



**Mock Exam**

**Authorized  
Innovation Assessor<sup>®</sup>**

**AInA<sup>®</sup>**

**Exam Preparation Course**



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| <b>Q1</b> | <b>Maintaining formally authorized assessors lets GInI enforce its standard for quality &amp; effectiveness, ensuring all CInOrg® assessment are conducted to the highest levels of _____.</b> |
| A         | Competence, fairness, justness, and clarity.   |
| B         | Confidence, objectivity, fairness, and clarity.  |
| C         | Competence, objectivity, uniformity, and transparency.   |
| D         | Confidence, fairness, equity, and transparency.  |

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| <b>Q2</b> | <b>What are the 3 levels of CInOrg® innovation maturity?</b> |
| A         | Instigator, Leader, Champion                                 |
| B         | Initiator, Leader, Pacesetter                                |
| C         | Originator, Chief, Premier                                   |
| D         | Originator, Champion, Leader                                 |

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| <b>Q3</b> | <b>What 5 key qualities are important for a global innovation maturity standard to have?</b> |
| A         | Reliability, objectivity, evidence-based, independently-verified, globally-accepted.         |
| B         | Reliability, equitable, test-based, independently-reported, locally-accepted.                |
| C         | Believability, transparency, exam-based, professionally-verified, globally-marketed.         |
| D         | Achievability, uniformity, evidence-based, independently-reported, regionally-accepted.      |

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| <b>Q4</b> | <b>Which of the following are the 3 critical areas against which CInOrg® measures innovation maturity?</b> |
| A         | Innovation Tactics, Innovation Program Design, Innovation Prowess.   |
| B         | Innovation Strategy, Innovation Program Architecture, Innovation Outcomes & Results.                       |
| C         | Innovation Strategy, Innovation Management Framework, Innovation Procedures.                               |
| D         | Innovation Tactics, Innovation Management Agenda, Innovation Outcomes & Results.                           |

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| <b>Q5</b> | <b>Which of the following is a GInI criteria for being considered innovative?</b>                                       |
| A         | The organization has a clear innovation strategy that is aligned with its higher-level business strategy.               |
| B         | The organization has a clear business strategy that acknowledges the role of innovation.                                |
| C         | The organization has a comprehensive 10 year innovation strategy that can supersede its higher-level business strategy. |
| D         | The organization has a basic innovation strategy that is a small subset of its higher-level business strategy.          |

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| <b>Q6</b> | <b>Which of the following is a GInI criteria for being considered innovative?</b>   |
| A         | The organization once had a formal innovation program with an executive leader running the program.   |
| B         | The organization has designed a formal innovation program and has negotiated executive sponsorship for the concept.                                     |
| C         | The organization has contemplated a formal innovation program and has discussed securing executive-level sponsorship and leadership for such a program. |
| D         | The organization has initiated a formal innovation program and has secured the necessary executive-level sponsorship and leadership for this program.   |

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| <b>Q7</b> | <b>Which of the following is one of the things an organization can legitimately do with CInOrg® certification?</b>          |
| A         | Gain an understanding of their own level of innovation maturity compared to the most innovative organizations in the world. |
| B         | Gain an understanding of the concept of innovation maturity.  |
| C         | Gain an understanding of their innovation maturity as compared to the least innovative organizations in the world.          |
| D         | Gain an understanding of the innovation maturity of all kinds of organizations around the world.                            |

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| <b>Q8</b> | <b>Which of the following is not one of the steps for becoming an AlnA?</b>  |
| A         | Complete the online application and submit registration fees.                |
| B         | Design and submit a hypothetical enterprise innovation program architecture. |
| C         | Complete the GInI AlnA® Master Training.                                     |
| D         | Pass the GInI AlnA® Authorization Exam.                                      |

