESTMENT & ACCOUNTABILITY

- Assesses how innovation is prioritized, funded, and governed
- Establishes clear priorities and investment logic
- Applies fit-for-purpose governance and risk management
- Ensures accountability and alignment to business value

LOW MATURITY LEVELS

- Unclear decision rights and funding models
- Heavy or inconsistent governance

HIGH MATURITY LEVELS

- Clear investment logic and prioritization
- Fit-for-purpose governance by innovation type
- Executive accountability for value realization

INNOVATION MATURITY PROGRESSION

Organizations typically evolve through maturity stages:

1. **Ad Hoc** — Innovation is sporadic and fragmented
2. **Emerging** — Structures and intent are forming
3. **Defined** — Repeatable processes and roles exist
4. **Integrated** — Innovation embedded in the business
5. **Optimized** — Continuous, value-driven innovation

Progress stalls when one dimension outpaces the others (e.g., ideas without execution, or governance without empowerment).

BUSINESS VALUE

- Improves innovation ROI and scalability
- Aligns innovation investment to strategic priorities
- Reduces waste and stalled initiatives
- Enables leaders to diagnose gaps and focus investment

KEY INSIGHT

- Innovation maturity is not about more ideas; it is about balance and repeatability.
- Organizations that mature across **Imagine, Enable, Execute, and Govern** consistently outperform those that focus on innovation activity rather than outcomes.

IN SHORT

Leaders must integrate **imagination, empowerment, disciplined execution, and focused governance** to turn ideas into enterprise value.