

Clause 5.1 – Leadership and Commitment



Simplify ISO 

The text "Simplify ISO" is centered in the lower half of the slide. "Simplify" is in a light grey font, and "ISO" is in a dark blue font. A green checkmark icon is positioned to the right of the "O" in "ISO". The text has a subtle reflection effect below it.

'Leadership'
is made up of
3 clauses

Clause 5.1 – Leadership
and Commitment

Clause 5.2 – Innovation
Policy

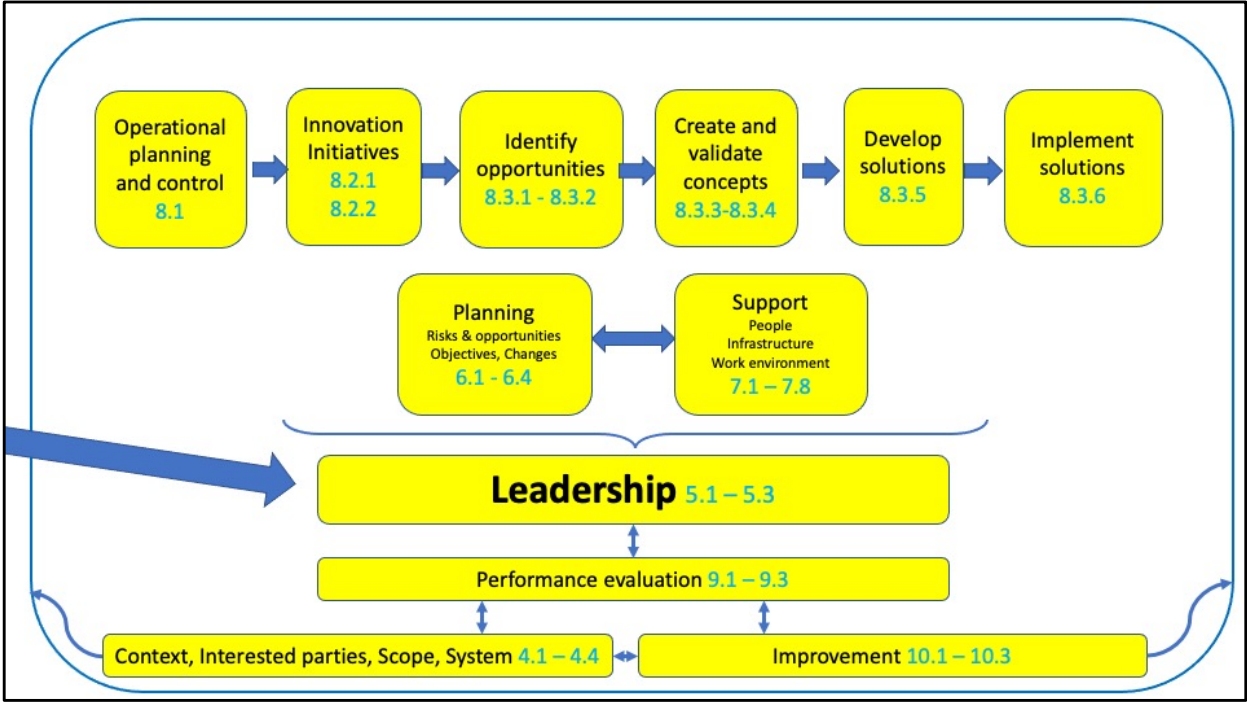
Clause 5.3 –
Organizational Structure

5.1.1 General

Top management should demonstrate leadership and commitment with respect to the innovation management system by:

- a) being accountable for the effectiveness and efficiency of the innovation management system;
- b) ensuring that the innovation vision, strategy, policy, and objectives are established, are consistent and are compatible with the context and the strategic direction of the organization;
- c) fostering a culture supporting innovation activities;
- d) ensuring the adoption and integration of the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
- e) supporting leaders at all levels and other relevant management roles to demonstrate their leadership and commitment to develop their leadership regarding innovation, as it applies to their areas of responsibility.
- f) ensuring that structures, support, including resources and processes, needed for the innovation management system are available;
- g) creating awareness and communicating the importance of effective innovation

- management and of adopting the innovation management system guidance;
- h) ensuring that the innovation management system achieves its intended outcomes;
 - i) engaging, directing, and supporting persons to contribute to the effectiveness of the innovation management system;
 - j) encouraging and recognizing innovators to demonstrate good practices, ensure engagement, and facilitate learning from both successes and failures;
 - k) promoting performance evaluation at planned intervals and continual improvement of the innovation management system;



