

# Program-Building Tool

## Weight Your Innovation Scorecard



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## FACILITATION GUIDE

**SUGGESTED AUDIENCE:** Relevant for teams directly responsible for setting innovation guidance.

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**SET-UP:**

- This exercise can be done individually or in teams of three to four people.

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**RECOMMENDED TIMING:**

1. Introduction:	5 min.
2. Step 1:	10 min.
3. Step 2:	10 min.
4. Group Discussion:	20 min.
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	<b>105 min.</b>

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## SUGGESTED MATERIALS:



Worksheets  
(enough for each participant, plus a few extra)



Whiteboard or flipcharts  
(use them to write down all group ideas; no idea is a bad idea)



Colored markers, pens, and pencils  
(separating ideas by color will help organize your thoughts)



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Use this exercise when you want stakeholders to understand that they must evaluate ideas on an objective basis using a scorecard, but that they should remember that not all criteria on the scorecard are equal. This exercise focuses teams on which criteria are most/least important when evaluating an idea, and prompts them to weight each criteria accordingly.

## HOW IT WORKS

- 1. Designate Teams (note: the exercise can be done individually):** Once all attendees are in the room, split them into their assigned teams.
- 2. Assign a Team Leader:** Ask each team to assign a “team leader” who will write the team’s thoughts on the worksheet. It’s best to have someone with the best handwriting as the team leader.
- 3. Hand Out Worksheets:** Each person should have a worksheet for discussion.
- 4. Step 1—Ranking:** Ask participants to use a 1-2-3 ranking (assign the most important criteria a one, the least important criteria a three) to each of the criteria listed. Teams can add new criteria if they’d like.
- 5. Step 2—Weighting:** Based on their rankings, ask them to spread out 100 index points across the criteria. The more important a criteria, the more points it gets.
- 6. Group Discussion:** At the end of the exercise using the questions provided below:
  - What was your biggest challenge while filling out the worksheet?
  - How did you choose the ranking/weights the way you did?
  - Were there certain criteria you ignored or thought were irrelevant? Which ones and why?
  - Which criteria, in your opinion, are the most important? Why?
  - Would you frame the questions differently? How?
  - Are you rethinking any of our current evaluation criteria based on this exercise?
  - How does your final list of weights/ranks compare to the way we currently make evaluation decisions? Does it match our current strategy?



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### Weight Your Innovation Scorecard

Arming yourself with an innovation scorecard is important—however, it’s even more important to weight the criteria on your scorecard. This way, you can compare scores on an apples-to-apples basis. Which evaluation criteria are the most important for your organization? Which are the least important?

This exercise is split into two steps. In the first step, you will rank the criteria in order of importance. In the second step, you will spread an index of 100 points across the various criteria based on your ranking. The most important criterion gets the most points.

<b>Possible Evaluation Criteria</b>	<b>Step 1 Rank (in terms of importance)</b> 1 = Critical 2 = Medium 3 = Low	<b>Step 2 Weight Factor</b> Spread 100 points across criteria according to importance.
<b>1. Strategic Alignment</b> How well does this project fit within our current strategy?		
<b>2. Feasibility</b> How likely is it that the project can be implemented (technologically and operationally)?		
<b>3. Customer Need</b> How well does this project meet an important customer need?		
<b>4. Brand Fit</b> How closely does this project support or expand our brand positioning?		
<b>5. Markets/Revenue</b> How attractive is the market in terms of growth and size?		
<b>6. Competitive Advantage</b> How much competitive advantage can we derive from this project?		
<b>7. Capabilities</b> How well are our capabilities aligned to implement this project?		
<b>8. Innovativeness</b> How unique or breakthrough is this project?		
Other: _____		
Other: _____		
Other: _____		
		<b>TOTAL 100</b>