

Driving Innovation: The Boardroom Gap

DATA PACK

From June through September 2019, the Australian Institute of Directors (AICD) in partnership with the University of Sydney Business School undertook a study to examine the approach of Australian boards to innovation.

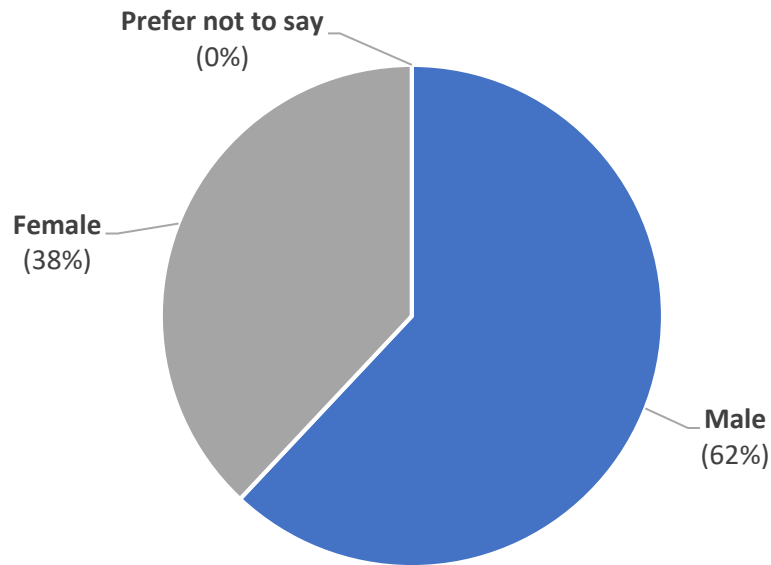
The study consisted of a survey of AICD members, interviews with Directors, and an extensive literature review to compare Australian directors' perspectives with international counterparts.

This document contains the questions and results of the AICD member survey in anonymised format.



Australian
Institute of
**Company
Directors**

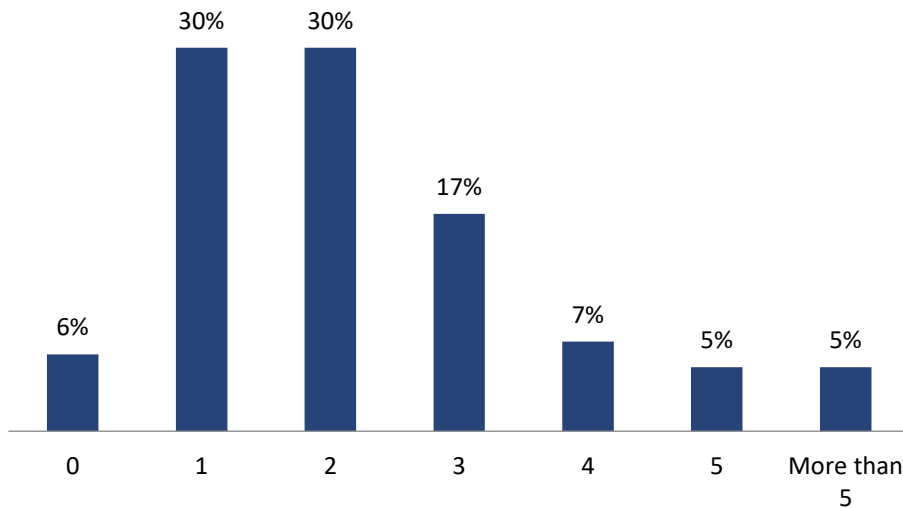
Question 1 –What is your gender?



n = 476

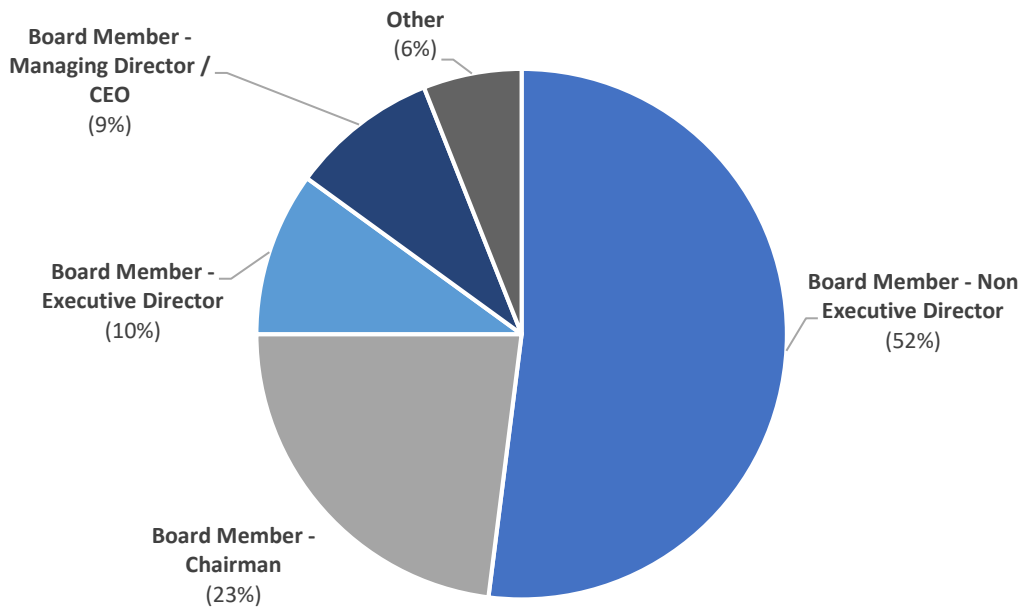
**Note: Some figures may not add up to 100% due to rounding.*

Question 2 – How many boards are you on?



n = 476

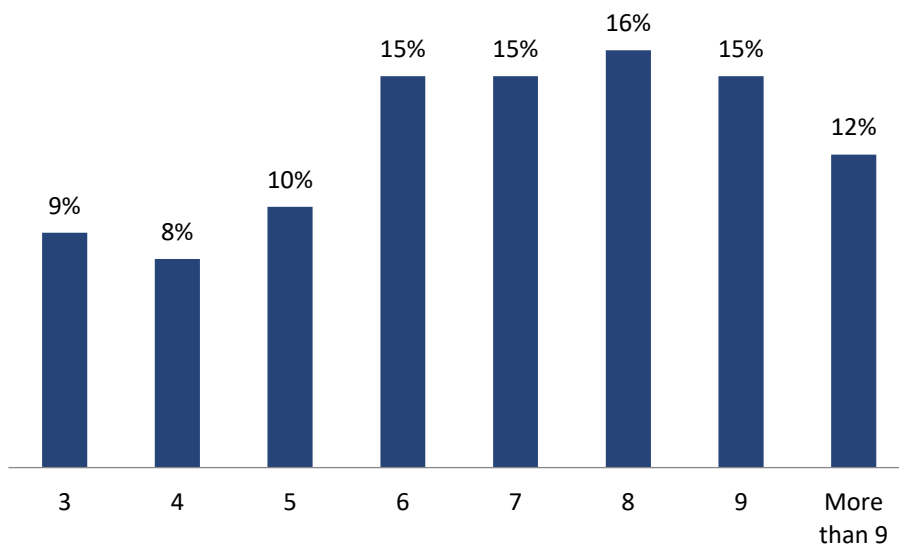
Question 3 –Which of the following best represents your current role in your primary board?



n = 476

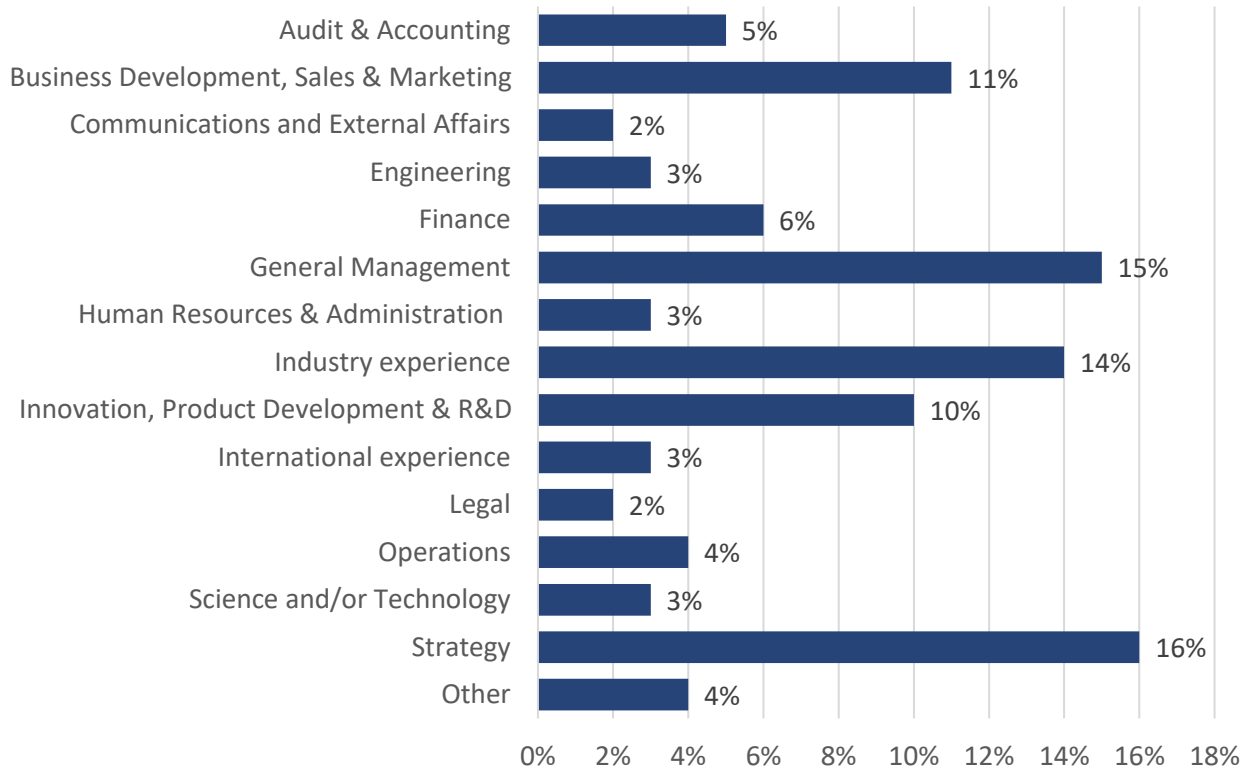
*Respondents could select all that apply.