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| <b>Q9</b> | <b>Organizations who hold status as a CInOrg® do so proudly, as a reflection of what?</b> |
| A         | Their desire to bring new innovation to the world.  |
| B         | Their hard work & accomplishments in making their people feel happy and innovative.       |
| C         | Their hard work & accomplishments in bringing new innovation to the world.                |
| D         | Their being the first to achieve CInOrg® designation in their nation or region.           |

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| <b>Q10</b> | <b>There are numerous innovation maturity / capability assessment tools in use in the world. Why is the CInOrg® the gold standard?</b> |
| A          | GInI's InMAT is the simplest and most straightforward assessment tool to use.  |
| B          | GInI's InMAT is the most comprehensive and robust assessment tool available anywhere in the world.                                     |
| C          | GInI's InMAT is the most beautifully-designed assessment tool available anywhere in the world.   |
| D          | GInI's InMAT is as good as any other assessment tool out there.  |

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| <b>Q11</b> | <b>The bar for what constitutes "most innovative" continues to raise each year as organizations do what?</b> |
| A          | Create ever more clever ways to market themselves as innovators.   |
| B          | Invent ever more elaborate means for achieving efficiency and lean operations.                               |
| C          | Craft ever more compelling new innovations.  |
| D          | Invent ever more sophisticated approaches to innovation.   |

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| <b>Q12</b> | <b>In the InMAT, the core set of Group Sections derive from which GInI innovation model?</b> |
| A          | GInI Strategic Innovation Roadmap  |
| B          | GInI Enterprise Innovation Architecture  |
| C          | GInI Innovation Management System  |
| D          | GInI Corporate Innovation Architecture   |

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| <b>Q13</b> | <b>The InMAT consist of _____ Group Sections and Program Elements, respectively.</b> |
| A          | 8 and 30   |
| B          | 9 and 27   |
| C          | 6 and 30   |
| D          | 8 and 32   |

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| <b>Q14</b> | <b>Which of the following are reported on the InMAT Summary Page?</b>                    |
| A          | The actual final assessment score for the organization.                                  |
| B          | The level of CInOrg® maturity assigned to the organization (based on their final score). |
| C          | A detailed breakdown of scores by Groups and Program Elements.                           |
| D          | All of the above.  |

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| <b>Q15</b> | <b>Which of the following are the 3 primary steps involved in the CInOrg® assessment process?</b> |
| A          | Preliminary Report / On-Site Audit Inspection / Post-Assessment Review                            |
| B          | Secondary Review / In-Situ Assessment / Post-Assessment Ranking                                   |
| C          | Preliminary Review / Remote Assessment / Post-Assessment Report                                   |
| D          | Preliminary Review / On-Site Assessment / Post-Assessment Report                                  |

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| <b>Q16</b> | <b>The InMAT asks 4 very specific types of questions about the organization's innovation program, each intended to get at a certain point. What is the fourth of these about?</b> |
| A          | Outputs / Returns   |
| B          | Outputs / Rewards   |
| C          | Outcomes / Results  |
| D          | End Games / Evidence  |

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| <b>Q17</b> | <b>The InMAT is scored on what scale range?</b> |
| A          | 0 - 5   |
| B          | 0 - 10  |
| C          | 1 - 7   |
| D          | 1 - 10  |

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| <b>Q18</b> | <b>If the AInA® deems a Program Sub-Element or a particular question to be "not applicable", they should mark the score for that line as what?</b> |
| A          | Enter a "0" into the score cell.   |
| B          | Enter "n/a" in the score cell.   |
| C          | Enter a "?" in the score cell.   |
| D          | Leave the score cell blank.  |

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| <b>Q19</b> | <b>The InMAT Assessment Log is a private log where the AlnA® keeps a record of what?</b> |
| A          | All the assessments they have conducted and their outcomes.                              |
| B          | All the organizations they have assessed and their target scores.                        |
| C          | All the assessments GInI has had conducted over the years and their outcomes.            |
| D          | All the assessment projects they have bid on.  |

