



# Innovation Management Skills Profile.

Innovation Management Skills Framework and ISO Guidance



Innovation is about the creation of value: economic value for business innovation and social value for social innovation. The world is changing rapidly and the biggest risk to an organization—be it a for-profit business or a public institution—is that it does not innovate enough to stay competitive, in the case of private organizations, or relevant, in the case of public ones. As a result, the concept of innovation itself has broadened lately beyond technology and research to consider economic, social, and environmental value creation. Basically, innovation is about creating value out of opportunities, ideas, and hard work that transforms ideas into value as perceived within the organization's environment—the competitive market in the case of a business company or the society in the case of a public/social organization.

# Innovation Management Skills Profile 2018

Innovation should not be conceived as an end in itself, but as a means to the competitive success (business) or the relevance (public) of the organization in its environment. There are three fundamental phases that describe the process of innovation:

1. The **research** phase, which is basically the transformation of money into knowledge. Research may focus on several areas, for example:
  - environmental context (market) research, which addresses the needs, opportunities, and requirements within the environment/market, including constraints and regulations affecting performance within the environment/market;
  - organizational context, addressing management know-how and processes;
  - science and technology.
2. The **implementation** phase, where organizations use the acquired knowledge to create “solutions” that may bring value, for example:
  - new or improved strategies;
  - new or improved interaction models (business or social) with the environment/market;
  - new or improved products, services, policies, programs, etc.;
  - new or improved organizational resources (people, platforms, facilities, tools, partners, etc.);
  - new or improved organizational processes and methods.
3. The **commercialization** phase, when the actual value is created—either through the exploitation of better strategies, resources, processes, or policies and programs or by the commercialization of new/improved products, services, and business models.

It is people who innovate, and a lot has been said and done about innovation skills at the individual level. Managing the innovation of an organization is more a matter of culture than technology and R&D. As shown by the volumes of seminal research reports published by the Centre for Business Innovation at The Conference Board of Canada concerning the status of firm-level innovation in Canada, the status of collaboration, and the management of innovation, management does matter. Many organizations have a myriad of ideas, but there is a lot of innovation wastage due to poor management of innovation at the corporate level, especially in the implementation and commercialization phases. The fundamental issue affecting an organization’s performance is not the amount of funding spent on R&D, but rather its corporate innovation management know-how and capabilities. Success starts with leadership that nurtures a culture of entrepreneurship and pursues innovation *comprehensively* across all dimensions of competitiveness/relevance and *methodically* with the right *metrics* to ensure value where it counts.

At the organizational level, a leader, a manager, must think of innovation comprehensively as a multi-dimensional affair in the context of the organization’s environment, addressing all value-add dimensions of competitiveness and/or relevance in the environment/market:

- the “environment/market knowledge” dimension, which concerns the organization’s understanding of its environment—the seven “W”s of why, who, what, where, when, whom, and how;
- the “resources” dimension, which addresses the people, facilities, tools, and partners without which innovation cannot be achieved;
- the “culture and organization” dimension, which enables and channels action toward achieving stated goals;
- the “solutions” dimension—the things that the organization implements: its platforms, processes, products, services, policies, etc., all of which bring the potential for creating value;
- the “value” dimension, which is concerned with the actual realization of value in the organization’s environment/market: financial and social outcomes, customer outcomes, territorial outcomes, environmental outcomes, etc.



These innovation management dimensions represent the fundamental layers of the value-added competitive innovation management (v-CIM) framework, as shown in Exhibit 1.

Managing innovation requires interacting with the organization's goals and with its people, their motivations, and their behaviours. One cannot manage what one does not understand and measure, with the corollary that metrics drive behaviour. Managing innovation requires metrics that address all the pertinent dimensions of the v-CIM framework. Effective innovation management requires leaders who:

- understand the company, its processes, and its culture well and are able to diagnose what works and what does not;
- have in-depth knowledge of the environment/market in all its dynamic complexities;
- are capable of determining the right things to do for success in terms of resources, solutions, organizational culture, its solutions, and the processes for exploiting/commercializing them properly;
- do these necessary things well;
- learn, adjust, improve, and continue.