Question 4 –How many people currently sit on your primary board, including yourself?



n = 476

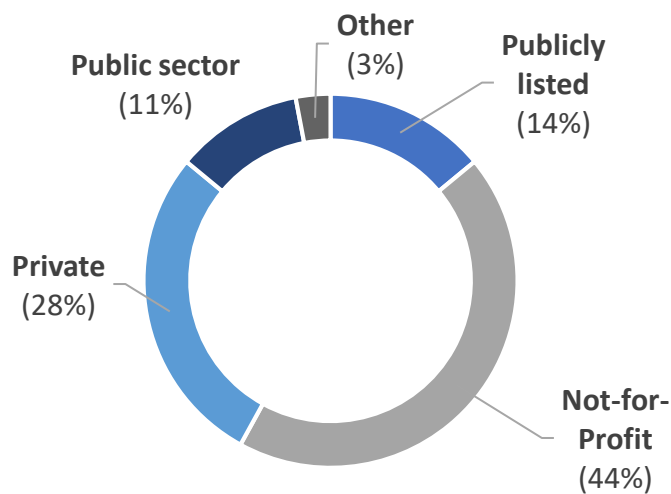
Question 5 – In addition to your director responsibilities, what additional expertise do you bring to the board?



n = 476

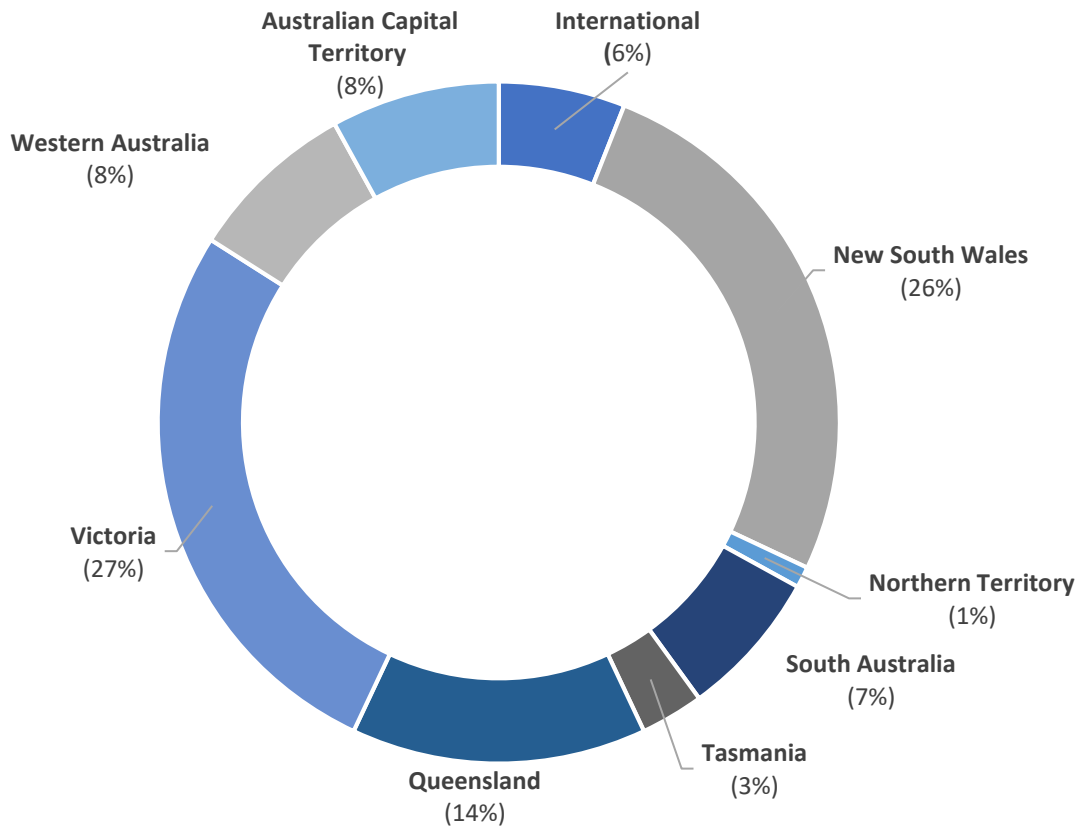
**Respondents could select up to three answers.*

Question 6 – Which of the following best describes your organisation?



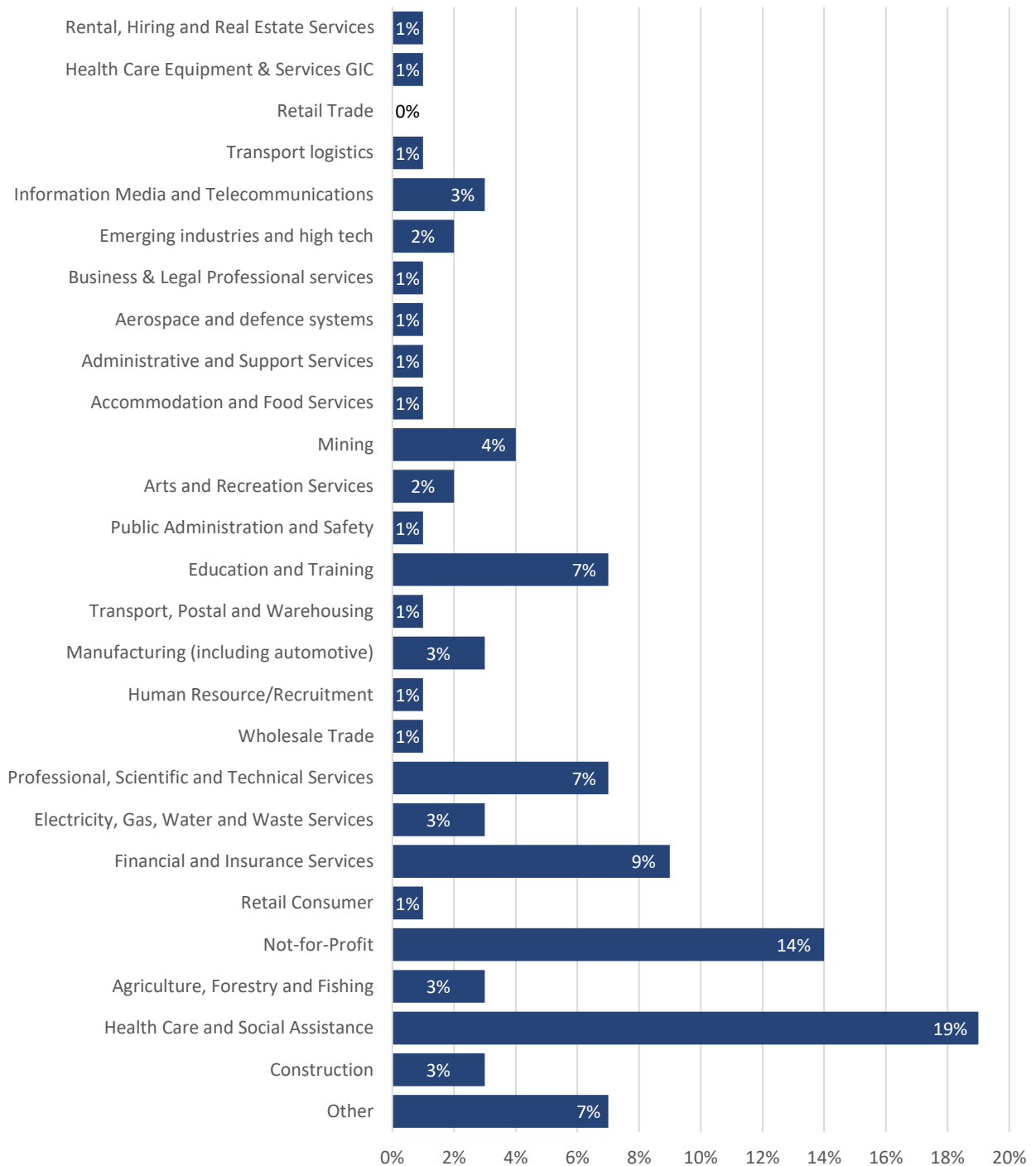
n = 476

Question 7 – In which Australian state or territory is the organisation headquartered?



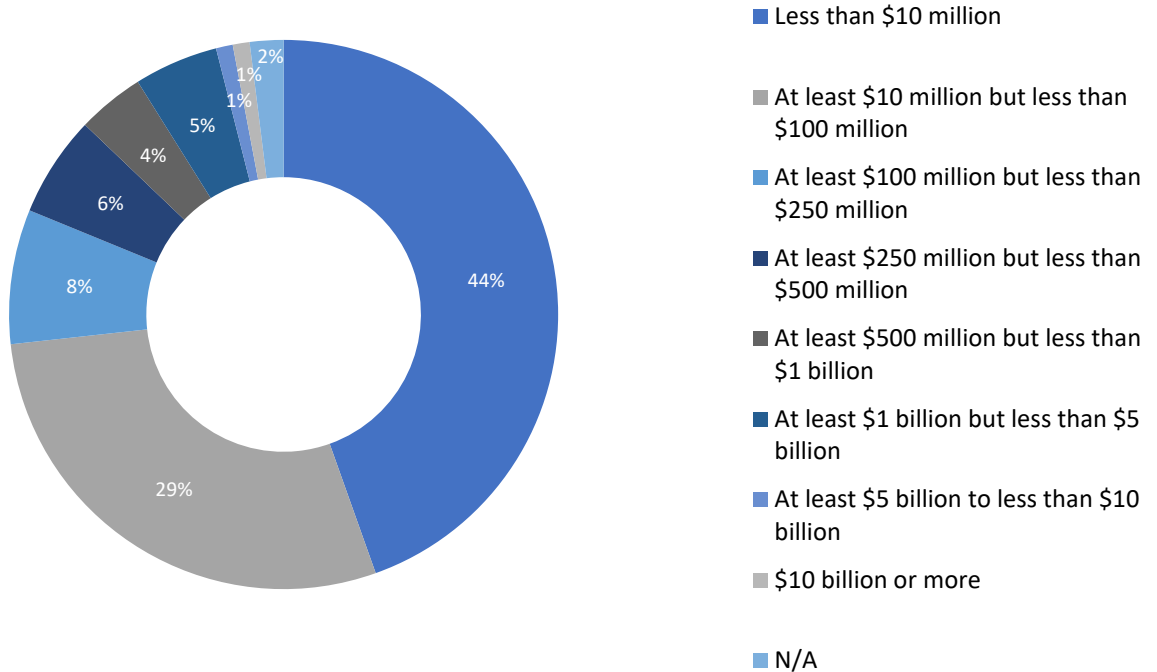
n = 476

Question 8 – Which industry most accurately describes the majority of the organisation’s business?



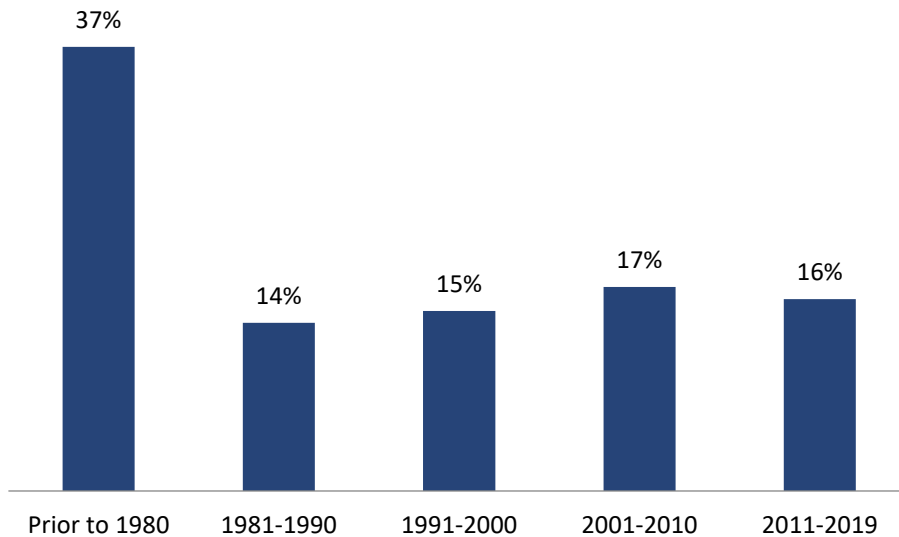
n = 476

Question 9 – What is the organisation’s total annual revenue in the past financial year (in Australian dollars)?



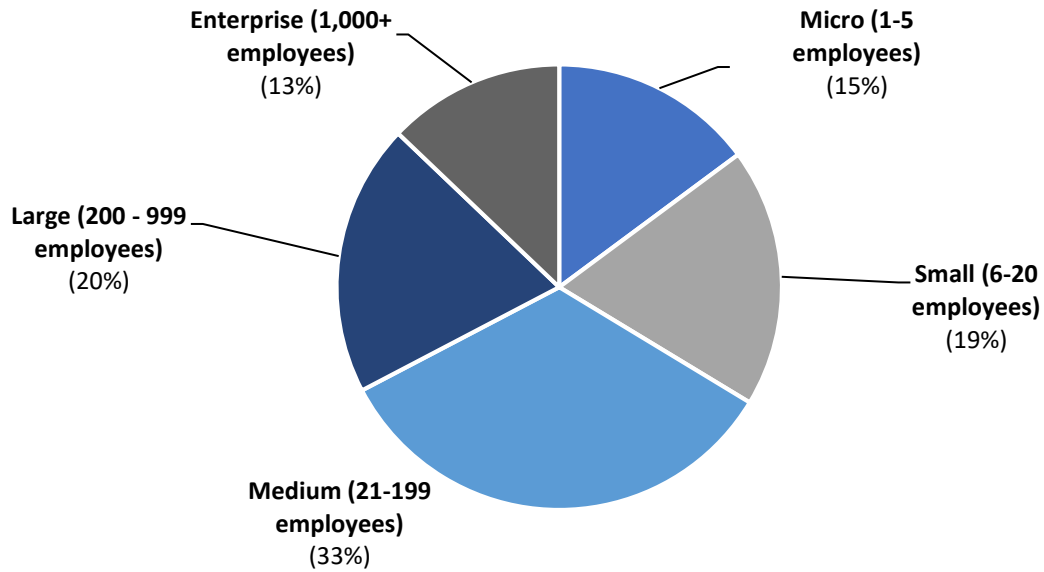
n = 476

Question 10 – When was the organisation established?



