

Appendix 1: Interview questionnaire

Innovation in Rural Industries

Innovation is the creation, development, and implementation of new ideas or behaviours, contributing to the benefit of the industry.

This questionnaire is to be used by an interviewer to ask questions of an interviewee, a recognised industry leader, in order to assess the level of innovation within this industry.

I'd like to ask some questions about **[Industry]**. This is part of a piece of research looking at what makes an industry innovative. I'll be asking the same questions of several other senior leaders of this industry and then combining the answers. Your comments are anonymous. The research results will be fed back to the people of [the industry], to help [this industry] be even more innovative. Thank you for being willing to take part.

Each question below has two parts. Part (a) asks about how things are at the moment; Part (b) asks about changes that might have occurred over the last five years.

1	<p>Resources and services. Industries often have access to a range of resources and services, provided by both government and the private sector. Examples might include: skilled labour, research and development, agronomic support, communication mechanisms, transportation infrastructure, marketing infrastructure, policy and legislative support, etc. [Does this industry have those resources and services that industry members might expect?]</p>	Your Score
(a)	<p>In this industry, at present, the quality and range of resources and services available is ... (Please choose from the following) (1) Very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.</p>	
(b)	<p>In this industry, over the last five years, our resources and services have ... (Please choose from the following: (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don't know.</p>	
<p>Please give comment and/or examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

2	<p>Technologies for delivering those resources or services. Resources or services which this industry requires can be delivered using a variety of different means. It is possible for an industry to enjoy the same range of resources and services over the last five years, delivered using new technologies. Mobile phones for communication, and electronic sensors for quality inspections might be examples. [Do we have the technologies we expect?]</p>	Your Score
(a)	<p>In this industry, at present, the quality and range of technologies for accessing resources and services is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.</p>	
(b)	<p>In this industry, over the last five years, the technologies for accessing our resources and services have ... (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don't know.</p>	
<p>Please give comment and/or examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

3	<p>Administrative/marketing approaches to how we manage and promote our industry. Industries are managed by industry associations, co-operative marketing groups, supply chains etc. Their job is to ensure the industry's machinery runs smoothly and develops or retains a positive impression in the industry and in the market place. [Are we managing and promoting this industry well enough – both to ourselves, to the communities within which we are embedded, and to the outside world?]</p>	Your Score
(a)	<p>In this industry, at present, the management and promotional approaches are ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.</p>	
(b)	<p>In this industry, over the last five years, how would you describe the state of this industry's management and marketing of itself, as an industry? (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little, (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don't know.</p>	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p>		

4	<p>Availability of Variety of Experts: People with specialised expertise provide a broader knowledge base and increase the sharing of ideas. These might include plant/animal pathologists, soil chemists, geneticists, product processing engineers, information technology specialists, financiers, food chemists, packaging experts, marketers, etc. [Do we have all the professional expertise we need?]</p> <p>(a) In this industry, at present, the variety of specialist experts available is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.</p> <p>(b) In this industry, over the last five years, how would you describe the variety of the expertise and knowledge base available? (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don't know.</p>	Your Score
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

5	<p>Clusters of Specialisation. Specialists who work together with other professionals in the same discipline have a greater chance of successfully generating new ideas and introducing change. Specialists who largely work alone have less opportunity to swap ideas. [Do our professional experts work alone or do they have colleagues in the same area with whom they can share and develop ideas?]</p> <p>(a) In this industry, at present, the number of specialisation clusters is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.</p> <p>(b) In this industry, over the last five years, how would you describe the availability and the strength of the clusters of like professionals. (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don't know.</p>	Your Score
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

6	<p>Depth of Professionalism. Increased depth of professionalism increases an industry’s capacity to look beyond the boundaries. This question explores whether the experts that are available to this industry are continually upgrading their knowledge and skills. [Are our professional experts constantly upgrading their knowledge and skills?]</p> <p>(a) In this industry, at present, the depth of professionalism is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don’t know.</p>	Your Score
(b)	<p>In this industry, over the last five years, how would you describe the depth of professionalism? (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don’t know.</p>	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

7	<p>Technical knowledge resources. The greater the technical knowledge resources available within and used by an industry, the easier it is for people to take on even more new technical ideas. These technological resources might include: internet, electronic quality assessment, controlled atmosphere packaging, DNA tracking, etc. [Do we have enough technical expertise?]</p> <p>(a) In this industry, at present, our technical knowledge resources are ... (Please choose from the following: (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don’t know.</p>	Your Score
(b)	<p>In this industry, over the last five years, how would you describe the availability of technical knowledge resources? (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) do not know.</p>	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

