



Mock Exam

Certified

Chief Innovation Officer®

CCInO®

Exam Preparation Course



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Q1	Business Innovation is defined as doing something new or novel that does what for customers (in a way that is profitable to the organization)?
A	Delivers more value and/or better experiences.
B	Provides more features and/or better products.
C	Allows more endorsements and/or better advertising.
D	Yields more incentives and/or better prices.

Q2	Pursuing strategic innovation demands that a culture embraces what?
A	Novelty and innovation.
B	Risks and unknowns.
C	Uncertainty and change.
D	Constant disruption.

Q3	The four general types of innovation are what?
A	Learning, Growing, Building, and Harvesting.
B	Incremental, Breakthrough, Disruptive, and Transformational.
C	Instrumental, Breakout, Disturbing, and Transfiguring.
D	Sustaining, Breakout, Distracting, and Transferring.

Q4	The three strategic horizons – Horizons 1, 2, & 3 – roughly correlate to what?
A	Past, present, and future.
B	Today, tomorrow, and far off.
C	Slow, medium, and fast.
D	Short term, medium term, and long term.

Q5	Which set of pathways stretch the current S Curve?
A	Value Extraction
B	Value Creation
C	Value Capture
D	Value Clarification

Q6	Which set of pathways create entirely new S Curves?
A	Value Extraction
B	Value Creation
C	Value Capture
D	Value Clarification

Q7	Which of the following are the key types of Internal R&D / NPD?
A	Centers of Excellence, Roadmap R&D / NPD, & X-Works R&D / NPD
B	Contract R&D, Technology Transfer, Strategic Supplier, Cross Selling, & Open Innovation.
C	Competitive Threat Elimination, Capacity Expansion, Market Presence, Capability Building, & Innovation Synergy.
D	Incubators, Accelerators, Spin-Outs, Scaling, & Spin-Ins.

Q8	Which of the following are the key types of Partnership?
A	Centers of Excellence, Roadmap R&D / NPD, & X-Works R&D / NPD
B	Contract R&D, Technology Transfer, Strategic Supplier, Cross Selling, & Open Innovation.
C	Competitive Threat Elimination, Capacity Expansion, Market Presence, Capability Building, & Innovation Synergy.
D	Incubators, Accelerators, Spin-Outs, Scaling, & Spin-Ins.

Q9	The recommended H1 / H2 / H3 mix to balance short-term profit with long-term resilience is what?
A	60 / 25 / 15
B	50 / 35 / 20
C	80 / 15 / 5
D	70 / 20 / 10

Q10	Every once in a while your industry and markets will undergo a major, radical structural change. These are called _____ – and can arise very quickly!
A	'bumps in the road'
B	'bends in the road'
C	'course corrections'
D	'strategy aberrations'

Q11	Depending on the sharpness and suddenness of a structural market change, an organization may have to do what?
A	Abandon altogether any intentions of becoming innovative – at least for the foreseeable future.
B	Spend time analyzing who or what is to blame and what they can do to stop or thwart those changes.
C	Abandon the current innovation portfolio altogether and undertake a radical makeover of the business.
D	Pursue a change in its executive lineup so that it can undertake a radical makeover of the business.

Q12	In many cases of structural market change, established players struggle to compete with new startups, especially when what is involved?
A	New digital capabilities that enable new business models.
B	Extensive venture funding to fund major marketing efforts.
C	Founders who are highly knowledgeable of the affected industry.
D	Commodity products that let customers switch easily.

Q13	Enterprise Innovation is about the _____ pursuit of innovation within a business enterprise.
A	systematically organized
B	systemically directed
C	methodically controlled
D	bureaucratically managed

Q14	The aim of Enterprise Innovation is to enable the enterprise to be able to produce new innovations in a _____ fashion.
A	cautious and careful
B	consistent and reliable
C	fast and furious
D	uniform and predictable

Q15	The two types of organizational ambidexterity are what?
A	Procedural and agile.
B	Architectural and designed.
C	Foundational and situational.
D	Structural and contextual.

Q16	Prior to the ideation, prototyping, and experimentation associated with validating the usefulness of a proposed solution, it is first necessary to formulate what?
A	The ideal team composition.
B	A proper service delivery strategy.
C	A correct problem statement.
D	A correct solution statement.