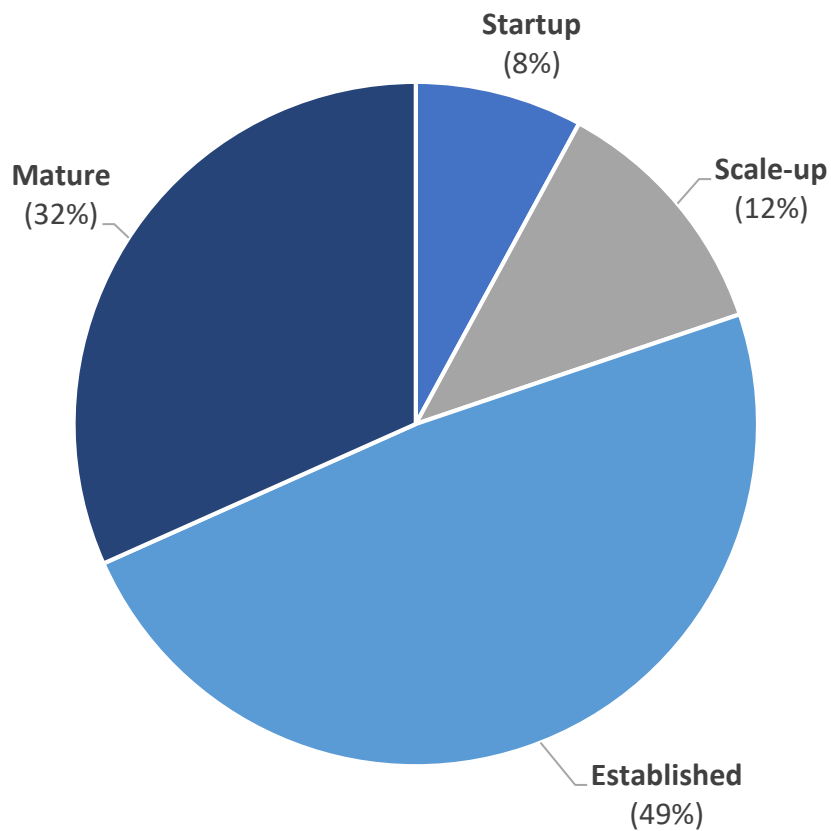
n = 476

Question 11 – What is your best estimate of how many employees the organisation currently has, including all locations in Australia?



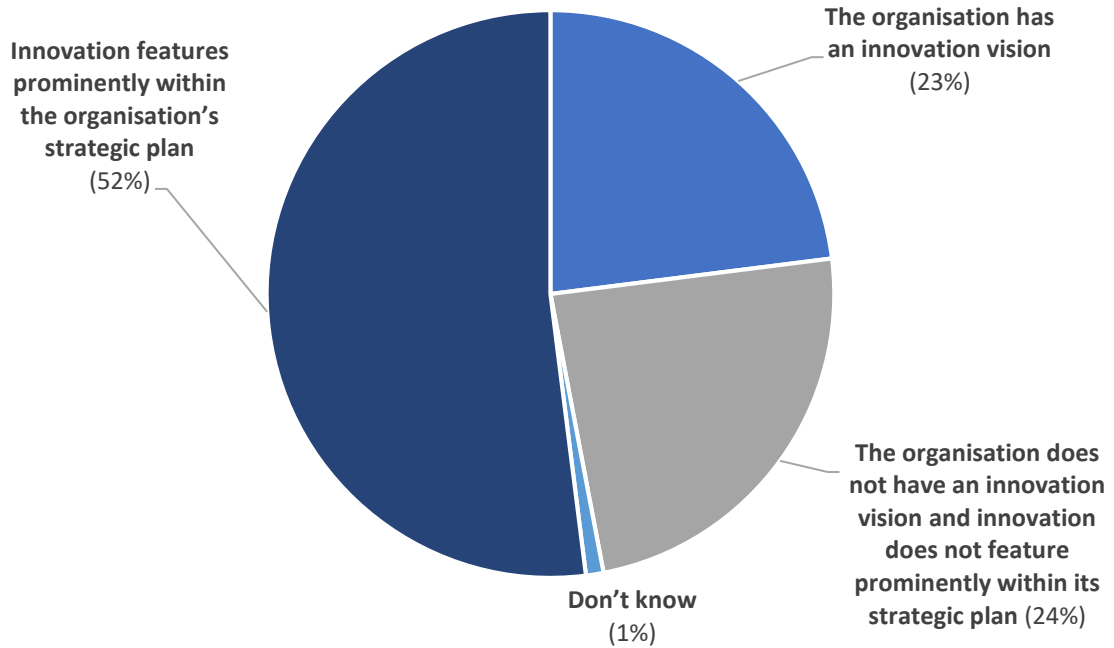
n = 476

Question 12 – How would you classify your organisation?



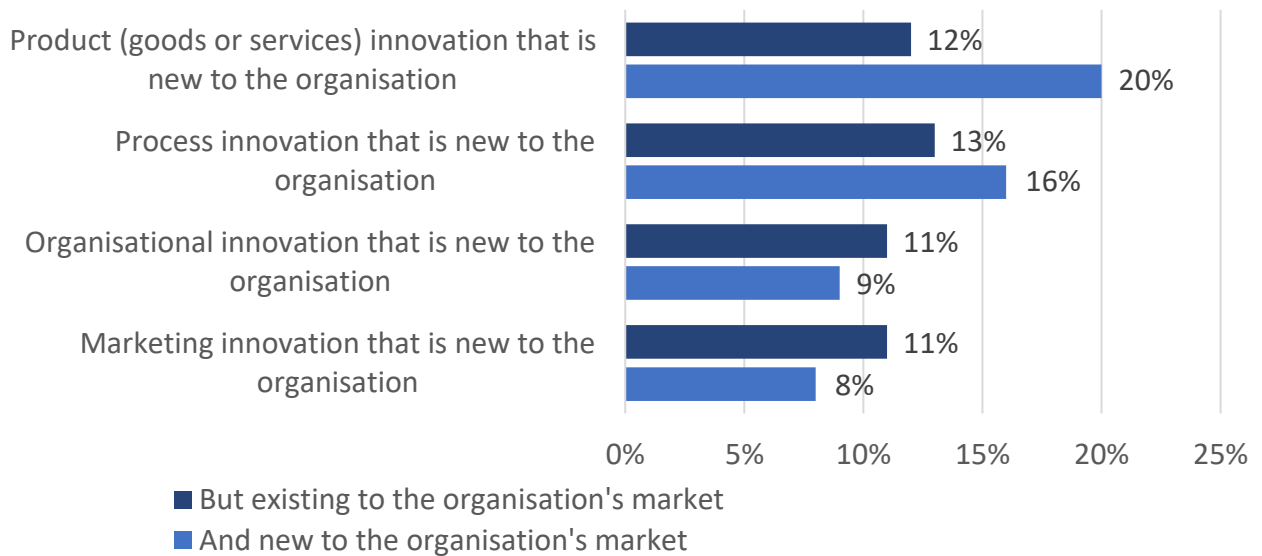
n = 476

Question 13 – Does the organisation have an innovation vision and/or does innovation feature prominently within the organisation’s strategic plan?



n = 476

Question 13a – Which of the following best describes the type of innovation that exists within the organisation’s vision or strategic plan?

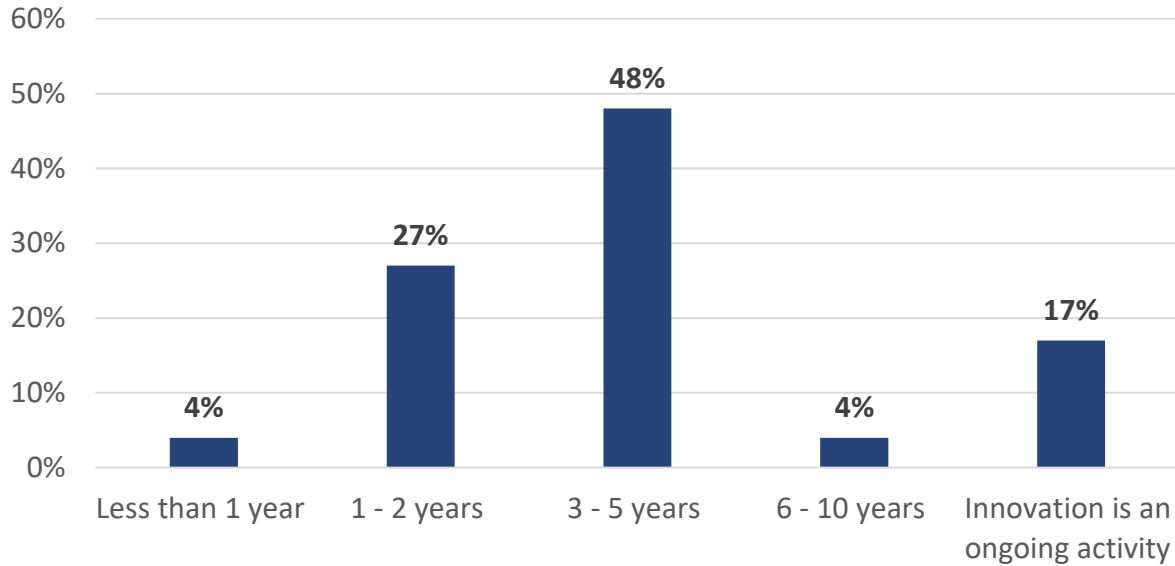


n = 356

*The question was only asked to respondents that selected the options 1-2 in Q13.

**Respondents selected all that apply.

Question 13b – Over what timeframes does the organisation plan to realise its organisational strategy or innovation goal?

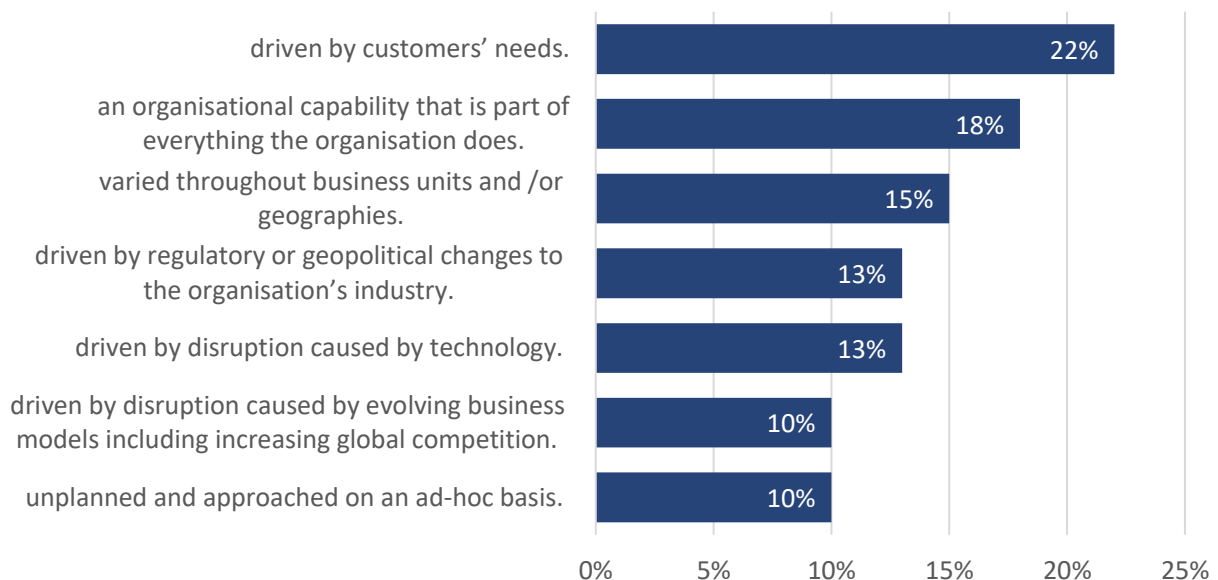


n = 356

**The question was only asked to respondents who said that their organisation had an innovation vision or that innovation featured prominently within their organisation strategy Q13.*

Questions 14 – What are primary drivers of innovation in your organisation?