What about standards? Innovation is about something new and risky most of the time. Innovation cannot be standardized, but the process of managing innovation can and should be. The International Organization for Standardization (ISO) has been progressing in its Technical Committee (TC) 279 development of the ISO50501 standard on innovation management. This standard, which is being developed by delegates from over 50 countries in liaison with the Organisation for Economic Co-operation and Development, the World Intellectual Property Organization, and the World Trade Organization, will align with pre-existing standards on quality management (ISO9000), environmental management (ISO14001), and information security (ISO7001), among others. It is based on important innovation management principles that concern *future-focused leaders, innovation culture, adaptability, exploitable insights, mastering uncertainty, and realization of value*. The ISO50501 is expected to be published in 2018 as an innovation management guidance standard.

### Exhibit 1

#### Value-Add Innovation Management Framework



Source: The Conference Board of Canada.

# Innovation Management Skills Profile 2018

The innovation management skills profile uses the v-CIM framework to capture the essential skills, attitudes, and behaviours necessary to lead an organization to success.

## Environment/Market Knowledge and Strategy Management Skills

### Competitive Environment /Market Understanding

Skills to:

1. Avoid delusions of absolute performance and lasting success outside relentless competitive-driven innovation through critical thinking and cutting through misinformation and clutter to a factual understanding of competitive market realities, including company mission, business models, performance, capabilities, achievements, and failures
2. Analyze market dynamics in all their social-political-economic-technological-environmental complexity for timely detection and prioritization of potential disruptions, market trends, and political/regulatory initiatives that could affect the company directly or indirectly
3. Analyze diverse technology trends and their potential economic, social, and environmental impacts to decide on appropriate competitive actions and innovation strategies
4. Relentlessly investigate new ways to enhance corporate value through better strategies, new/improved business models, products, processes, and organizational capabilities
5. Approach challenges creatively; identify, qualify, quantify, and accept risks; and plan for contingencies
6. Prepare and operate in risky environments by balancing opportunities and risks, including the cost of lost opportunities
7. Critically analyze and prioritize the organization's stakeholders—their impacts, needs, expectations, and requirements now and for the future
8. Select, acquire, and use appropriate tools and expertise to strategically investigate the market, its dynamics, key competitors, and ecosystem stakeholders

### Determining Customers' Journeys and Business Opportunities

Skills to:

1. Identify, use, and protect the best people, means, and methods for acquiring and using strategic intelligence of your customers' unmet market needs, desires, and wants
2. Analyze existing customers for in-depth understanding of their work and life journeys, needs, desires, and wants
3. Determine new or improved solutions the company could provide
4. Maintain clear channels of communication with customers (e.g., through a customer advisory board) to ensure timely and correct response to any changes in customers' desires, needs, and wants specific to your products and in general
5. Competitively analyze markets in search of new types (classes) of customers that the company could serve with its existing or future solutions (products and/or services)
6. Differentiate between (potential) users and empowered buyers (including their means and processes for acquiring products) to prioritize and focus on the best strategies for business growth
7. Assess and prioritize potential new industry segments the organization can enter competitively based on its assets and capabilities
8. Analyze and prioritize potential new territorial markets distinguished by their political-social-economic-geographic-cultural attributes
9. Determine the opportunities and costs for business prospects through territorial expansion



## **Visioning, Business Models, and Strategy Development**

Skills to:

1. Realistically assess the company's life-cycle stage of evolution, its fundamental business models, its assets, and its processes—what works, what does not, and why
2. Investigate the potential for new business models, determine requirements for their success, and initiate/manage their consideration for the corporate innovation portfolio
3. Devise and debate constructively the organization's vision, mission, and its critical values and long-term goals that are challenging the status quo
4. Translate vision, knowledge of market dynamics, and competitive analysis into priority competitive imperatives and manageable goals together with a realistic strategy and solid business plan with concrete financial targets
5. Develop/access, use, and manage the most appropriate people, means, and processes for sharing innovation-relevant information internally or externally
6. Make the organization aware of its innovation management system (structure, principles, people, and processes); communicate effectively the innovation strategy, targets, and processes for pursuing innovation effectively (why, what, who, when, to whom, how...); and energize people to participate fully

## **Resource Management Skills**

### **Knowing Oneself and the Organization**

Skills to:

1. Critically assess oneself (what's good and not so good), accept constructive criticism from others, analyze failure lessons, and determine means and ways for improvement
2. Take responsibilities and show oneself to be accountable for the effectiveness of the innovation management system
3. Evaluate the organization's capabilities—mission, expectations, responsibilities, accountabilities, cost structures, and market responsiveness
4. Engage yourself and your people in worthy, albeit risky, innovations on the basis of suitable project plans containing risk management actions and responsibilities
5. Assess people and time requirements for value-creating innovation activities all the way to timely and profitable commercialization
6. Determine the value, processes, and means for influencing behaviours and activities of people within and outside the direct sphere of management; and communicate timely and convincingly one-on-one and in large gatherings
7. Acquire executive consensus on priority issues affecting the organization's performance—e.g., via a "win/loss review" committee established and managed with senior management participation and support



## People Resources Management

Skills to:

1. Understand and critically evaluate the company's people resources—their expertise, behaviours, willingness to learn and adapt, and collaboration and innovation capabilities (ideation, implementation, and commercialization)
2. Determine people resource requirements (expertise, personalities, management skills, etc.) for undertaking innovation activities
3. Implement a flexible one-time system for assigning existing resources or acquiring additional ones (through hiring or collaboration)
4. Understand the behaviours and impacts of people with various disciplines or personalities
5. Set responsibilities, manageable goals, and accountability for people; establish appropriate incentives; empower them adequately; support and supervise their journeys to achievement with adequate feedback, guidance, and praise
6. Select, organize, and manage teams of people with diverse personal attributes, organizational backgrounds, accountabilities, disciplines, and expertise in hybrid organizational structures having a multiplicity of objectives and activity primes
7. Determine, select, attract, acquire, retain, and manage appropriate people resources
8. Evaluate people's performance based on pre-established metrics, take timely corrective actions, and devise appropriate training to acquire additional competencies for innovation
9. Devise appropriate means and ways for incenting innovation in the company
10. Recognize and reward people and teams involved in all facets of innovation activities—opportunity discover, idea creation and synthesis, solution definition, and implementation all the way to, and including, the commercialization of solutions in the market

11. Protect judicious risk takers and help them overcome obstacles
12. Analyze resource effectiveness, efficiencies, and capabilities to undertake more complex work; decide on appropriate ways for people to develop their capabilities; and establish meaningful programs for further development and placement of resources
13. Listen carefully in cases of conflict and make judicious decisions that solve conflict and ensure that it does not reappear
14. Devise, maintain, and use in full confidentiality a database of people, their skills, performance, needs for improvement, and associated training plans

## Financial and Infrastructure Resources Management

Skills to:

1. Assess and balance financial requirements and resources across diverse opportunities/risks and time horizons and invest wisely in internal and/or external opportunities
2. Understand what motivates internal or external investors and their strategies and communicate effectively in their "language" to persuade them of the business value of your innovation opportunities
3. Determine realistic internal funding sources and pursue the timely acquisition of necessary and sufficient funds (with adequate margins of error)
4. Understand the value of "smart money," select external financial sources that can provide strategic business development support, professionally present innovation financing benefits, and persistently negotiate appropriate agreements for financing your business success

5. Critically assess the organization's platforms, facilities, and tools to determine necessary improvements; anticipate the infrastructure (tools, equipment, facilities, s/w, etc.) needs for innovation activities of diverse opportunities and time horizons; determine means and ways to make them available; and manage their availability at the right time (including the sharing of infrastructure among various corporate activities)
6. Determine needs and devise appropriate training for the effective use of present and forthcoming infrastructure
7. Analyze work environment capabilities to support innovation, define additional requirements, and contribute/manage the evolution of the work environment to sustain successful innovation
8. Devise ways and means and create and program infrastructure protection, including full cybersecurity

### **Partnerships/Collaboration Management**

Skills to:

1. Identify and analyze (innovation) obstacles and challenges faced by the organization to determine ways to overcome them internally or via partnerships
2. Determine the needs, values, issues, and costs of using outsourced competencies and capabilities (including people, infrastructure, market connectivity, etc.)
3. Competitively and comprehensively search for potential partners, analyze their pro's and con's, prioritize them, and postulate win-win scenarios
4. Negotiate win-win collaboration agreements with proper governance, realistic objectives, and plans to achieve them, including objectives, responsibilities, accountabilities, evaluation procedures, performance metrics, targets, and means to correct or disengage
5. Turn your suppliers and other players in your value chain into innovation partners
6. Devise, participate, and manage strategic industry alliances (even with competitors) for the benefit of industry and the company itself

