

## ISO 56002 – Innovation Management – Clause 6

Clause 6.3 – Organizational Structures

Clause 6.4 – Innovation Portfolios



Simplify ISO 

We're looking  
at 2 more  
clauses in this  
lesson

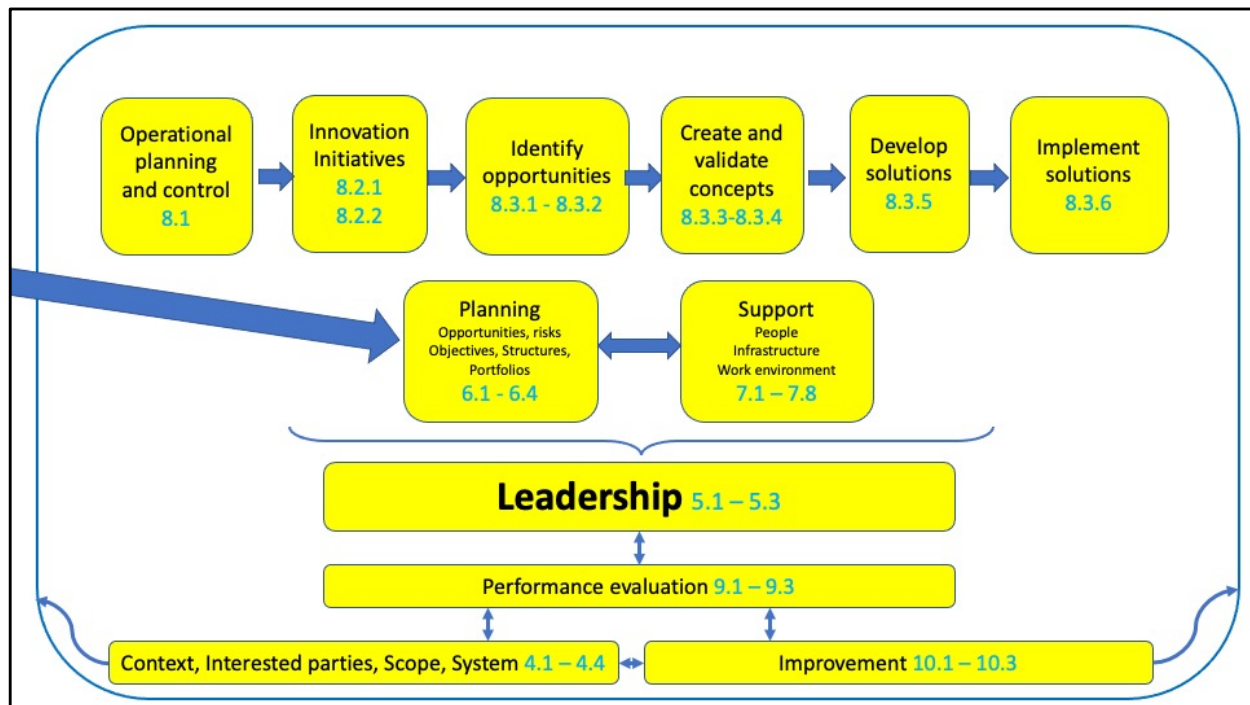
Clause 6.3 – Organizational  
Structures

Clause 6.4 – Innovation  
Portfolios

### **6.3 Organizational structures**

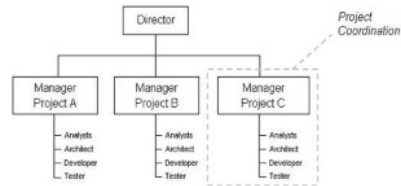
Top management should:

- a) ensure that relevant and adaptable organizational structures are in place to achieve the intended outcomes of the innovation management system;
- b) consider how creativity and exploration on the one hand and deployment and efficiency on the other hand, can co-exist or be integrated within the organization;
- c) consider establishing dedicated organizational structures appropriate to the size of the organization, when any of the following applies:
  - 1) innovations are expected to be disruptive or radical, with respect to, or competing with, existing offerings;
  - 2) different leadership styles, incentives, indicators, or cultures are needed;
  - 3) specific support, including resources, needs to be exclusively available for innovation activities;
  - 4) specific operations, including processes, that need to be adapted to a higher degree of uncertainty and variation compared to established processes.



Start with  
'Organizational  
structures'  
when planning

<https://www.heflo.com/blog/business-management/small-business-organizational-structure-examples/>



	Marketing	Operations	Finance	HRM
	Marketing Manager	Operations Manager	Finance Manager	HR Manager
Project A (Team Leader)	Marketing Team (A)	Operations Team (A)	Finance Team (A)	HR Team (A)
Project B (Team Leader)	Marketing Team (B)	Operations Team (B)	Finance Team (B)	HR Team (B)
Project C (Team Leader)	Marketing Team (C)	Operations Team (C)	Finance Team (C)	HR Team (C)
Project D (Team Leader)	Marketing Team (D)	Operations Team (D)	Finance Team (D)	HR Team (D)

## 6.3 Organizational structures

Top management should:

- ensure that relevant and adaptable organizational structures are in place to achieve the intended outcomes of the innovation management system;
- consider how creativity and exploration on the one hand and deployment and efficiency on the other hand, can co-exist or be integrated within the organization;