Innovation is primarily driven by:

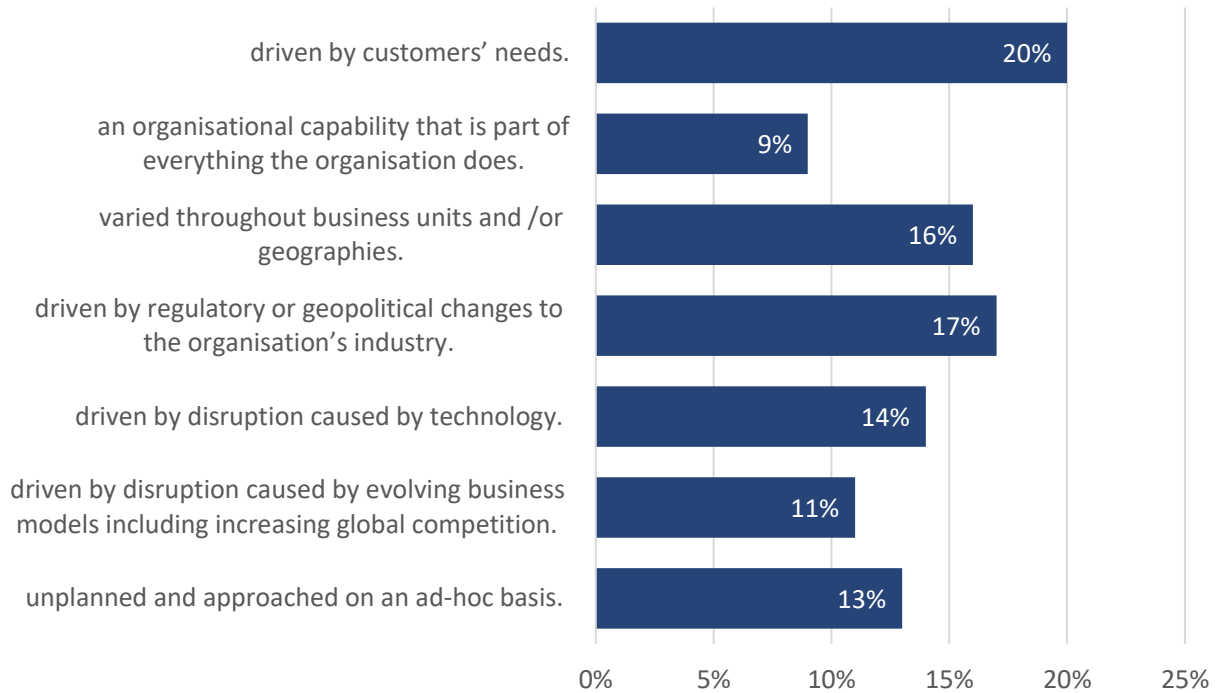


n = 476

**Respondents could select up to 3 attributes.*

Question 15 – What are primary drivers of innovation in your industry?

Innovation is primarily driven by:



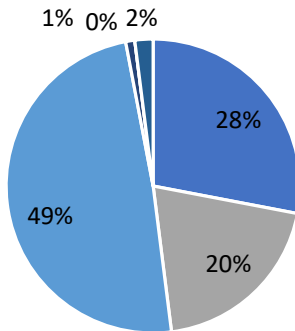
n = 476

**Respondents could select up to 3 attributes.*

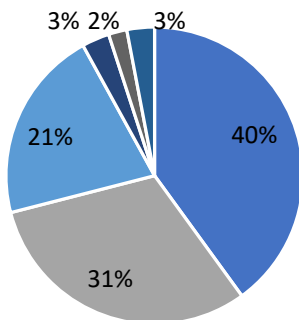
Question 16 – Consider the following responsibilities related to innovation: sponsoring, owning and executing innovation. Who in the organisation is responsible for each of these activities?

- CEO
- The Board
- Chief Innovation Officer
- Senior executive team
- A separate division with the primary goal of innovating
- Someone else

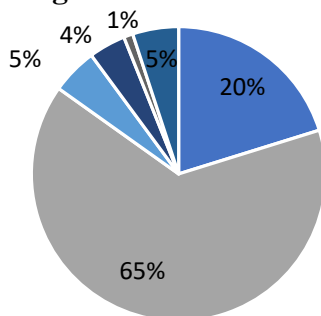
Sponsoring:



Owning



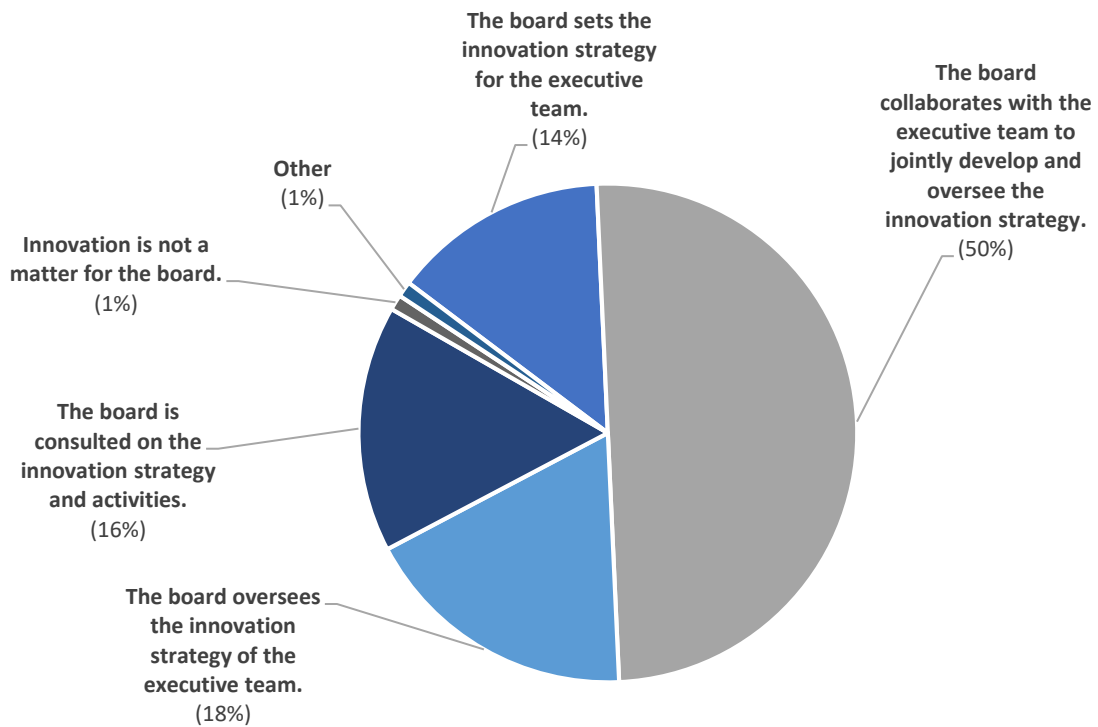
Executing



n = 476

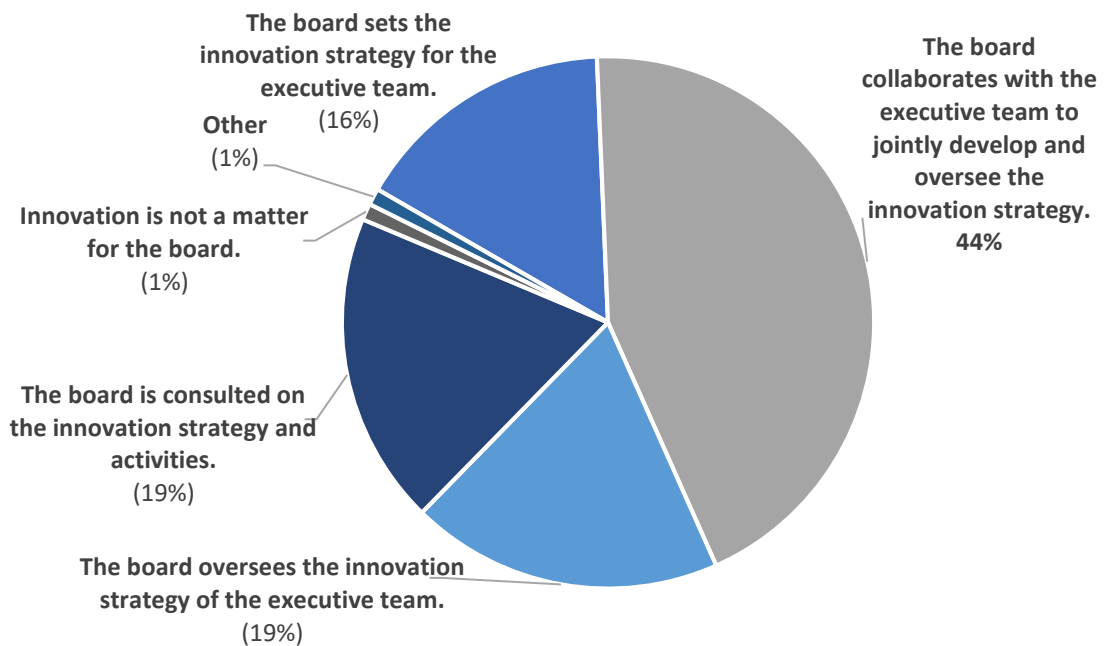
**Respondents were asked to select one role for who is most responsible for each innovation activity.*

Question 17 – What do you see as the role of the board in innovation?



n = 476, items = 592

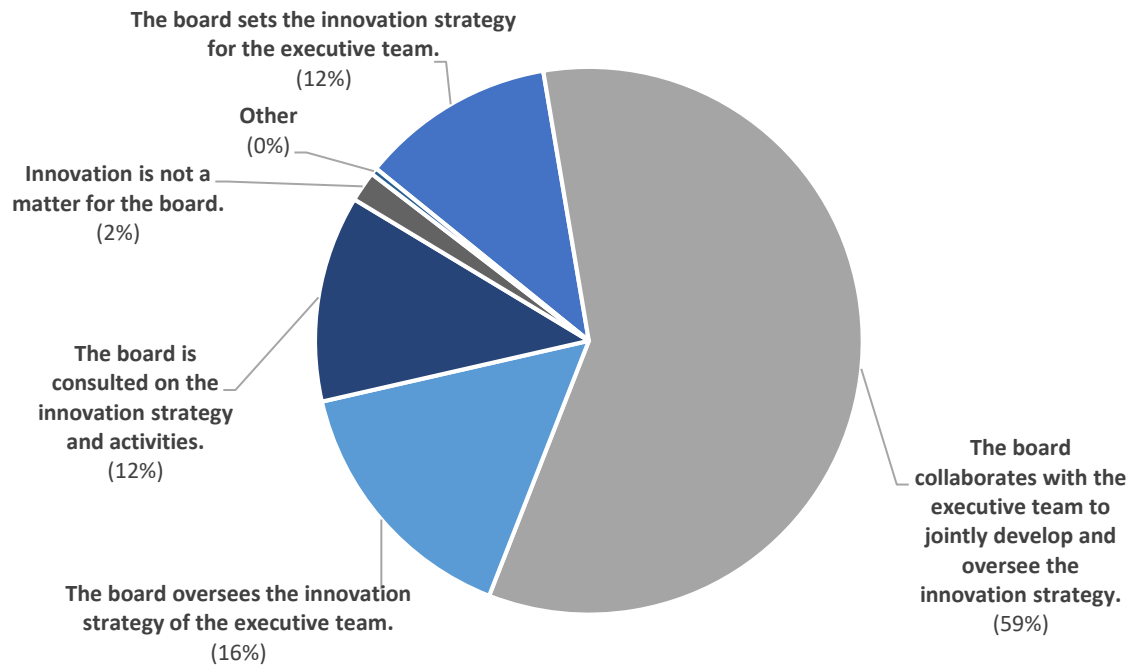
Question 17 (Group 1) – What do you see as the role of the board in innovation?