## **Culture Development and Organization Management Skills**

### **Leadership & Management**

Skills to:

1. Understand the critical role of an entrepreneurial culture, executive team alignment, and the requirements of all stages and facets of the innovation process all the way to profitable value achievements in the market
2. Show entrepreneurial knowledge and passion and lead by example in matters of competitive spirit; true market value orientation; resource efficiency focus within the organization; and behaviours that enable respect, trust, and the drive for business success
3. Assume your personal and team responsibility and accountability for innovation, and make innovation an enviable track for promotion
4. Seek and explore diverse perspectives, be open to new ideas and ways of doing things, and be adaptable and flexible when searching for solutions and solving problems
5. Promote and conduct constructive dialogue and debates on key issues facing the organization; avoid being "captured by the past" (i.e., existing products, practices, tools, customers, etc.); and flexibly adapt in response to market, technological, social, and corporate changes
6. Empathize with customers and employees—identify their pains, desires, and "wow points" and help your people do likewise
7. Build personal and organization social capital (i.e., valuable relationships) by enabling and enhancing your own and your people's networking and collaboration—internally and externally—with people from diverse professions, organizational backgrounds, and personalities
8. Avoid decision bias by collecting and using fact-based analyses before making decisions—discuss and get alignment with the key people involved
9. Exemplify learning from mistakes and resilience in the face of obstacles and setbacks and be willing to adjust strategies and business plans when necessary
10. Show, communicate, and drive focus on both financial performance and organizational health

## Developing and Sustaining an Entrepreneurial Culture

Skills to:

1. Competitively assess the culture of the organization (values, attitudes, and behaviours) at various levels of management to determine areas for improvement and the ways to evolve it in support of innovation performance
2. Encourage people to provide honest feedback and suggestions; develop a climate of respect and trust; and promote and supervise learning, knowledge sharing, collaboration, and effective conflict resolution
3. Challenge and stretch the horizons and mindsets of people in the company, starting with the executives and senior management, and find ways to capture the ideas and energy of younger, newer staff
4. Nourish an organizational culture that supports innovation: by statements, personal examples, and acts that incent, recognize, and reward people and teams involved in all facets of innovation all the way to full commercialization in the market
5. Listen and learn from people; blend top-down strategic directions with bottom-up initiatives; empower people and teams to innovate; give permission and time to experiment and learn from both failure and success; and ensure the organization maintains the willingness to learn, experiment, and change
6. Maintain an effective balance between compliant discipline and entrepreneurial freedom, between tight controls and empowered trust, and between cooperation and competition within the organization and outside it
7. Define policies, procedures, and specific offerings for rewarding people and teams participating in innovation activities
8. Draw lessons from both success and failure and share these lessons with the organization and partners

## Organization Structuring and Management

Skills to:

1. Structure innovation into the organization by defining, implementing, evaluating, adjusting, and managing the governance, principles, and organizational structures conducive to innovation success
2. Competitively assess organizational structures; determine the need for change in a timely manner; and initiate and manage the necessary restructuring with appropriate implementation plans, means, and metrics to overcome resistance to change and ensure success
3. Nurture and empower innovation champions and facilitators, break down silos, and create a system and climate of innovation training that combines all management layers and takes people out of routine activities and environments
4. Integrate the innovation management system into other organizational processes with an emphasis on interaction with human resources management and risk management respectively
5. Manage resources and programs in hybrid organizational structures having a multiplicity of objectives, disciplines, and activity primes
6. Devise, establish, operate, and protect appropriate internal or hybrid (e.g., joint ventures, spin-offs, etc.) organizational structures to undertake disruptive innovations





## Solution Implementation Management Skills

### Innovation Process Management

Skills to:

1. Pursue a balanced innovation portfolio perspective incorporating initiatives with different time horizons, impacts, and risk levels in support of corporate mission, objectives, and strategies
2. Establish proper criteria for selecting innovation targets; gather, analyze, synthesize, and prioritize innovation ideas into worthwhile program proposals that could be accepted into a corporate innovation portfolio, while empowering local managers to pursue innovation activities at the level and within their jurisdictions
3. Devise, implement; maintain; critically evaluate; and continually improve the organization's innovation management system, including responsibilities, processes, evaluation practices, metrics, and key participants
4. Identify opportunities; explore risks; and initiate and manage innovation projects comprising discovery, ideation, the implementation of solutions, and their profitable exploitation internally or via external commercialization with adequate channels, marketing, and sales activities
5. Assess innovation project requirements; project-plan each activity (with leaders, objectives, responsibilities, budget, metrics, targets, pre-established corrective actions, contingencies, schedule, etc.); evaluate progress in a timely way; adjust and manage to closure on success or failure
6. Assess and balance potential innovation outcomes and risks with appropriate risk management plans and manage actions to master risks and uncertainties and engender organizational ability in handling changing opportunities and threats
7. Explore; define; and use an appropriately balanced set of corporate-level innovation metrics to enable an overall assessment of innovation progress and capabilities (e.g., a firm innovation scorecard—FiSC—a balanced set of indicators addressing innovation inputs, outputs, processes, resources, and obstacles together with their associated metrics)
8. Determine expected innovation metrics' targets and pre-define corrective actions if/when targets are not met to perform disciplined and timely adjustments
9. Perform timely evaluations and adjustments of the progress/performance of a corporate innovation portfolio
10. Draw conclusions from both success and failure, distinguish between honorable and incompetent failure, take care of incompetence, and reward valiant efforts
11. Communicate, communicate, communicate to ensure that effective corporate learning takes place and innovation becomes a matter of pride and success for all
12. Initiate, devise, maintain, and use in full confidentiality the documentation relevant to the innovation management system (including innovation strategies, policies, procedures, projects, evaluations, and adjustments of innovation activities, etc.)
13. Ensure compliance with all legal, regulatory, and ethical/social requirements
14. Discover industry best practices and adapt them for effective use in the company
15. Analyze, review, and adjust the innovation management system, its processes, and its key participants

## **Managing Implementation of New/Improved Business Models and Processes**

Skills to:

1. Analyze existing business models, customer base, and potential new classes of customers to propose new/improved business models and explore values, issues, costs, and timely implementation needs for new business models
2. Provide the necessary financial, people, and infrastructure resources within appropriate organizational structures to explore and scale-up launching of new business models, including adequate marketing and sales and support channels
3. Devise organizational structures to successfully develop, market, and launch new business models
4. Analyze the competitive effectiveness and efficiency of corporate processes for direct and indirect costs and prioritize their improvement
5. Assess the value, cost, and impacts of potential process enhancements and prioritize process innovation activities into full-fledged projects
6. Provide the necessary financial, people, and infrastructure resources for exploration and scale-up launching of new/improved processes, including adequate training for their usage, and then proceed to their development and profitable usage

## **Managing Implementation of New/Improved Products (Goods or Services Processes)**

Skills to:

1. Establish; contribute; and manage a core group representing the “voice of the customer” that works with Sales, Customer Service, Billing & Payment, Product Management, and Marketing to define, implement, and commercialize profitable customer solutions
2. Empathetically analyze customers’ journeys, needs, desires, and wants within a competitive market context to devise valuable and affordable solutions that the company could provide based on its expertise and assets (including those of its partners)
3. Analyze and weigh customer requirements and corporate capabilities, estimate potential value of such solutions, and appraise costs and issues for implementation and commercialization
4. Determine minimum competitive attributes (functionality, performance, cost, ease of use, aesthetics, support, etc.) and timely launches that ensure profitable acceptance by the market

5. Commit and manage your suppliers to provide additional innovation value in existing and forthcoming products
6. Initiate and manage full-fledged innovation projects with the necessary financial, people, and infrastructure resources for defining, implementing, and scale-up launching of new/improved products, including adequate documentation and training for their usage
7. Plan, execute, and gather customer feedback and competitive realities for deciding on further solution improvements and optimum time and location for scale-up market introduction
8. Establish and manage the activities of customer representatives directly or in associations (possibly in a balanced customer forum) to gather customer data and influence customer positions vis-à-vis your company, its people, its products, and its ecosystem impacts

## **Knowledge and Intellectual Property Management**

Skills to:

1. Enable, encourage, and supervise knowledge acquisition and research on all matters of importance to the company: market, business know-how, science and technology, and political-social and environmental issues
2. Determine levels and means for ensuring confidentiality of knowledge
3. Ensure ethical use of knowledge, people, facilities, technology, and products (goods and services)
4. Competitively assess the organizations’ intellectual property (IP), and determine best ways (policies, procedures, awards, etc.) to develop, protect, defend, and enhance it, including cybersecurity protection
5. Establish and manage the processes for creating, documenting, protecting, and defending the organization’s IP
6. Determine how to derive value from IP, and then establish and manage the systems, processes, tools, and people for doing it
7. Monitor and assess IP in the public domain that may be of value to the company, and then find ways and means to access and use it appropriately