Q17	The Mid Zone of Innovation exists to increase what?
A	The revenue that can be generated from an innovation.
B	The attractiveness of an innovation to investors.
C	The chances of success.
D	The likelihood of media recognition.

Q18	The point of the Back End of Innovation is to be able to do what?
A	Produce and sell an offering.
B	Define and design new offerings.
C	Brainstorm new ideas.
D	Make or buy new technologies.

Q19	Which of the following is one of the things an enterprise's Executive Leadership must do to make its Enterprise Innovation program successful?
A	Deliver a compelling motivational speech.
B	Deliver a directive for beating competitors.
C	Issue a rulebook for innovation.
D	Issue a mandate for innovation.

Q20	Innovation Program Core Philosophy #1 Key Practice #1 is to start with what type of orientation?
A	A design orientation.
B	A market orientation.
C	A technology orientation.
D	A financial orientation.

Q21	Innovation Program Core Philosophy #2 Key Principle #2 is that innovation happens where?
A	In small, autonomous teams.
B	In private, secluded teams.
C	In organic, self-forming teams.
D	In large, integrated teams.

Q22	A culture of relevance openly fosters the _____ required to find the offensive maneuvers needed to respond to change.
A	application of known methods
B	exploration, experimentation, and learning
C	operational effectiveness
D	lean execution

Q23	In the search for new innovations, failure is _____.
A	Never acceptable under any circumstances.
B	Acceptable, so long as the executive team is not made aware of it.
C	Acceptable, so long as it is constrained and produces learning.
D	Always acceptable and welcomed.

Q24	One of the important ways the corporate environment supports innovation is by giving the organization what for innovation and growth?
A	A common set of core values for innovation and growth.
B	A core set of design methods for innovation.
C	A clear set of operating rules for innovation work.
D	A standard set of financial metrics for growth.

Q25	The budget for an Enterprise Innovation program should be sized according to what?
A	The intended inputs to the program.
B	The desired outcomes of the program.
C	The expected profit generation of the program.
D	The novelty of the program in the organization.

Q26	Running flexibility in innovation budgets allows the program to remain agile. Why is this important?
A	The organization's Board of Directors or CEO may dictate a change in strategy.
B	Promising new opportunities may be discovered that need to be pursued aggressively.
C	Major new threats may be uncovered that have to be addressed immediately.
D	To allow innovation teams the latitude they need for maximum creativity.

Q27	Organizational structures establish the _____ by which 'innovation gets done'.
A	rules and regulations
B	hierarchy
C	networks and relationships
D	power structures

Q28	In terms of building relationships beyond a core innovation team, the guiding philosophy must be what?
A	Stakeholder legal contracts.
B	Stakeholder dictation from senior executives.
C	Stakeholder engagement, but not until absolutely needed.
D	Stakeholder alignment.

Q29	At each stage of innovation governance, what will need to be used to move the most promising ideas forward?
A	Decision-support software.
B	A gating process.
C	An open voting process.
D	A comparison process.

Q30	Having agreed-upon ground rules for innovation governance drives _____ within the program and across the organization.
A	transparency
B	creative thinking
C	cross pollination
D	new intellectual property

Q31	Select Metrics & KPIs will be needed for governance purposes when carrying out Enterprise Innovation – so as to let you know what?
A	If the organization is working hard enough.
B	How well your program is succeeding.
C	If the organization is generating enough media attention.
D	How good your program makes the organization feel.

Q32	Each innovation project – when finished – will be judged against what?
A	Its parametrically-weighted and statistically-optimized financial parameters.
B	Its highest forecasted / expected success parameters.
C	Its originally forecasted / expected success parameters.
D	Its lowest forecasted / expected success parameters.

Q33	Why does Enterprise Innovation require having a seat at the C table (the CInO)?
A	To ensure it has equal footing and visibility with the organization's other functions and has a voice when needed.
B	To ensure it has more organizational visibility than the organization's other functions.
C	To ensure it has equal staff with the organization's other functions.
D	To ensure it has superior power over the organization's other functions.