n = 218, items = 334

**Respondents could select all that apply.*

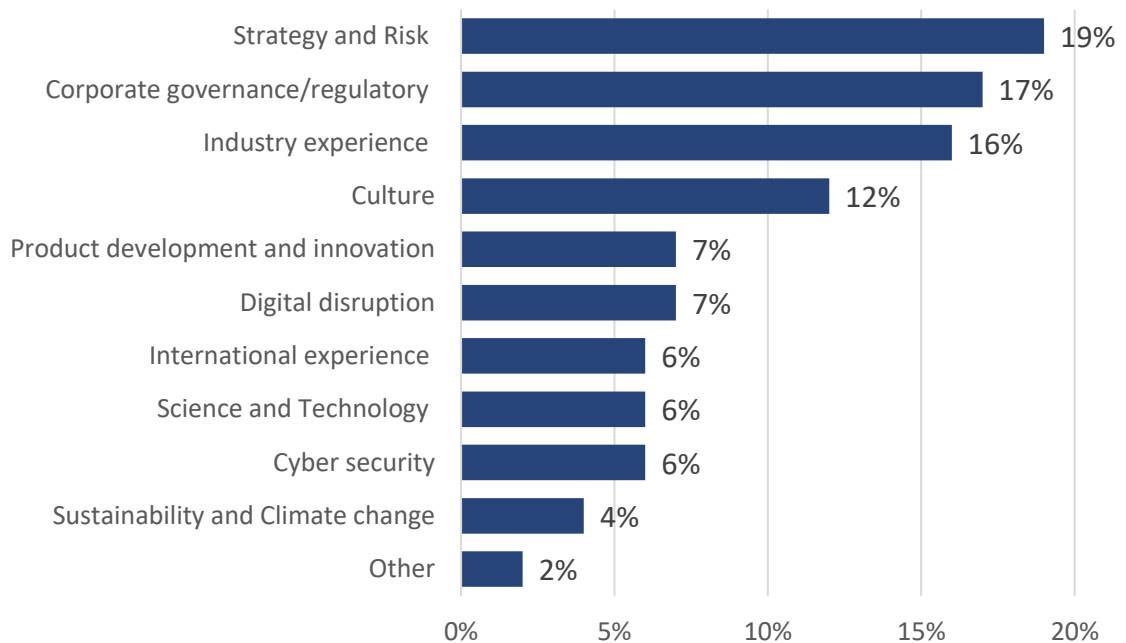
Question 17 (Group 2) – What do you see as the role of the board in innovation?



n = 258, items = 258

**Respondents could only select one role.*

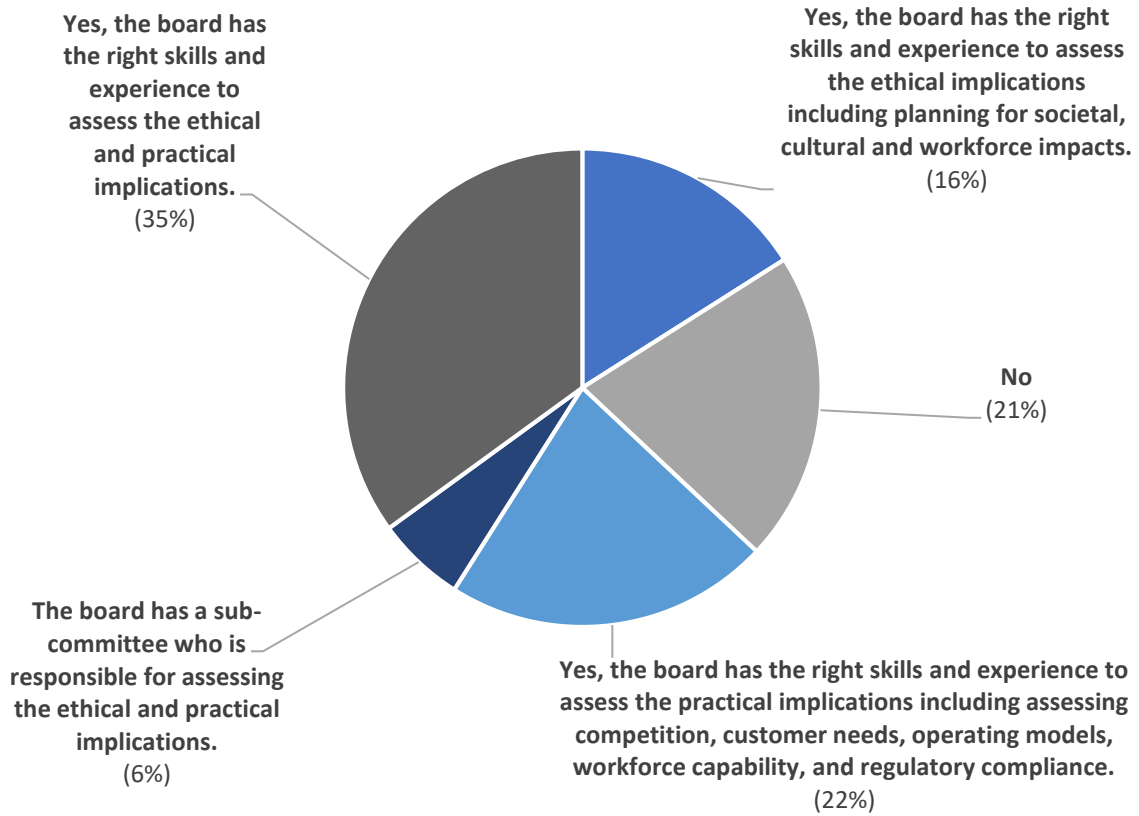
Question 18 – Which of the following skills has the board incorporated as part of its board’s skill matrix to address the current and future challenges of the organisation?



n = 476

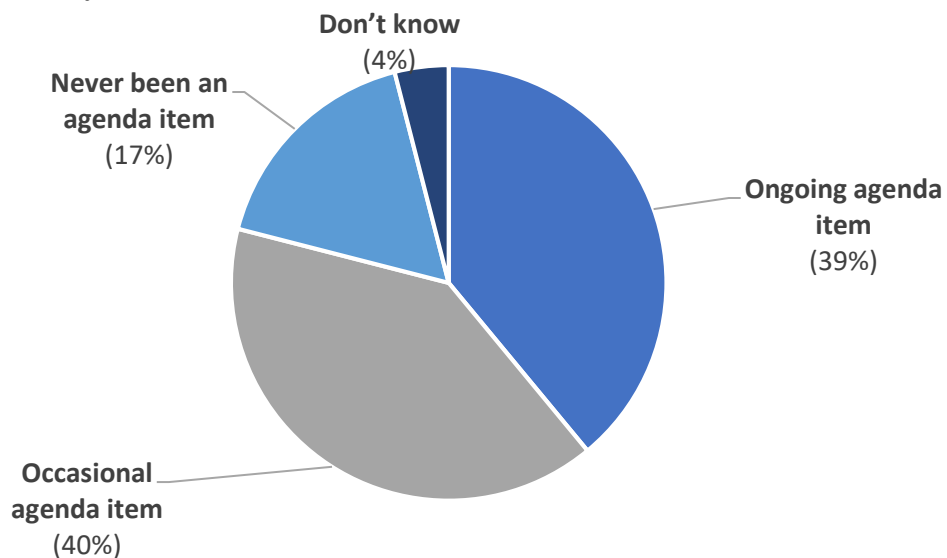
**Respondents were asked to select all the answers that apply.*

Question 19 – Does your board have the necessary skill sets and experience to access the implications that the use of modern technologies present to the organisation, its workforce and society more broadly?



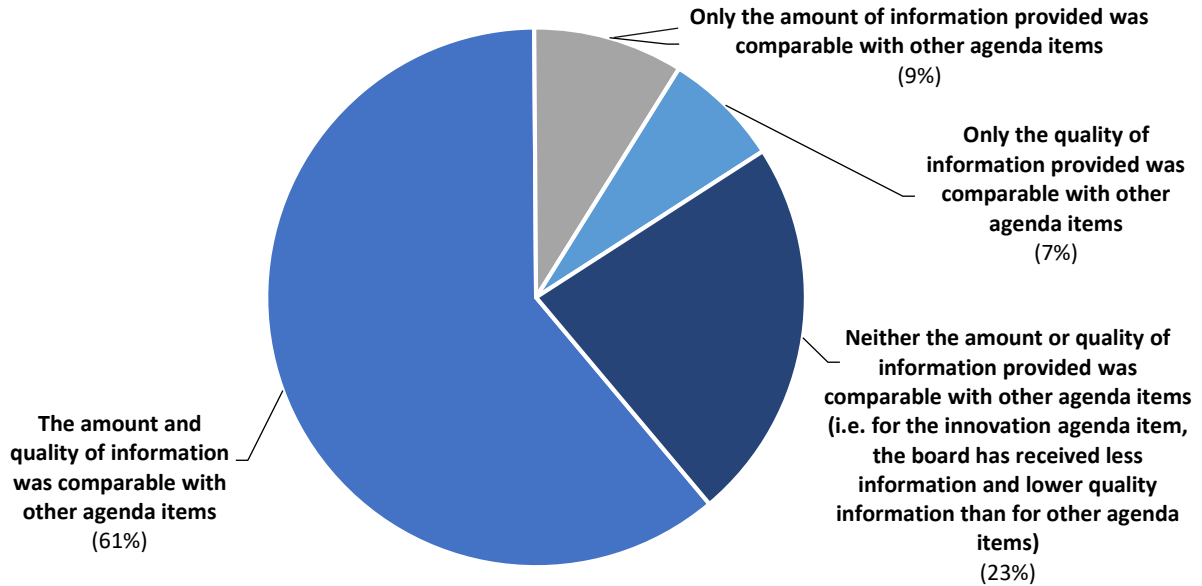
n=476

Question 20 – In the past three years, how often is innovation (broadly defined) listed as an agenda item for your board to consider?