8	<p>Decentralisation. The decision processes of a industry can be driven by one or two people or bodies (centralised); or they can be spread over a great many people or bodies (decentralised). [Are the big decisions in this industry made by the industry association, or are there a broad variety of decision groups?]</p>	Your Score
(a)	<p>In this industry, at present, the extent of decentralisation in decision-making is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.</p>	
(b)	<p>In this industry, over the last five years, the extent to which decisions are spread across industry members might be described as ... (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little, (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don't know.</p>	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

9	<p>Participation in decision-making. In some industries, the members are passive. They are not interested in trying to influence their industry and are happy to leave involvement and decisions to others. In other industries, anyone who wants to has a chance to get involved. [This question is about the ease with which people can get involved in decision-making, if they want to.] [Can anybody (a) easily participate in decision-making in this industry if they want to? And (b) do they want to?]</p>	Your Score
(a)	<p>In this industry, at present, the level of participation in industry decisions is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.</p>	
(b)	<p>In this industry, over the last five years, how would you describe the extent of people's involvement in industry decision-making? (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don't know.</p>	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

10	<p>Managerial attitude towards change. Managers and administrators who have a favourable attitude towards change encourage and support others. Managerial support for innovation is especially important in the early stages, when co-ordination and conflict resolution among individuals and units are essential.</p> <p>[Is the management of this industry innovative or conservative?]</p>	Your Score
(a)	<p>In this industry, at present, the leadership’s/management’s attitude towards change is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don’t know.</p>	
(b)	<p>In this industry, over the last five years, how would you describe the extent of managerial and administrative support towards change? (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little, (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) do not know.</p>	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

11	<p>Freshness of management and leadership. New industry leaders, executives and managers, who come in from outside with different perspectives, new ideas, and fewer loyalties to the current system can offer, suggest and even implement changes.</p> <p>[Do we have enough ‘new blood’ and new ideas in our leadership?]</p>	Your Score
(a)	<p>In this industry, at present, the freshness of management and leadership is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don’t know.</p>	
(b)	<p>In this industry, over the last five years, how would you describe the freshness of management and leadership. (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don’t know.</p>	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

12	<p>Administrative intensity. Innovation requires adequate management and administrative support to turn into reality. [Do we have enough administrative capacity to help turn good ideas into reality? Whilst it is fine for the industry to have good ideas, those ideas can only be turned into reality with the necessary infrastructure. Do we have that administrative infrastructure?]</p>	Your Score
(a)	<p>In this industry, at present, the level of our management and administrative support is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.</p>	
(b)	<p>In this industry, over the last five years, how would you describe the adequacy of managerial and administrative machinery? (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little, (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don't know.</p>	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

13	<p>Slack resources. Slack resources (or spare capacity) allow an industry to afford to purchase innovations, to try things out, to sometimes fail, and just to have a go. [Are the resources in the industry stretched to the limit, or does the industry and the people within it have spare capacity to help out?]</p>	Your Score
(a)	<p>In this industry, at present, the level of slack resources or spare capacity is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.</p>	
(b)	<p>In this industry, over the last five years, how would you describe the availability of slack resources? (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don't know.</p>	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

14	<p>External communication. Looking outside of the industry and mixing with others from outside can bring in fresh ideas. Innovative industries exchange information with outsiders. [Do we have enough fresh ideas coming in from outside? Are we talking enough with the outside world and getting ideas from them?]</p>	Your Score
(a)	In this industry, at present , the level of our external communication is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.	
(b)	In this industry, over the last five years , how would you describe the extent and quality of external communication? Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) don't know.	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

15	<p>Internal communication. If the people within an industry exchange a broad variety of ideas, and support the ideas of others, this creates a climate in which new ideas can develop and grow. [Do we share and support ideas enough with each other?]</p>	Your Score
(a)	In this industry, at present , the level of our internal communication is ... (Please choose from the following) (1) very inadequate; (2) quite inadequate; (3) a little inadequate; (4) neutral; (5) just adequate; (6) quite adequate; (7) very adequate; (8) don't know.	
(b)	In this industry, over the last five years , how would you describe the extent and quality of internal communication? (Please choose from the following) (1) declined greatly; (2) declined considerably; (3) declined a little; (4) have remained unchanged; (5) have improved a little; (6) have improved considerably; (7) have improved greatly; (8) do not know.	
<p>Please comment and/or give examples</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>		