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| <b>Q20</b> | <b>For a given assessment, the AlnA® will enter all of their answers and scores on the _____.</b> |
| A          | Innovation Maturity Assessment workbook   |
| B          | Innovation Management Assessment workbook   |
| C          | Innovation Capability Assessment workbook   |
| D          | Innovation Maturity Assessment Report   |

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| <b>Q21</b> | <b>In lieu of entering answers and scores directly into the InMAT during on-site interviews, the AlnA® can opt to instead use GInI's _____ to make the process easier and faster.</b> |
| A          | Program Review Forms  |
| B          | Targeted Interview Forms  |
| C          | Executive Interview Worksheets  |
| D          | Targeted Ops Review Forms   |

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| <b>Q22</b> | <b>Value Capture growth pathways do what to current Foundations of Value (current S Curves)?</b> |
| A          | Stretches them.  |
| B          | Flattens them.   |
| C          | Thickens them.   |
| D          | Replicates them.   |

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| <b>Q23</b> | <b>If the Pathways are about WHERE we wish to go with innovation, the Vehicles are about what?</b> |
| A          | IF we intend to get there.   |
| B          | WHAT we want to achieve.   |
| C          | WHEN we intend to get there.   |
| D          | HOW we intend to get there.  |

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| <b>Q24</b> | <b>Both Corporate Venturing and Mergers &amp; Acquisitions are classified as what type of growth?</b> |
| A          | Ecosystem   |
| B          | Network   |
| C          | Organic   |
| D          | Inorganic   |

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| <b>Q25</b> | <b>When a selection of Growth Vehicles are used to pursue a selection of Growth Pathways, this results in what?</b> |
| A          | An orthogonal growth matrix.  |
| B          | An innovation strategy portfolio.   |
| C          | A tactical roadmap.   |
| D          | An operational excellence plan.   |

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| <b>Q26</b> | <b>In translating this strategy roadmap to what the client organization is actually doing, the first thing AIInA® should look for is what?</b> |
| A          | Clear evidence of a Value Extraction mindset.  |
| B          | Evidence of a culture of innovation.   |
| C          | Evidence of clear Value Capture and Value Creation initiatives.  |
| D          | Evidence of a few random innovation projects being done.   |

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| <b>Q27</b> | <b>Enterprise Innovation is the _____ pursuit of innovation within a business enterprise.</b> |
| A          | systemically directed   |
| B          | systematically organized  |
| C          | methodically controlled   |
| D          | bureaucratically managed  |

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| <b>Q28</b> | <b>In the ambidextrous organization, the organization advances today's Foundations of Value so as to do what?</b> |
| A          | Finance the development of tomorrow's foundations of value  |
| B          | Generate as much revenue as absolutely possible.  |
| C          | Maximize its brand building efforts.  |
| D          | Finance the pursuit of pure scientific research.  |

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| <b>Q29</b> | <b>Which of the following is one of the things a business' Executive Leadership must do in order for its Enterprise Innovation program to succeed?</b> |
| A          | Deliver a compelling motivational speech.  |
| B          | Issue a rulebook for innovation.   |
| C          | Issue a mandate for innovation.  |
| D          | Deliver a directive for beating competitors.   |

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| <b>Q30</b> | <b>What does having the right culture do for innovation?</b> |
| A          | Initiates and drives it.                                     |
| B          | Nurtures and sustains it.                                    |
| C          | Supports and controls it.                                    |
| D          | Directs and steers it.                                       |

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| <b>Q31</b> | <b>Running flexibility in innovation budgets lets the program remain agile. This is important why?</b> |
| A          | Promising new opportunities may be discovered that need to be pursued aggressively.                    |
| B          | The organization's Board of Directors or CEO may dictate a change in strategy.                         |
| C          | So as to allow innovation teams the latitude they need for maximum creativity.                         |
| D          | Major new threats may be uncovered that have to be addressed immediately.                              |

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| <b>Q32</b> | <b>One of the more fundamental structure question an organization will have to address is _____ its "innovation function".</b> |
| A          | when to start  |
| B          | what to call   |
| C          | how to market  |
| D          | where to locate  |