n = 476

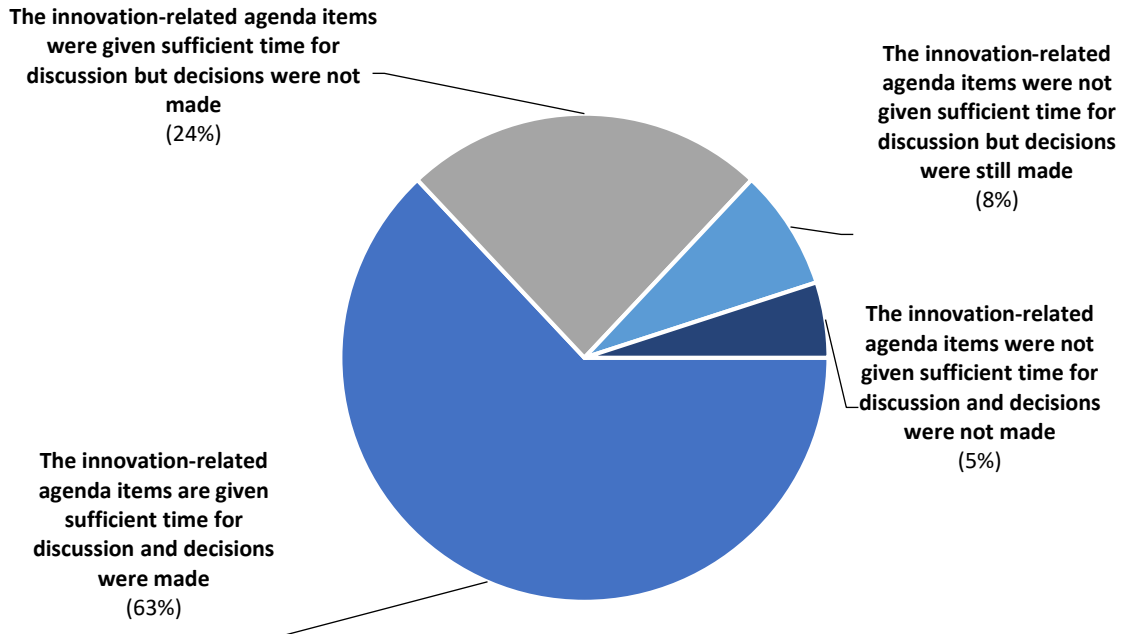
Question 20a – How do innovation-related agenda items compared to other agenda items?



n = 476, items = 373

**The question was solely asked to the respondents answering ongoing and occasional agenda items in Q20.*

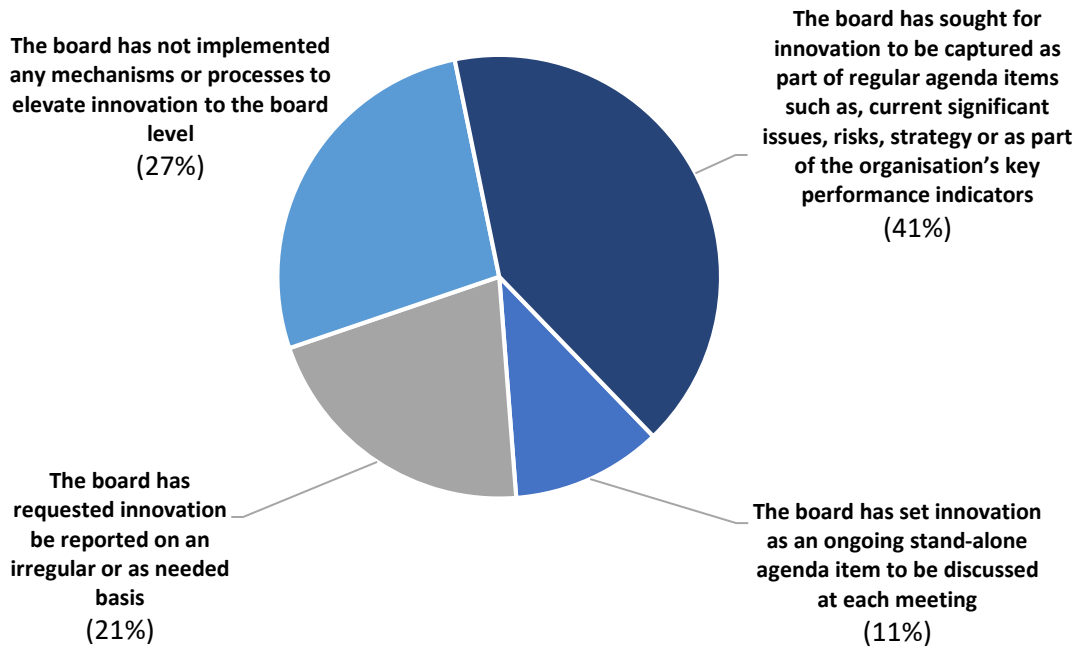
Question 20b – During the board meeting(s) in which an innovation-related agenda item was included, which of the following most closely represent what happened during the board meeting(s)?



n = 476, items = 372

**The question was solely asked to the respondents answering ongoing and occasional agenda items in Q20.*

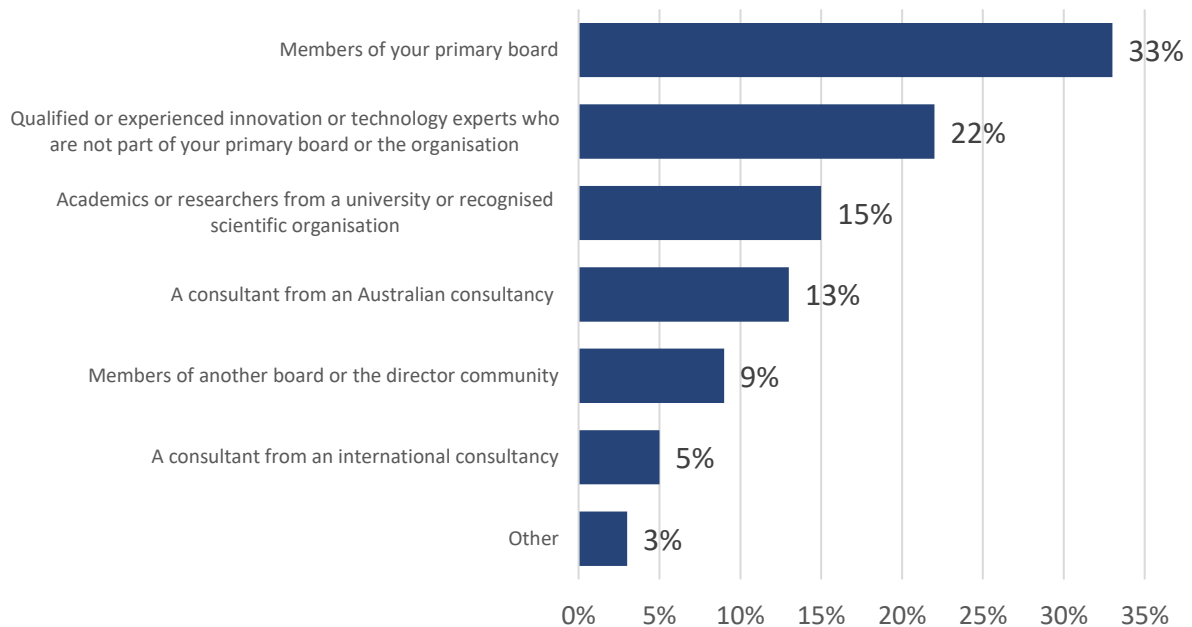
Question 21 – What mechanisms or processes has your board put in place to elevate innovation to the board level for discussion and recommendation?



n = 476

*Respondents were asked to select all the answers that apply.

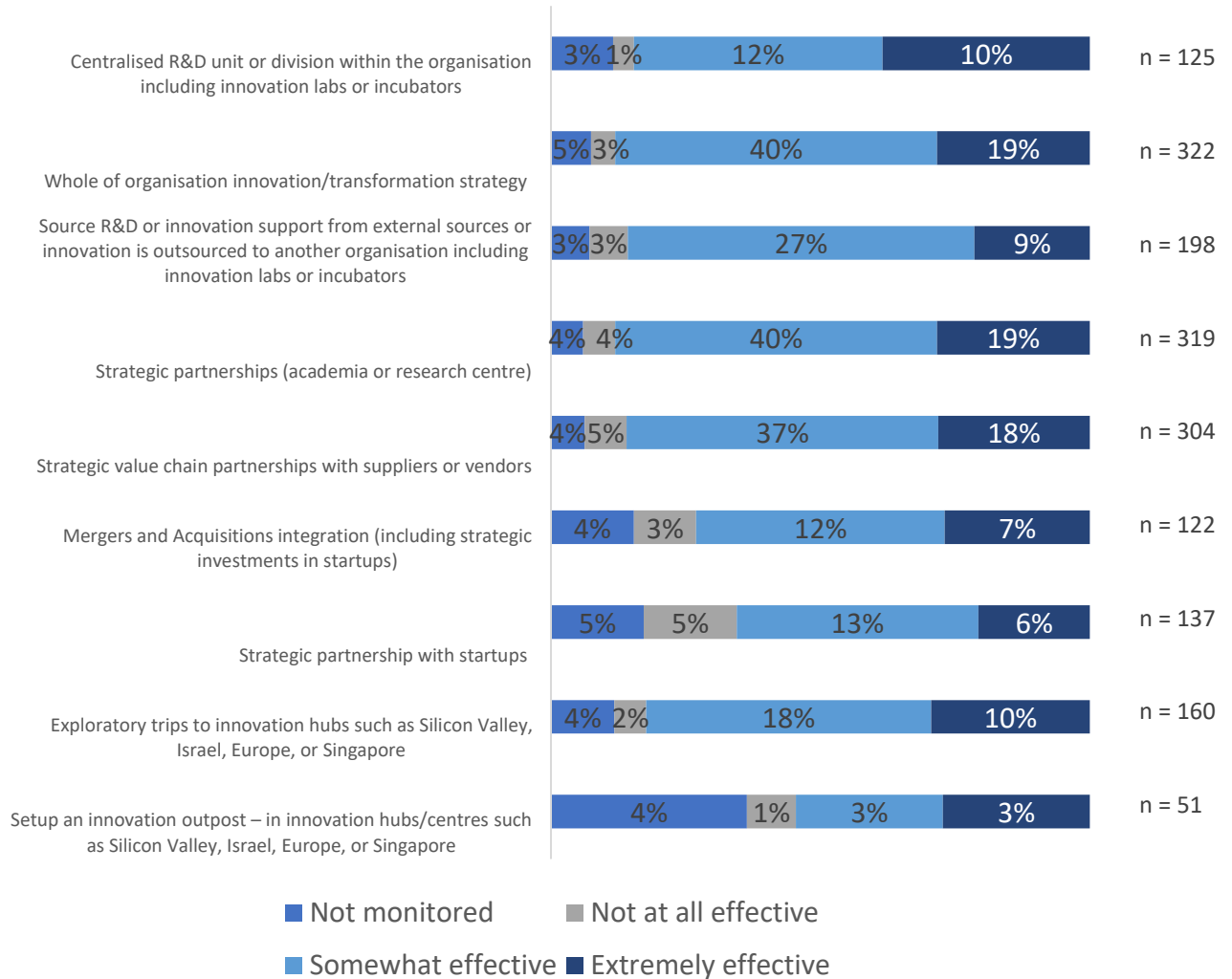
Question 22 – Who from the following list have you engaged to discuss innovation or technology related matters with?



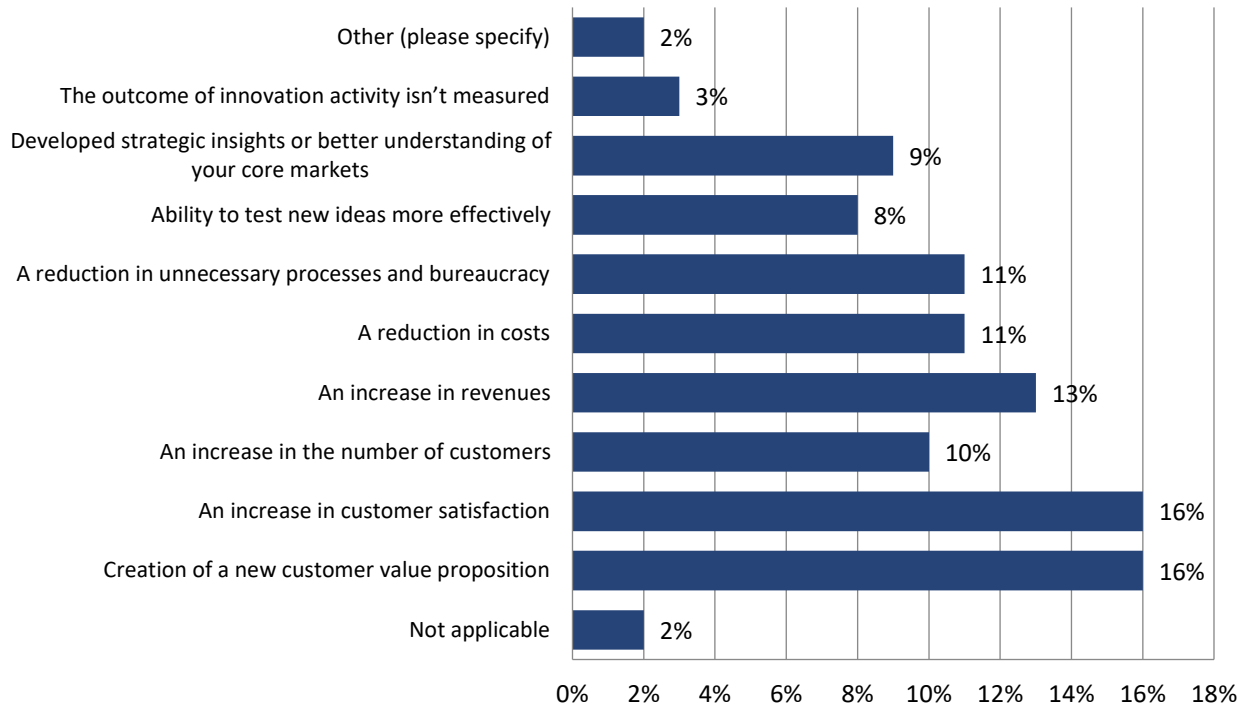
n = 476

*Respondents were asked to select all the answers that apply.