16	<p>Innovation. What are the major innovations that have occurred in this industry: (a) in the last 12 months; (b) in the last five years?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
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17	<p>Advice. From your experience and observations within this industry, what advice or recommendations would you make to any industry that is seeking to become innovative? What are the key issues it needs to pay attention to?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>[As people start to run out of ideas, two subsidiary questions are: (a) what is the role of an industry association in helping a industry to become innovative? And (b) what issues need to be considered with respect to younger people or new players either entering into the industry or staying in it ?</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p>
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Note to interviewers: Try to interview at least six people who have a good understanding of this industry and its history. Look for examples, whenever you can, to help in your judgement of a correct score. A score of (8) ‘don’t know’ can be re-scored as a (4) — a neutral score. Tally the raw scores. Average the total across the interviewees for that group. The highest possible score for each combined Part A is 105, a middle score is 60, the lowest possible is 15. These scores are the same for each Part B.

Appendix 2: Individual differences questionnaire

November 2003

Dear Colleague

What makes us innovative?

[Association] represents an industry that has always prided itself on being innovative. [Association] has accepted an invitation to take part in research that is looking at what makes organisations like this, our industry and our members become innovative. An industry is innovative when its people are innovative. It is only people that can make the difference. So if we can find out what makes our people innovative, that might help industry groups like ours do even better.

As a member of [Association], you are invited to take part. So are many of your colleagues, representing a broad cross-section of this industry. Your participation is both voluntary and anonymous. You are under no obligation to respond, though we hope that you will.

A new research approach is being used here. Rather than ask what makes the whole industry innovative, this research looks at particular individuals. Then, by adding together the replies of many people, we can get a whole organisation picture.

Attached is a questionnaire. **It asks questions about you.** In many ways you are probably like other people. In other ways you may be quite different. It is the similarities and differences that are important. The research does not need to know who you are. On the other hand, having taken part in the research, you might be interested in the answers. If you wish, you can get feedback on yourself and/or on the whole organization. All you have to do is return the Feedback Slip on the reverse of this page. The results should be available in about three months time. No individual information is conveyed to [association]. All surveys returned to the University are destroyed after processing.

The questionnaire will take about 15 minutes, which is just long enough for you to have a cup of tea or coffee while you fill it out. A self-addressed envelope is enclosed for the return of the questionnaire. This study has been cleared by one of the human ethics committees of the University of Queensland in accordance with the National Health and Medical Research Council's guidelines. You are, of course, free to discuss your participation in this study with project staff (contactable on 3365 6475). If you would like to speak to an officer of the University not involved in the study, you may contact the Ethics Officer on 3365 3924.

Yours sincerely

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Are you interested in your personal results of this research? Results can be provided by email or by post.

Since your responses are anonymous, and if you'd like personal results without revealing your identity, please provide below an **eight digit alpha numeric code** for identification purposes. You can make this up yourself. [Mother's date of birth followed by mother's initials is an example of a simple code]. **Please also include the same code in the space provided on the last page of the questionnaire.**

Yes, Ian, I am interested in a summary of the results. Please send me a copy when the results become available.

Name (Optional):

Identification code:

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Email

Postal Address:
.....
.....

Innovation in Primary Industries – Main Report

This section, **Part A**, contains phrases and adjectives describing people’s behaviour. Please score yourself on a scale of **1** (*very unlike me*) to **2** (*quite unlike me*) to **3** (*neither like nor unlike me*) to **4** (*quite like me*) to **5** (*very like me*). Describe yourself as you are now, not as you may wish to be. There are no right or wrong answers. Please tick appropriate box.