Q34	The CInO role demands a particular type of executive, including one who sees the big picture and one who gets the _____ nature of innovation.
A	outside-the-box
B	highly creative
C	unfettered
D	round peg in a square hole

Q35	The Evaluation Group serves as gatekeeper of the innovation pipeline, charged with _____ the stream of ideas submitted into the innovation funnel and _____ those ideas that hold promise.
A	analyzing / managing
B	evaluating / selecting
C	studying / tracking
D	naming / claiming

Q36	Where should the members of the Evaluation Group hail from?
A	The Corporate Strategy department.
B	The Design department.
C	The Finance department.
D	A variety of corporate functions.

Q37	When networks and ecosystems are aligned around ways of operating that accommodate _____, they can play a powerful role in making an innovation happen.
A	new business models and value propositions
B	making additional revenue
C	efficient new processes
D	business analysis

Q38	Why must – at any given time – a healthy Enterprise Innovation program employ a variety of mechanisms of engagement?
A	So as to drive a variety of financial metrics.
B	So as to drive a range of outcomes.
C	So as to drive a healthy debate in the organization about innovation.
D	So as to create the perception of being truly innovative.

Q39	Use of recognition and rewards is the relational aspect of Enterprise Innovation and does what?
A	Ensures the right signals get sent (and get sent consistently) regarding the financial ultimatums the organization is under.
B	Ensures the right message gets sent about the consequences of NOT participating in the innovation program.
C	Ensures the right signals get sent (and get sent consistently) regarding innovation.
D	Ensure the right message gets sent regarding how serious the organization is about beating its competitors.

Q40	Areas assessed by an Innovation Maturity assessment typically include which of the following?
A	Sponsorship, Culture, and Strategy.
B	Governance Processes, Governance Metrics, and Innovation Management Processes.
C	Engagement, Tools & Methods, Competency, and Execution.
D	All of the above.

Q41	Organizations with low innovation maturity struggle to get the support they need to pursue Horizon 2 innovations, with constant battles waged against them by _____, which strive to protect incumbent foundations of value.
A	the entrenched 'corporate antibodies'
B	their executive team
C	their outside suppliers
D	apathetic managers

Q42	In the context of Management Innovation, _____ is about the use of community, values, 'citizenship', diversity, flat structures, and openness – all to promote the right culture.
A	Cultural Ability
B	Structural Agility
C	Cultural Agility
D	Enterprise Speed

Q43	In the context of Workplace Innovation, _____ promotes the death of pigeon-holing, the cultivation of stitch-shaped individuals, and the leveraging of so-called 're-makers'.
A	Skill Theory
B	Specialization Utilization
C	Holistic Development
D	Skill Development & Utilization

Q44	When searching for members to build an X-Works Teams, one needs to look for professionals who are naturally given to what?
A	Strategizing skills.
B	Discovery skills.
C	Execution skills.
D	Oration skills.

Q45	The built environment into which innovators are immersed can have an impact on their psychological tendency, and practical ability, to do what?
A	Become more efficient.
B	Become more insightful.
C	Collaborate and innovate.
D	Think out of the box.

Q46	The acronym JTBD stands for _____.
A	Just The Best Details
B	Jobs To Be Done
C	Jobs To Bring Disruption
D	Juxtapositions To Bring Depth

Q47	In Outcome-Driven Innovation, a job or outcome is considered underserved if it is both _____.
A	highly important and least satisfied
B	difficult and uncomfortable
C	expensive and unknown
D	slow and unnecessary

Q48	DDI is an innovation method that seeks to discover new opportunities for what type(s) of innovation?
A	Incremental or sustaining.
B	Safe and efficient.
C	Horizon 1.
D	Breakthrough and disruptive.

Q49	The process of attempting to extrapolate trends far out into the future is known as what?
A	Trend scouting.
B	Trend watching.
C	Trendcasting.
D	Trend distillation.

Q50	_____ a strategy role play method that seeks to test proposed future business strategies against possible future scenarios to gauge how each strategy will fare in the context of each scenario.
A	Strategy mining
B	Strategy gaming
C	Strategy exploring
D	Stress testing

ANSWER KEY

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



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