Question 23 – If the organisation has undertaken any of the following innovation activities in the past three years, how effective have these activities been in delivering outcomes for the organisation?



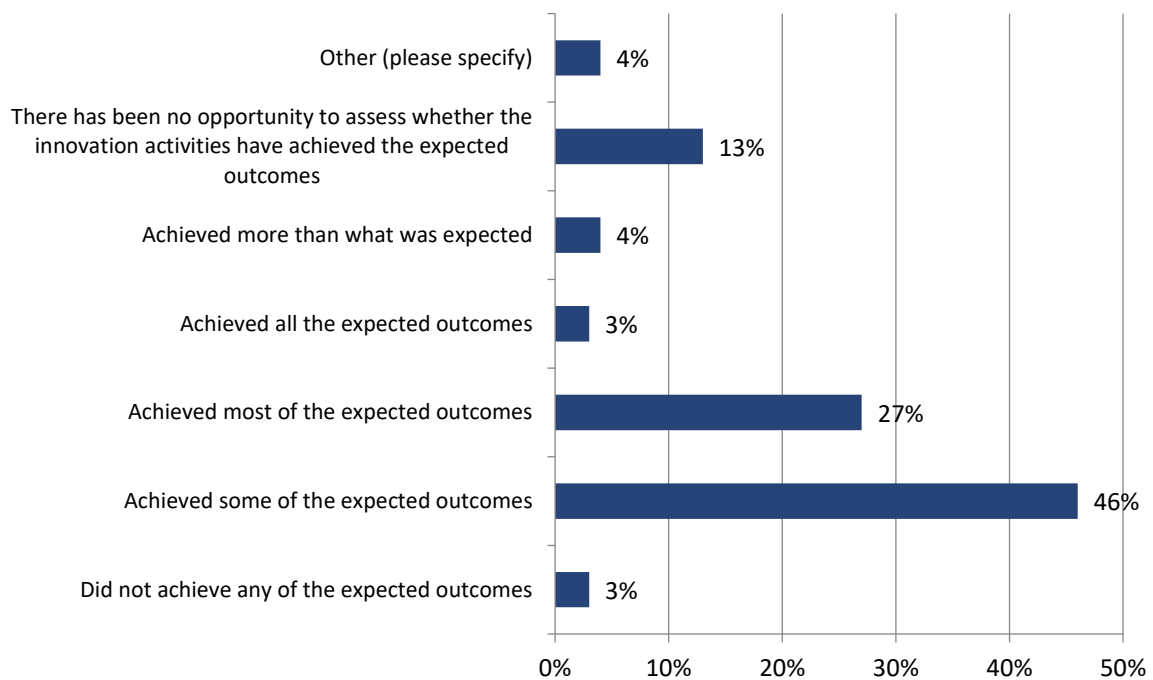
Question 24 - Consider all the organisation’s innovation activities over the past three years, what were the outcomes the organisation was hoping to achieve?



n = 476

*Respondents were asked to select all the answers that apply.

Question 24a - And did your organisation realise the outcomes it was hoping to achieve?

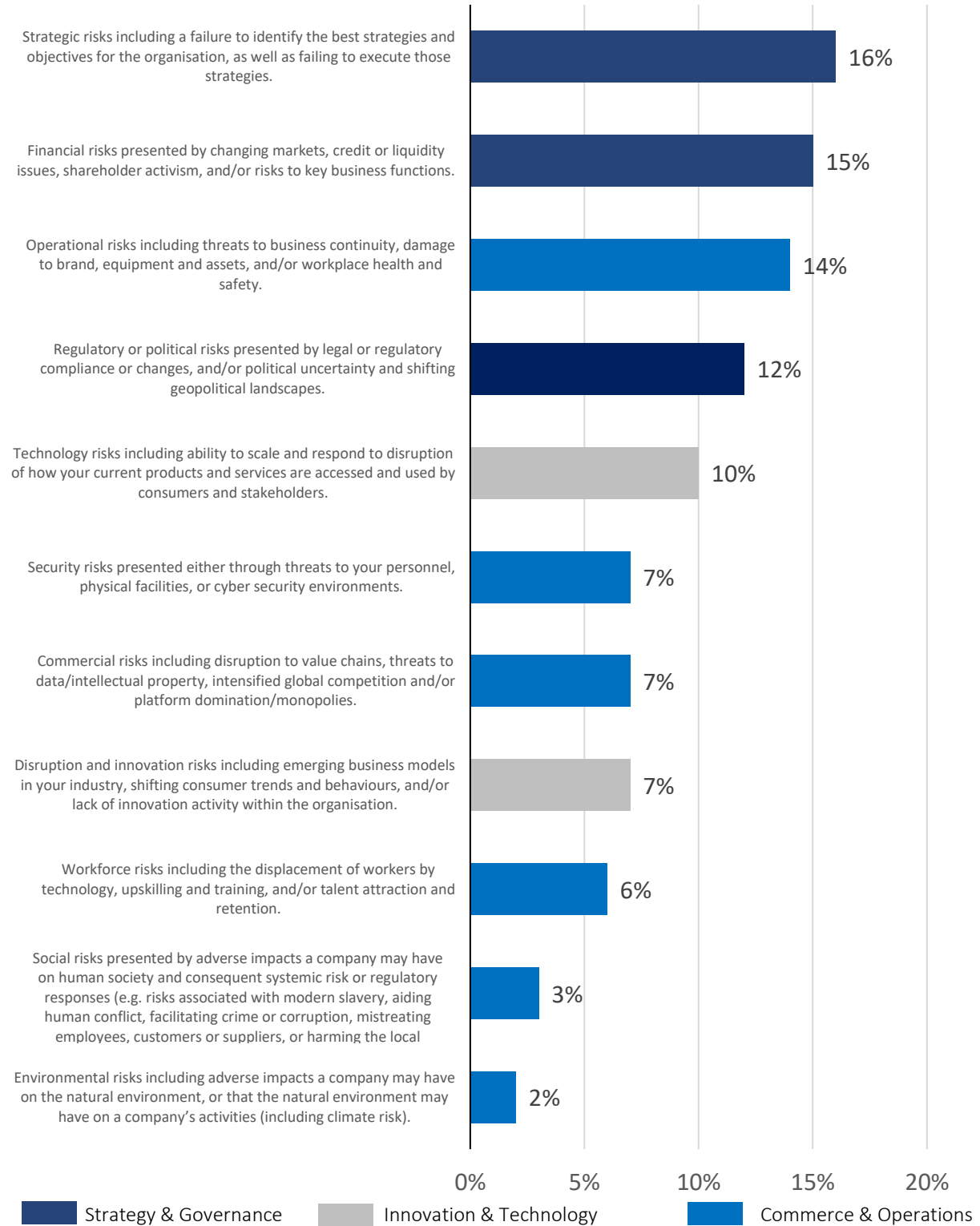


n = 473

*The question was solely asked to the respondents that did not answer N/A for Q24.

Question 25 – What are the top five risks in the organisation’s risk register to be managed over the next three to five years?

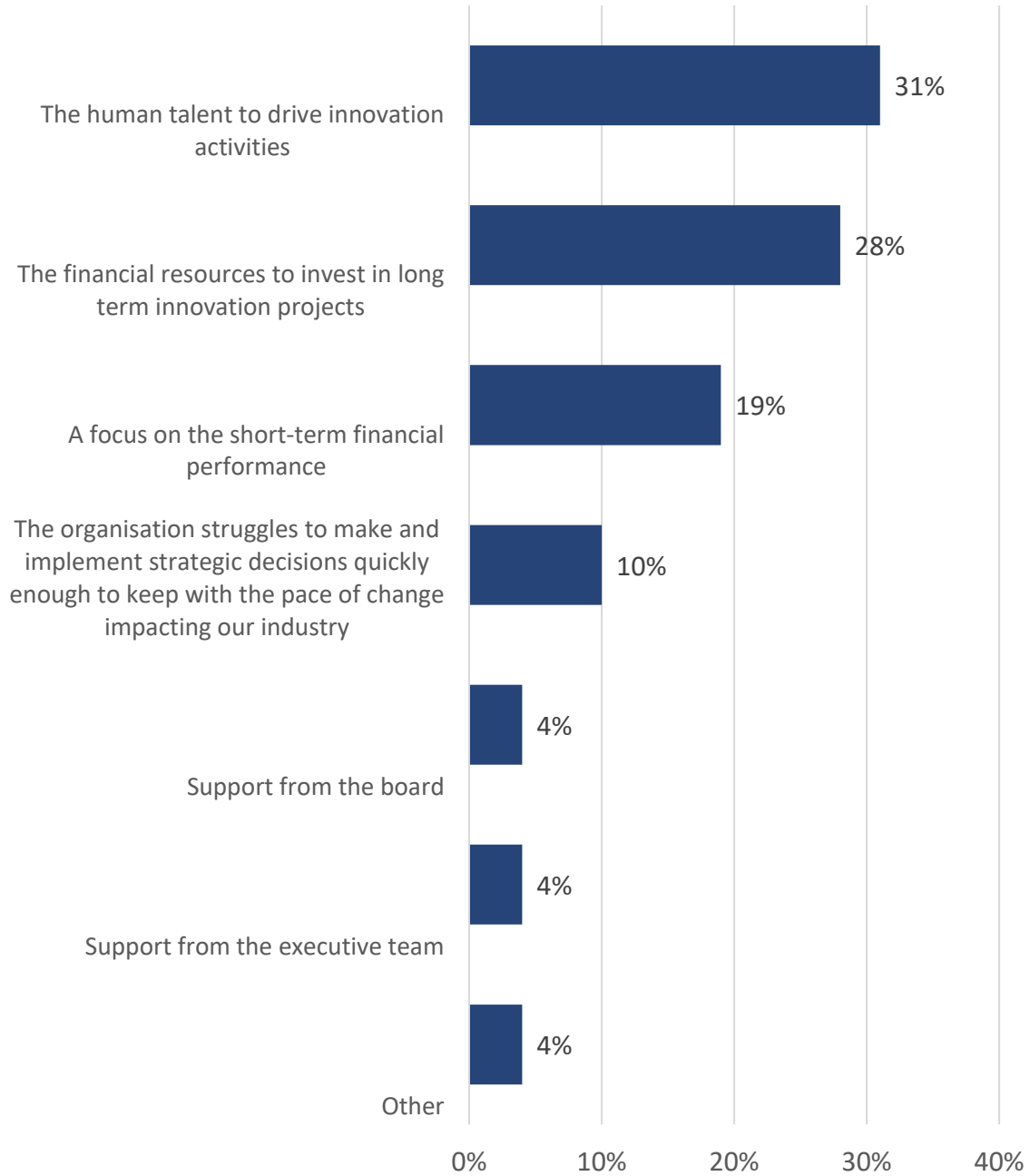
Risks our directors are concerned about:



n = 472, items = 1945

**Respondents could select up to five answers.*

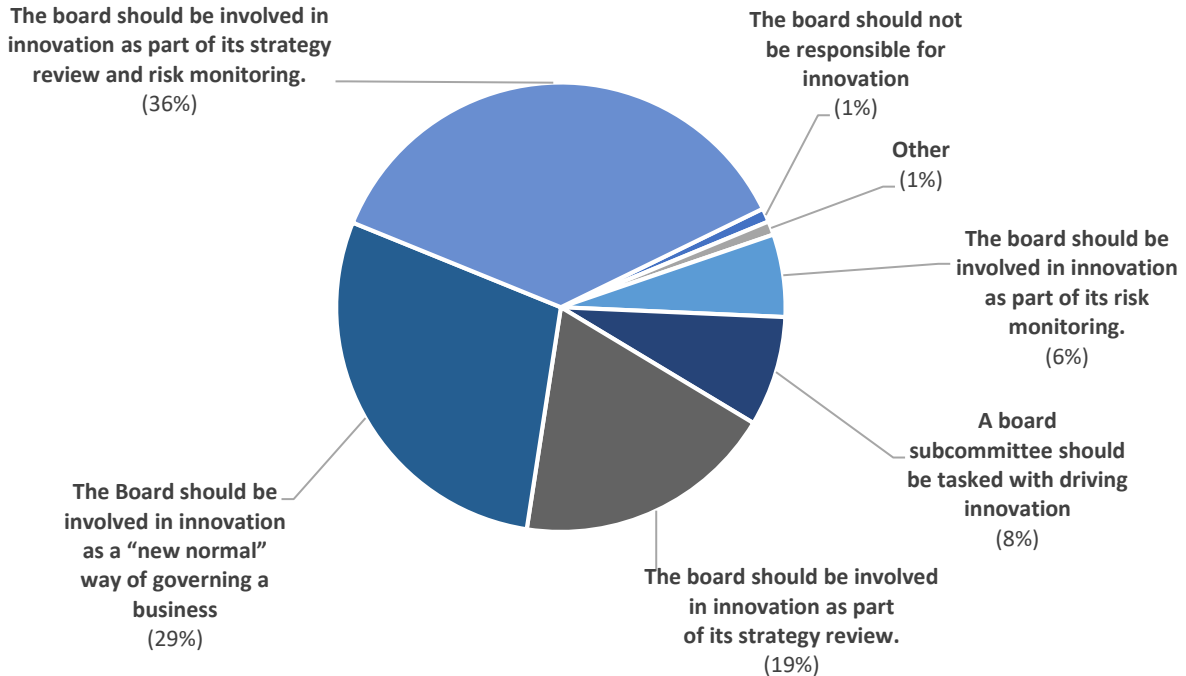
Question 26 – What are the barriers challenging the effective implementation of innovation activities within the organisation?



n = 471, items = 983

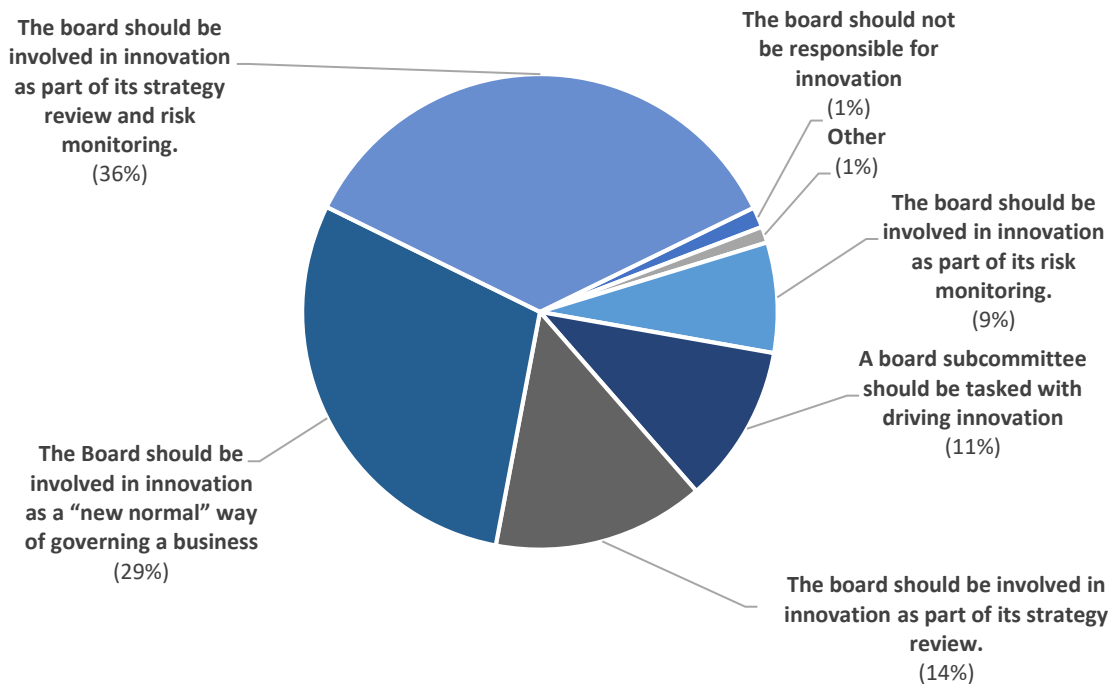
**Respondents could select up to three answers.*

Question 27 – Given the impact innovation and technology are having on society, how do you believe innovation should be prioritised at the board level?



n = 470, items = 690

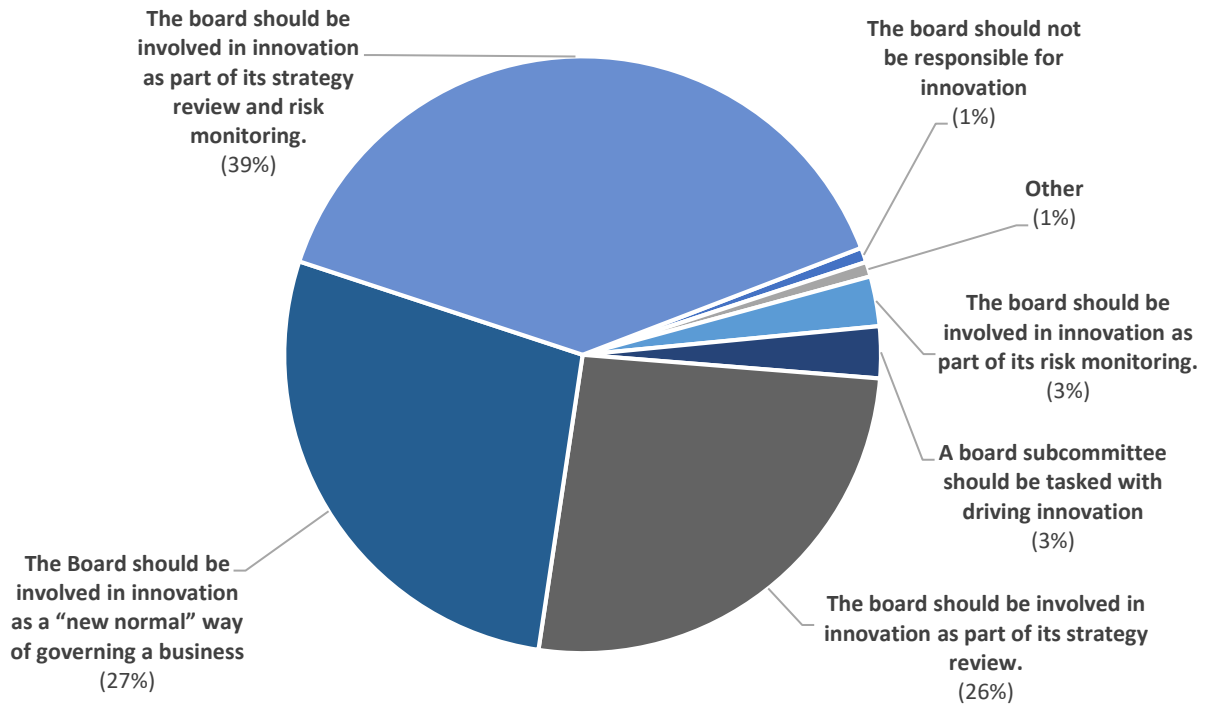
Question 27 (Group 1) – What do you see as the role of the board in innovation?



n = 217, items = 437

**Respondents could select all that apply.*

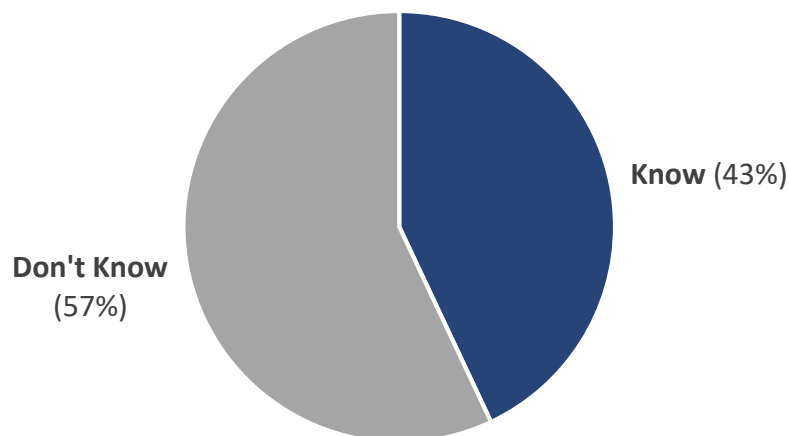
Question 27 (Group 2) – What do you see as the role of the board in innovation?



n = 253, items = 253

**Respondents could only select one role.*

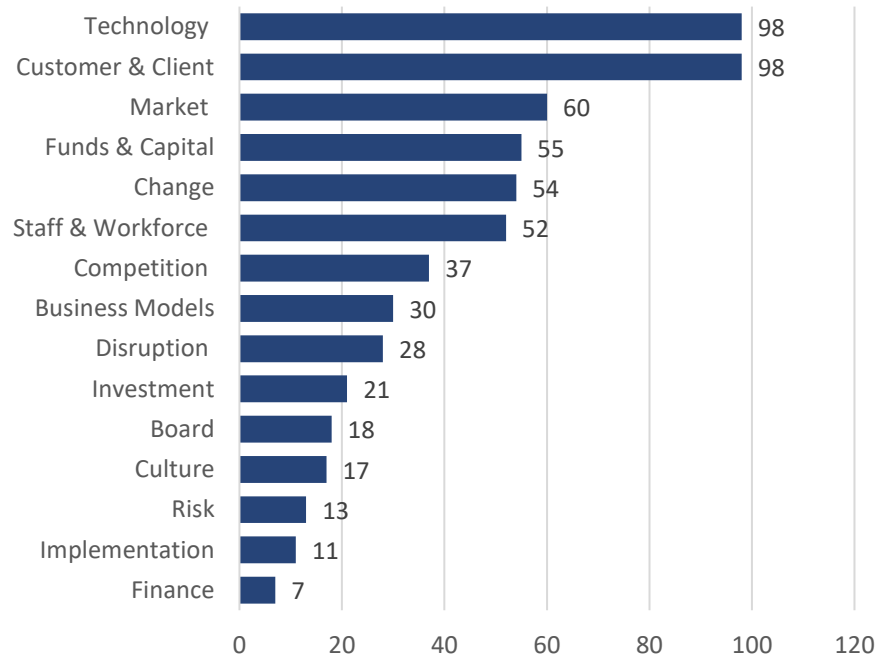
Question 28 – Over the past three years, what percentage of the organisation’s total domestic expenditure has been dedicated to R&D or other innovation activities?



n = 470

Question 29 – Can you name three innovation challenges the organisation is facing at the moment?

Number of times (frequency) a keyword has been mentioned in the open ended question:



n = 470