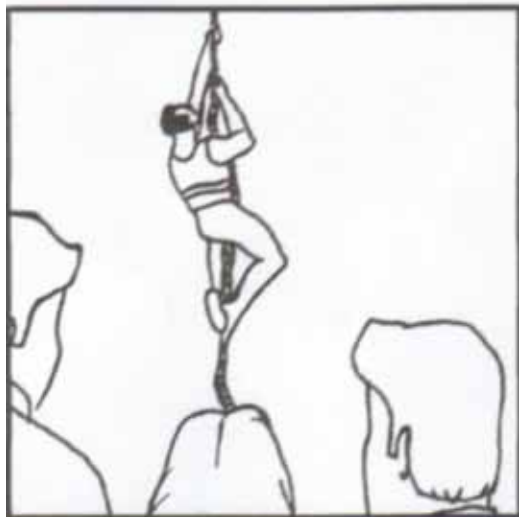
		Your Score
1	Capable	
2	Controlling	
3	Cooperative	
4	Is the life of the party	
5	Feels little concern for others.	
6	Is always prepared	
7	Gets stressed out easily	
8	Has a rich vocabulary	
9	Dominant	
10	Enterprising	
11	Forceful	
12	Doesn’t talk a lot	
13	Is interested in people	
14	Leaves their belongings around	
15	Is relaxed most of the time	
16	Has difficulty understanding abstract ideas	
17	Friendly	
18	Good natured	
19	Industrious	
20	Feels comfortable around people	
21	Insults people	
22	Pays attention to details	
23	Worries about things	
24	Has a vivid imagination	
25	Influential	
26	Loyal	
27	Persuasive	
28	Keeps in the background	
29	Sympathizes with others’ feelings	
30	Makes a mess of things	
31	Seldom feels blue	
32	Is not interested in abstract ideas	
33	Resourceful	
34	Striving	
35	Warm	
36	Starts conversations	
37	Is not interested in other people’s problems	
38	Gets chores done right away	
39	Is easily disturbed	
40	Has excellent ideas	

People deal with different and changing situations every day. The change of a situation is always accompanied by a change of thoughts and feelings. People differ in the way they experience different situations. We are interested in these differences and you can help us to learn more about them.




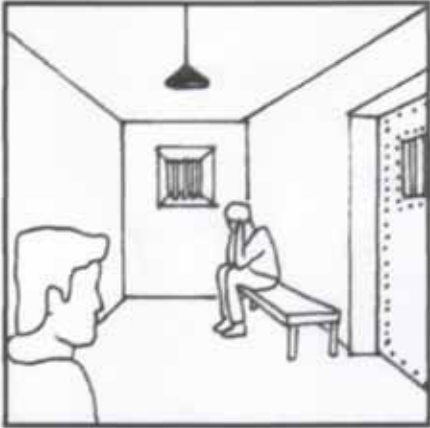
On the following pages, you will see a set of pictures depicting all kinds of everyday situations. We did not choose very clear or detailed pictures because we want you to use your imagination in guessing what might be going on in these pictures. Please try to put yourself in the position of one of the people who are shown in these pictures.

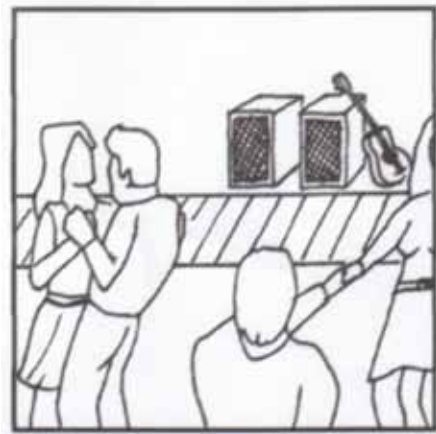
Below these pictures you will also find a set of statements describing the way people could think and feel in this situation. Please decide, for **each** statement, whether it describes the situation. If it does, tick YES, if it does not, tick NO. Please do not think about a single statement too long and try to follow your spontaneous impression.

Please turn to the next page when you have finished working on the statements of the first page. Answer the statements under every picture in the same manner until you have finished all pages.

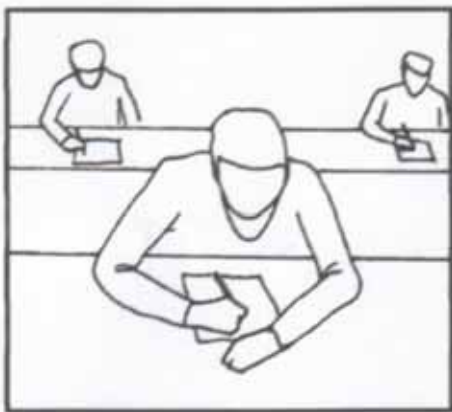


1. Does this picture describe ...	Yes	No	2. Does this picture describe ...	Yes	No
feeling good about meeting other people?			anticipating a loss of reputation?		
anticipating a loss of reputation?			feeling confident of succeeding at this task?		
thinking about lacking abilities at this task?			being afraid of rejection by others?		
being afraid of being overpowered by other people?			thinking about lacking abilities in this task?		
wanting to postpone a difficult task for a while?			being afraid of being overpowered by other people?		
hoping to get in touch with other people?			being afraid of being boring to others?		
hoping to enhance reputation?					

