



## AGENDA ISO 56002 INNOVATION MANAGEMENT SYSTEM GUIDANCE ONE DAY WORKSHOP

### 1. INTRODUCTION

A system is 'a set of interrelated and interacting elements.' Those elements are people, processes and technology. A Management System gives us a business model that steadily strengthens these links but retains flexibility. Linkage is everything. The Innovation Management System (IMS) Standard, ISO 56000 is overviewed. It is shown how the system will, if necessary, integrate with other ISO Management Systems such as ISO 9001.

### 2. PRINCIPLES AND SCOPE

The principles which are the basis of the Innovation Management System are explained. An Innovation Management System realizes new Value through a Systems approach. This is achieved through Future-focused Leaders setting Strategic Direction and developing an Innovation Culture. The Management of Uncertainty requires a high degree of Adaptability as Insights are Exploited.

*Exercise; Concerns regarding Innovation Management.*

### 3. TERMS AND DEFINITIONS

Key terms and definitions in ISO 56000 will be explained. This will include the difference between innovation and invention, the nature of intellectual property and the importance of vision and strategy.

### 4. CONTEXT OF THE ORGANIZATION

External and internal issues that affect strategy are determined. Social and technological issues are analyzed and market opportunities identified. The potential users and customers with unmet needs are also identified. An ambition-level is set for addressing opportunity. The system will need to embrace a culture that enables the coexistence of both creativity and delivery of new solutions. This

culture is characterized by diversity, openness, risk-taking and learning from failure.

*Exercise; SWOT Analysis for Innovation Opportunities*

### 5. LEADERSHIP FOR INNOVATION

Leaders are accountable for the effectiveness of the IMS. They develop vision, policy and strategy and foster an innovation culture. They provide resources, encourage internal and external collaboration and find a balance between opportunities and risks. Innovation vision sets a long-term direction challenging the status quo. Innovation policy describes the commitment to innovation and provides a framework for setting strategy and objectives. Strategy specifies the innovation objectives and shows where the organization intends to innovate.

*Exercise; Organization Structures for Innovation*

### 6. PLANNING

Planning addresses opportunities and risks. This leads to setting of measurable innovation objectives and the plans to achieve the objectives. The plans identify opportunity areas, who would be involved and how the achievement of objectives will be measured. Milestones show when the performance and results are to be achieved. The Innovation portfolio is developed and aligned with strategy to achieve the balance of risk versus return. Adaptable organizational structures are addressed to enable creativity and delivery to co-exist.

*Exercise; Strategic Planning for Innovation*

### 7. SUPPORT

The Knowledge, Finance and Infrastructure frameworks to support the IMS are developed. Documentation needed for the IMS is main-

tained. An inventory of existing competences and gaps is created. Competences include the ability to identify opportunities, create ideas and develop and deploy solutions. Awareness of, and Communication about, the innovation management system is provided. Strategic intelligence is gathered by environmental scanning, data mining, and technology watching. Intellectual property such as patents, copyrights, or trademarks realize value.

*Exercise; Innovation Competences*

### **8. OPERATIONS FOR INNOVATION**

Individual initiatives are defined. People with the right competences are engaged with creativity needing a high degree of freedom. Opportunity aims at identifying insights and knowledge about unmet needs. Concept creates potential solutions which are assessed for value. Validation of concepts evaluates feasibility through data analysis. Development of working solutions ensures ease of use. Realization of Value in delivering the solution is monitored through adoption rates and feedback.

*Exercise; Creative Problem Solving*

### **9. PERFORMANCE EVALUATION**

Performance Indicators include development speed, R.o.I., and user satisfaction. System performance is evaluated for efficient use of resources, learning gained and value realization. System Assessment is carried out at planned intervals. Management review of the the system will assess changes in external and internal issues, performance of innovation portfolios and performance of initiatives. Decisions and actions are recorded.

*Exercise; Innovation Metrics*

### **10. IMPROVEMENT**

Through evaluation of results, weaknesses and gaps are addressed to reduce deviations and nonconformities. Action is taken to eliminate the causes. Through these actions the system is continually improved.

### **SUMMARY AND PATH FORWARD**

A plan for implementing the IMS will be outlined.

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