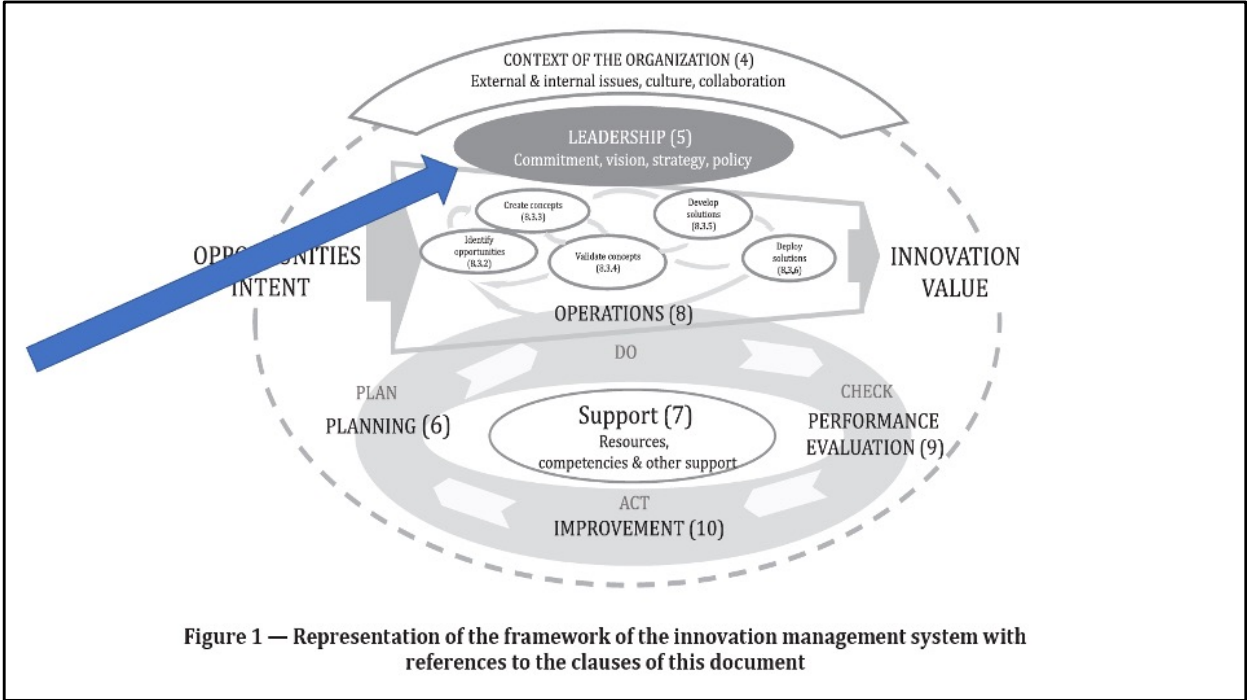


Figure 1 — Representation of the framework of the innovation management system with references to the clauses of this document