## Value Realization Skills

### Achieving Financial Outcomes Management

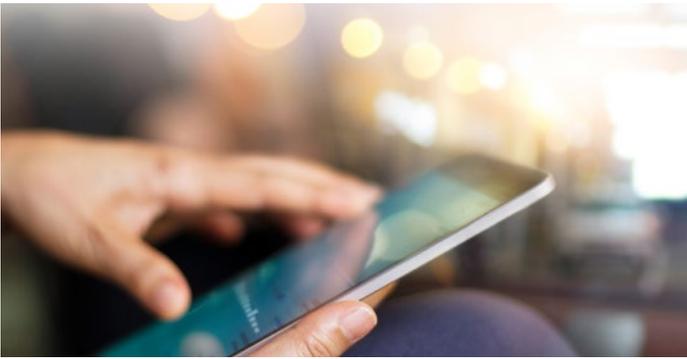
Skills to:

1. Identify the potential to realize financial gains and other aspects of market value for the corporation
2. Investigate, qualify, and quantify all ways and means necessary to explore, implement, and commercialize to achieve market value
3. Understand selling/buying processes and acquire all relevant information for upgrading corporate capabilities to ensure commercial success; then attract, hire, retain, and manage effective sales people who can ensure profitable revenues for the company
4. Investigate market requirements, the competitive situation, and corporate capabilities to decide on an optimum time for market entry with new/improved solutions, and devise plans and means to achieve desired timing and location for launch in the market
5. Analyze customer usage and benefits of company products to determine appropriate pricing, marketing campaigns, and agreements for sale and support (commissions, warranties, etc.)
6. Exploit to advantage the power of digital marketing and social networks to target intended audiences with timely and effective management of unintended reactions
7. Analyze needs and determine requirements for effective external channels to market
8. Scout the market; select and negotiate partnership/acquisition of external channels to market (local and global organizations); and then manage their sales operations
9. Communicate effectively to the market—customers, governments, analysts, partners, competitors, the media, etc.

### Achieving Customer and Brand Outcomes Management

Skills to:

1. Connect with customers (users, buyers, influencers) in meaningful ways by showing empathy in open and respectful dialogue and by providing relevant insights
2. Discern needs, wants, and capabilities of action by users, buyers, and influencers within target client organizations to maximize positive impacts and reduce wastage in the commercialization process
3. Create “solution value stories/scenarios” that convince buyers to consider purchase, and then close the sale by negotiating the actual purchase at a price and other conditions of acceptance to both parties
4. Investigate customer journeys with company solutions to devise, innovate, and manage appropriate structures, means, and processes for profitable sales and customer support
5. Determine and manage effective warranty policies and layered customer support processes with all necessary resources
6. Scout the market; select and negotiate partnership/acquisition of external customer support resources (local and global organizations); and then manage their operations
7. Understand the value, role, impacts, and fragility of brands and devise means and ways for developing and protecting strong brands
8. Understand, determine, and manage improvements in customers’ journeys (from initial encounters to purchase, from early trials to experienced usage and problem solving) with the company’s solutions



## **Achieving Territorial Market Expansion Outcomes**

Skills to:

1. Investigate, identify, and prioritize other market territories that offer potential financial gains and other aspects of value for the corporation
2. Understand and assess specific market requirements, regulations, cultural imperatives, key market influencers, and selling and buying practices
3. Competitively determine financial, resource (including partnerships), and product change requirements for success in priority targeted territorial markets
4. Acquire and organize the necessary resources, including negotiation and commitment of partners (local or global having great local reputation) as sales and support channels
5. Coordinate and manage a successful entry campaign (including regulatory acceptance, and marketing)
6. Effectively pursue business growth and profitability in these new markets, including further market-specific upgrades to company's products and processes



## **Achieving Social and Environmental Innovation Outcomes Management**

Skills to:

1. Understand critical environmental and social issues and the key players that affect them in targeted markets
2. Analyze and prioritize the environmental impacts of company facilities, processes, and products
3. Determine effective and efficient ways to minimize the negative environmental impacts while maximizing the positive ones, then initiate and manage programs to achieve these objectives
4. Analyze and prioritize the social impacts of company facilities, processes, and products
5. Determine effective and efficient ways to minimize the negative social impacts while maximizing the positive ones
6. Select, negotiate, and collaborate with the most appropriate organizations (local and/or global) to establish environmentally and/or socially conscious alliances and participate/manage to achieve the desired outcomes
7. Establish environmental and social alliances
8. Communicate effectively the positive impacts and company successes in minimizing negative environmental or social impacts or maximizing the positive ones

## Call to Action

Organizations of all sizes and in all sectors can profit by acquiring appropriate innovation management skills and applying effective methodologies for metrics-based innovation management using up-to-date techniques and tools to direct and drive their innovation activities to where and how the greatest value can be reaped in support of their own goals and innovation strategies.

No two organizations are alike, and innovation management training focused on case studies based on special situations is of limited help in guiding managers in their own work situations. Lectures are necessary, but however interesting and on-topic, they are not sufficient to ensure that learning is acquired and that trainees know how to use the knowledge imparted. It is more valuable to imbue in trainees the principles of effective innovation management and train them to apply proven methodologies and tools appropriate for their situations.

Remarkable learning results are achieved by guiding trainees using the ISO50501-compatible Competitive Value Innovation guide (CViG) tool in “team-of-two hands-on” innovation management exercises. These exercises, while focused on an organization of the trainees’ choice, train them to address leadership, business models, reality-anchored competitive imperatives, funding, resources, corporate innovation portfolio creation, timely portfolio evaluation-adjustment, communicating success/failure lessons, and nourishing an entrepreneurial culture and organization aligned with business goals.

The team-of-two hands-on training exercises are effective in getting trainees to prove their knowledge and master challenges that reflect their own workday situations.

- **Why graded exercises?** Because what is measured gets done.... Exercise grading with feedback ensures focus on how to achieve good results. Grading must be SMART: Specific, Meaningful, and Achieving, Results Timely.
- **Why team-of-two?** Because the team of two is the fundamental unit of management. Addressing questions in a team of two forces participants to dialogue-debate, review, and adjust—all fundamental for effective innovation. Teams larger than two have intricate dynamics that obscure individual learning.
- **Why iterative?** Because true training requires exploration and feedback, followed by the chance to improve. Trainees submit a first set of exercise answers, which are commented upon and interim-graded. Participants have the option to improve their grades by revising and resubmitting their exams.

This approach to innovation management training should be of specific interest to senior management in charge of business innovation and innovation-supporting government programs, as well as professors and students in business and engineering schools. The major benefit is acuity, speed, and effectiveness of training.

For more information, please contact The Conference Board of Canada ([good@conferenceboard.ca](mailto:good@conferenceboard.ca)).

---

### Where to Find Out More

[www.conferenceboard.ca/e-library/abstract.aspx?did=6850](http://www.conferenceboard.ca/e-library/abstract.aspx?did=6850)

---

This publication was created by Bruce Good, Executive Director, Centre for Business Innovation, The Conference Board of Canada and Sorin Cohen, Lead Researcher, Metrics, Innovation Management.

#### About The Conference Board of Canada

The Conference Board of Canada is the foremost independent, not-for-profit applied research organization in Canada. We help build leadership capacity for a better Canada by creating and sharing insights on economic trends, public policy, and organizational performance. We forge relationships and deliver knowledge through our learning events, networks, research, and customized information services.



255 Smyth Road, Ottawa ON K1H 8M7 Canada  
Tel. 613-526-3280 • Fax 613-526-4857 • Inquiries 1-866-711-2262  
[conferenceboard.ca](http://conferenceboard.ca)

#### About the Centre for Business Innovation

The Conference Board's Centre for Business Innovation (CBI) is helping to bring about major improvements in firm-level business innovation in Canada. The CBI's mission is to learn why Canada is not a leader in business innovation, to create insights for firms and capital markets that will improve firm-level innovation, to generate evidence and track our performance, and to formulate public policies that will successfully stimulate business innovation.

For more information on the research activities at the Conference Board's Centre for Business Innovation, visit:

[www.conferenceboard.ca/CBI](http://www.conferenceboard.ca/CBI).