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| <b>Q33</b> | <b>In terms of building relationships beyond the core innovation team, the guiding philosophy must be one of what?</b> |
| A          | Stakeholder legal contracts.   |
| B          | Stakeholder alignment.   |
| C          | Stakeholder engagement, but not until absolutely needed.   |
| D          | Stakeholder dictation from senior executives.  |

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| <b>Q34</b> | <b>Having agreed-upon ground rules for innovation governance drives what within the program and across the organization?</b> |
| A          | transparency   |
| B          | cross pollination  |
| C          | creative thinking  |
| D          | new intellectual property  |

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| <b>Q35</b> | <b>Organizations often track their governance metrics on some form of what?</b> |
| A          | Innovation maturity assessment.   |
| B          | Lean / Six-Sigma scorecard.   |
| C          | Balanced scorecard.   |
| D          | Innovation scorecard.   |

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| <b>Q36</b> | <b>Networks benefit the innovation program by creating access to _____ that may otherwise be inaccessible.</b> |
| A          | data, information, and analysis  |
| B          | knowledge, insights, and resources   |
| C          | secret data  |
| D          | additional funding   |

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| <b>Q37</b> | <b>With the appropriate resources at their disposal and the right training on how to use them, the program can sustain high levels of _____ and yield high-return outcomes.</b> |
| A          | executive support   |
| B          | innovation knowledge  |
| C          | engagement  |
| D          | media attention   |

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| <b>Q38</b> | <b>The infrastructure aspect of an innovation program involves various collections of what?</b> |
| A          | top-secret research laboratories  |
| B          | labs, research spaces, study spaces, coworking spaces   |
| C          | elite offices   |
| D          | vendor offices  |

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| <b>Q39</b> | <b>High RPM mechanisms of engagement like Idea Challenges, Innovation Jams, Hackathons, and Innovation Workshops are often used for uncovering what?</b> |
| A          | The true executive motivations for innovation.   |
| B          | Secret skunkworks projects the organization has going on.  |
| C          | Opportunities for incremental innovation.  |
| D          | “Outside the core” opportunities and equally novel solutions.  |

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| <b>Q40</b> | <b>In an Enterprise Innovation program, incentives and rewards are an effective tool for sending a message about what?</b> |
| A          | Which executives are on board and which are not.   |
| B          | The value the organization places on innovation.   |
| C          | The value the organization places on efficiency and cost   |
| D          | The image the organization wants to portray to the outside world.  |

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| <b>Q41</b> | <b>The use of tactical PR for the innovation program will continue stoking excitement for the program and driving engagement and participation – all crucial for doing what?</b> |
| A          | Ensuring it retains the right to be called "innovative".   |
| B          | Generating the maximum possible revenue and profit.  |
| C          | Ensuring it is as good as most competitors.  |
| D          | Sustaining the momentum it needs.  |

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| <b>Q42</b> | <b>Enterprise Innovation Outcomes are assessed along 10 dimensions, clustered into 4 groups. What are these 4 groups?</b> |
| A          | Foundational / Effectiveness / Proficiency / Return   |
| B          | Functional / Efficiency / Proficiency / Reward  |
| C          | Foundational / Efficiency / Productiveness / Reward   |
| D          | Functional / Evocativeness / Productivity / Return  |



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| <b>Q43</b> | <b>Section 7 of the InMAR is the Findings &amp; Observations... the heart of the InMAR. What does the AlnA® enter here?</b>                    |
| A          | A very detailed explanation of observations in at least 1 of the Group Sections, including strengths, weaknesses, gaps, ratings, and so forth. |
| B          | A very detailed explanation of observations in each of the 8 Group Sections, including strengths, weaknesses, gaps, ratings, and so forth.     |
| C          | A very summarized explanation of observations in the 8 Group Sections... pointing out some strengths, weaknesses, gaps, ratings, and so forth. |
| D          | A verbatim report out of what each interviewee had to say about each of the 8 Group Sections.  |