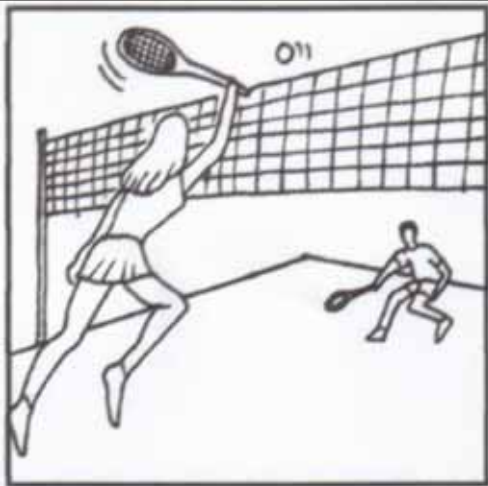
					
3. Does this picture describe ...	Yes	No	4. Does this picture describe ...	Yes	No
feeling good about meeting other people?			feeling confident of succeeding at this task.		
anticipating a loss of reputation?.			being afraid of being rejected by others?		
thinking about lacking abilities in this task?			thinking about lacking abilities at this task?		
being afraid of being overpowered by other people?			feeling good about competency?		
wanting to postpone a difficult task for a while?			being afraid of appearing boring to others?		
hoping to get in touch with other people?			wanting to postpone a difficult task for a while?		
			hoping to enhance reputation?		
					
5. Does this picture describe ...	Yes	No	6. Does this picture describe ...	Yes	No
feeling good about meeting other people?			feeling confident of succeeding at this task?		
anticipating a loss of reputation?			being afraid of being rejected by others?		
being afraid of being rejected by others?.			thinking about lacking abilities in this task?		
thinking about lacking abilities in this task?			feeling good about competency?		
being afraid of being overpowered by other people?			being afraid of appearing boring to others?		
wanting to postpone a difficult task for a while?			wanting to postpone a difficult task for a while?		
hoping to get in touch with other people?			trying to influence other people?		



7. Does this picture describe ...	Yes	No	8. Does this picture describe ...	Yes	No
anticipating a loss of reputation?			feeling good about meeting other people?		
feeling confident of succeeding at this task?			anticipating a loss of reputation?		
thinking about lacking abilities in this task?			feeling confident of succeeding at this task?		
feeling good about competency?			being afraid of rejection by others?		
wanting to postpone a difficult task for a while?			being afraid of being overpowered by other people?		
trying to influence other people?			feeling good about competency?		
hoping to get in touch with other people?			being afraid of appearing boring to others?		
hoping to enhance reputation?			trying to influence other people?		
			hoping to get in touch with other people?		
			hoping to enhance reputation?		



9. Does this picture describe ...	Yes	No	10. Does this picture describe ...	Yes	No
anticipating a loss of reputation?			feeling good about meeting other people?		
thinking about lacking abilities in this task?			feeling confident of succeeding at this task?		
being afraid of being overpowered by other people?			being afraid of rejection by others?		
trying to influence other people?			feeling good about competency?		
			being afraid of appearing boring to others?		
			trying to influence other people?		
			hoping to enhance reputation?		



11. Does this picture describe ...	Yes	No	12. Does this picture describe ...	Yes	No
feeling good about meeting other people?			feeling confident of succeeding at this task?		
feeling confident of succeeding at this task?			thinking about lacking abilities in this task?		
thinking about lacking abilities in this task?			feeling good about competency?		
feeling good about competency?			wanting to postpone a difficult task for a while?		
trying to influence other people?			trying to influence other people?		
hoping to get in touch with other people?			hoping to get in touch with other people?		
hoping to enhance reputation?			hoping to enhance reputation?		



13. Does this picture describe ...	Yes	No	14. Does this picture describe ...	Yes	No
feeling good about meeting other people?			anticipating a loss of reputation?		
being afraid of being overpowered by other people?			being afraid of being rejected by others?		
trying to influence other people?			being afraid of being overpowered by other people?		
hoping to get in touch with other people?			feeling good about competency?		
hoping to enhance reputation?			being afraid of appearing boring to others?		
			hoping to get in touch with other people?		