5.1 Leadership
&
Commitment
sets the stage





Leaders will be more effective if they use the 11 requirements in this clause

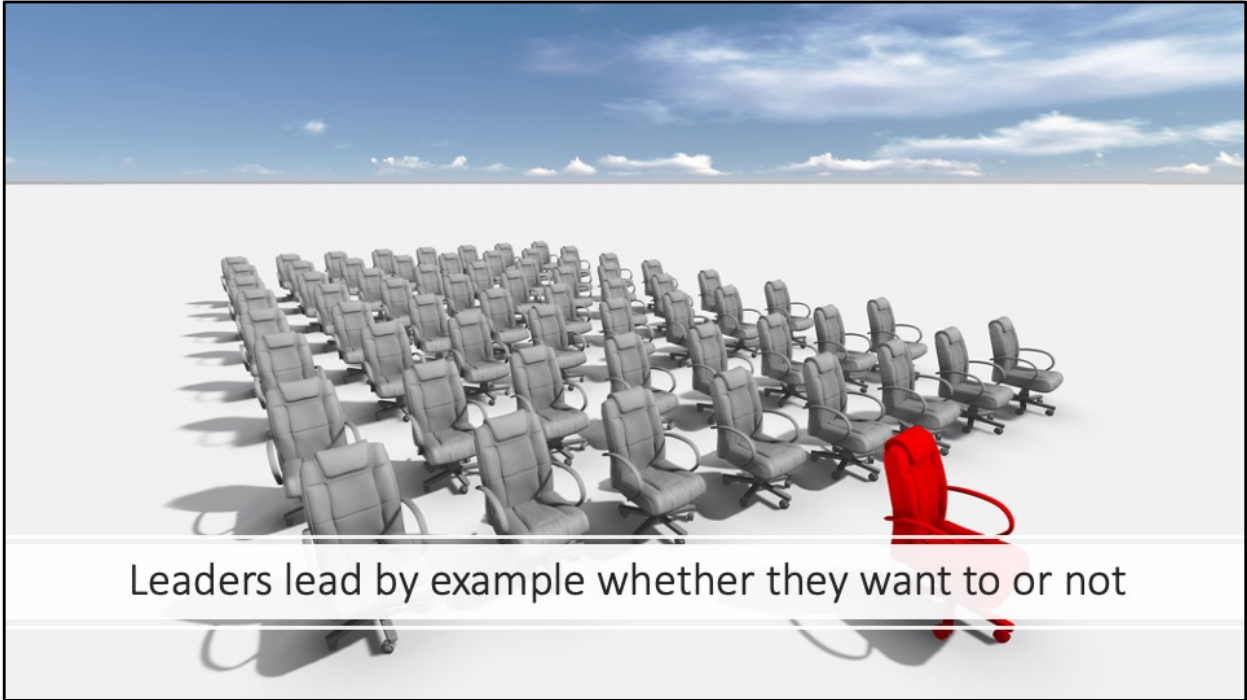
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- e) supporting leaders at all levels and other relevant management roles to demonstrate their leadership and commitment to develop their leadership regarding innovation, as it applies to their areas of responsibility.
- f) ensuring that structures, support, including resources and processes, needed for the innovation management system are available;
- g) creating awareness and communicating the importance of effective innovation management and of adopting the innovation management system guidance;

- h) ensuring that the innovation management system achieves its intended outcomes;
- i) engaging, directing, and supporting persons to contribute to the effectiveness of the innovation management system;
- j) encouraging and recognizing innovators to demonstrate good practices, ensure engagement, and facilitate learning from both successes and failures;
- k) promoting performance evaluation at planned intervals and continual improvement of the innovation management system;

Accountability	Culture	Leadership	Communication
Effectiveness of the system	Support innovation in all areas	Encourage others to lead	Create awareness of the guidance in the 'system'
Ensure objectives are established	Innovation is part of 'what we do'	Ensure all relevant resources are available	Encourage and recognize innovators
Ensure innovation outcomes are achieved	Promote a culture of 'continual improvement'	Engage, direct, and support people to contribute to innovation	Listen to feedback on the effectiveness of the system



Leaders lead by example whether they want to or not

Leaders need
to focus on
'Value
Creation'



5.1.2 Focus on value realization

Top management should demonstrate leadership and commitment with respect to value realization, by:

- a) identifying opportunities, through exploitable insights, based on current or future, stated or unstated needs and expectations;
- b) considering the balance between opportunities and risks, including the consequences of lost opportunities;
- c) considering risk-appetite and tolerance for failure;
- d) allowing for conceptualization, experimentation, and prototyping, involving users, customers, and other interested parties to test hypotheses and validate assumptions;
- e) promoting perseverance and ensuring the timely deployment of innovations.

Consider the
value
between
opportunity
and risk





Top management should establish, implement, and maintain an innovation vision that:

- a) is a description of a future state that the organization is aspiring for, in terms of innovation activities, including the future role of the organization and the desired impact of its innovations;
- b) is consciously ambitious, challenges the status quo, and is not constrained by the organization's current capabilities;
- c) serves as a guide for strategic choices and provides a framework for setting the innovation strategy, policy, and objectives;
- d) can be communicated and understood internally to inspire people to commit and work towards;
- e) can be communicated externally to enhance the reputation of the organization and to attract relevant interested parties;
- f) is available as documented information.



The innovation 'Strategy'
will act as a roadmap

5.1.4 Innovation strategy

5.1.4.1 Top management should establish, implement, and maintain an innovation strategy, or several innovation strategies, if appropriate, and ensure that it:

- a) describes why innovation activities are important for the organization;
- b) is flexible and adaptable, and allowed to change or emerge as a result of feedback and performance of innovation activities;
- c) is communicated to, and understood by, relevant interested parties;
- d) maintained as documented information.

Three takeaways from 'Leadership'

1. Leaders have to **demonstrate** commitment
2. Leaders lead by example (whether they **want** to or not!)
3. Leaders set the 'tone' in every organization

Time for a quiz!

You'll need your copy
of ISO 56002 to answer
the quiz questions
after each Lesson