Manage the  
risks associated  
with innovation

**Chaos**

**Leadership**

**Resources**

**Processes**

c) consider establishing dedicated organizational structures appropriate to the size of the organization, when any of the following applies:

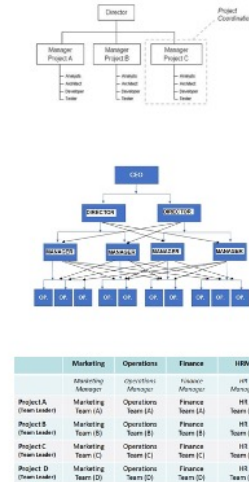
- 1) innovations are expected to be disruptive or radical, with respect to, or competing with, existing offerings;
- 2) different leadership styles, incentives, indicators, or cultures are needed;
- 3) specific support, including resources, needs to be exclusively available for innovation activities;
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Better  
management =  
Better outcomes  
and more  
innovations



Innovation  
portfolios will  
keep things  
organized

Align Portfolios  
with your  
Structure



## 6.4 Innovation portfolios

The organization should establish, manage, regularly evaluate, and prioritize the portfolio, or several portfolios, if appropriate, of innovation initiatives and ensure:

- alignment of the innovation portfolio with, and contribution to, the innovation strategy and objectives;
- consistency between initiatives within, as well as outside of, the innovation portfolios;

Synergies are  
more easily  
achieved with  
the portfolio  
approach

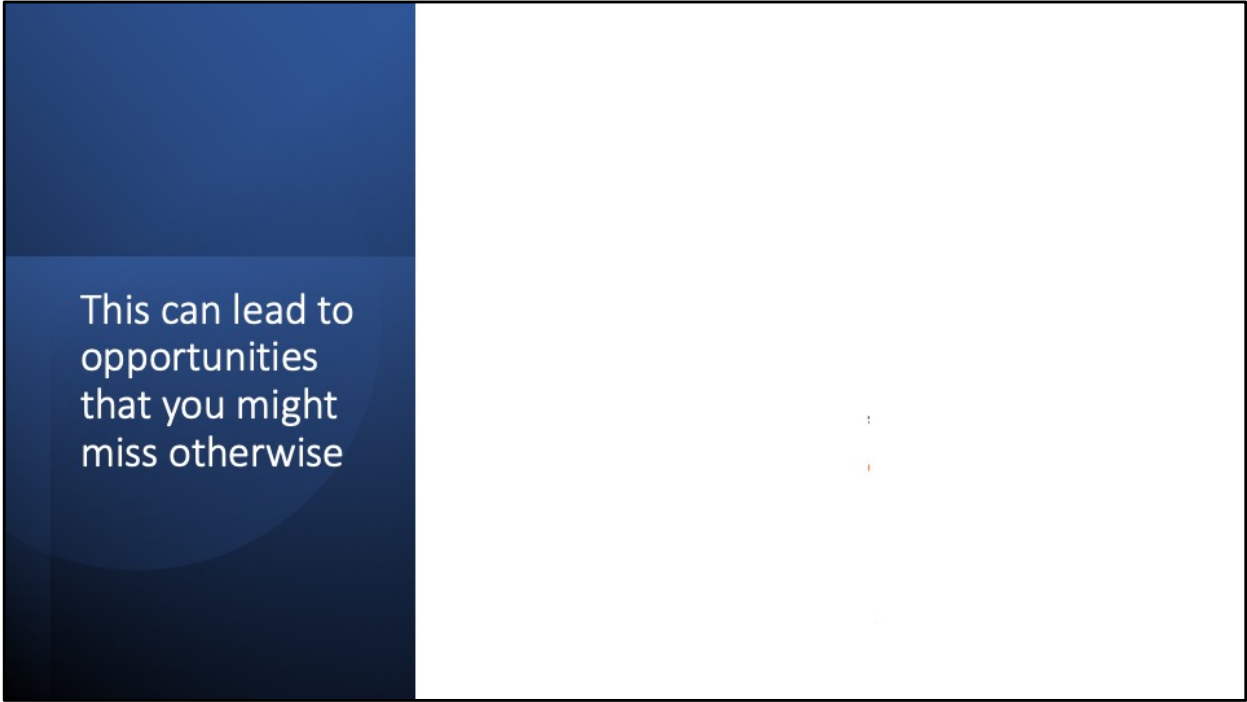


- c) realization of synergies, including possibilities for re-use and optimization regarding, e.g. resources, technologies, platforms, and processes;
- f) improvement and adjustment of innovation portfolios, strategy, and objectives





- d) appropriate balance of risk versus return, degrees of novelty, types of innovations, as well as different horizons in terms of time and scope;
- e) communication of the overall progress and achievements to top management and relevant interested parties;



This can lead to  
opportunities  
that you might  
miss otherwise

When managing the innovation portfolios, the organization can consider a combination of innovation initiatives related to the optimization or adjacent extension of current offerings as well as new solutions for new users, customers and other interested parties, e.g. new markets.

Three takeaways from 'Org Structures' and 'Portfolios'

1. Your organizational structure will determine how well you 1. identify and 2. implement
2. Risk management is relative
3. Portfolios help organize resources and keep innovation projects on track

Time for a quiz!

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