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| <b>Q44</b> | <b>The Findings &amp; Observation section of the InMAR is to be reported at which level of granularity?</b> |
| A          | The Group   |
| B          | The Program Element   |
| C          | The Sub-Element Cluster   |
| D          | The Individual Question   |

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| <b>Q45</b> | <b>Section 10 of the InMAR is the Final CInOrg® Recommendation. Here the AlnA® is to do what?</b>                         |
| A          | Affirm that they believe the organization is an innovative one that produces really compelling innovations in the market. |
| B          | Affirm that they agree with the way in which the assessment was conducted.  |
| C          | Affirm that they agree with the final CInOrg® Innovation Maturity Score and the CInOrg® Ranking stemming from that.       |
| D          | State why they think the organization should get a particular CInOrg® ranking regardless of whatever score they received. |

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| <b>Q46</b> | <b>To whom does the AlnA® submit the InMAR?</b> |
| A          | To GInI only.                                   |
| B          | To the client organization only.                |
| C          | To both GInI and the client organization.       |
| D          | To no one. It is for their records only.        |

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| <b>Q47</b> | <b>What is the 3rd step GInI undertakes after the AlnA® has submitted the InMAR and the process passes over to GInI?</b> |
| A          | Reviews the InMAR to ensure everything is in order.  |
| B          | Reviews the amended copy of the InMAR.   |
| C          | Issues the organization its CInOrg® certification and a copy of the InMAR.   |
| D          | Nothing, unless the organization asks for a copy of the InMAR.   |

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| <b>Q48</b> | <b>Who may conduct a CInOrg's biennial reassessment?</b>                         |
| A          | Anyone the organization chooses.   |
| B          | Any innovation leader in the organization, such as its Chief Innovation Officer. |
| C          | Anyone who holds a GInI certification, such as CCInO or CInS.                    |
| D          | Only a GInI Authorized Innovation Assessor.                                      |

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| <b>Q49</b> | <b>Which type of assessment is intended for organizations who have not yet launched a formal enterprise innovation program, but intend to do so?</b> |
| A          | Innovation Readiness Assessment  |
| B          | Innovation Maturity Pre-Assessment   |
| C          | Formal Innovation Maturity Assessment  |
| D          | Innovation Management Preparedness Assessment  |

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| <b>Q50</b> | <b>Which type of assessment is intended to help an organization understand the maturity score and CInOrg® ranking it should expect prior to jumping into a formal CInOrg® assessment?</b> |
| A          | Innovation Readiness Assessment   |
| B          | Innovation Maturity Pre-Assessment  |
| C          | Innovation Readiness & Preparedness Assessment  |
| D          | Innovation Management Preparedness Assessment   |

# ANSWER KEY

## AInA® Mock Exam

| Q # | KEY | Q # | KEY | Q # | KEY | Q # | KEY | Q # | KEY |
|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| Q1  | C   | Q11 | D   | Q21 | B   | Q31 | A   | Q41 | D   |
| Q2  | D   | Q12 | B   | Q22 | A   | Q32 | D   | Q42 | A   |
| Q3  | A   | Q13 | A   | Q23 | D   | Q33 | B   | Q43 | B   |
| Q4  | B   | Q14 | D   | Q24 | D   | Q34 | A   | Q44 | C   |
| Q5  | A   | Q15 | D   | Q25 | B   | Q35 | D   | Q45 | C   |
| Q6  | D   | Q16 | C   | Q26 | C   | Q36 | B   | Q46 | A   |
| Q7  | A   | Q17 | B   | Q27 | B   | Q37 | C   | Q47 | C   |
| Q8  | B   | Q18 | D   | Q28 | A   | Q38 | B   | Q48 | D   |
| Q9  | C   | Q19 | A   | Q29 | C   | Q39 | D   | Q49 | A   |
| Q10 | B   | Q20 | A   | Q30 | B   | Q40 | B   | Q50 | B   |



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