

ISO 56002 – Innovation Management – Clause 7

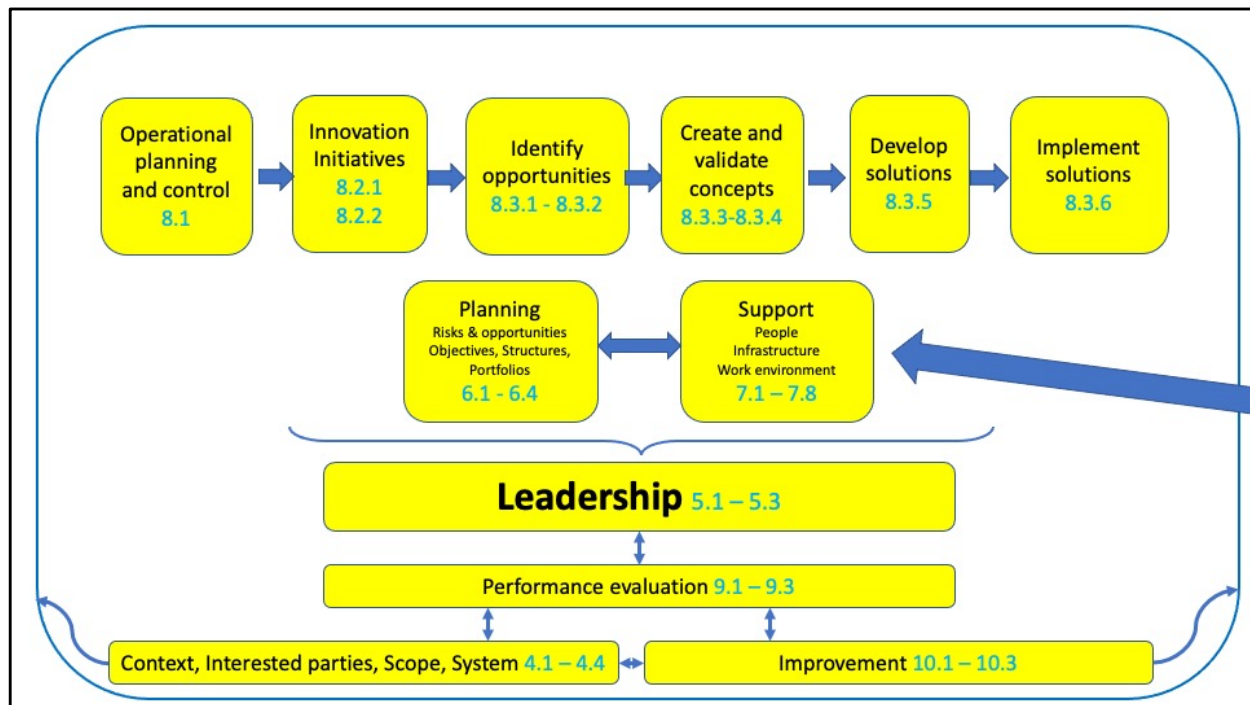
Clause 7.2 – Competence

Clause 7.3 – Awareness

Clause 7.4 – Communication



Simplify ISO



Everyone needs
to be
competent for
innovation to
happen

Clause 7.2

Remember to include
'everyone working under
its control' when
deciding who needs to
be 'competent'

7.2 Competence

The organization should establish an approach for the development and management of competencies.

e.

It's a 'Process' like everything else

Clause 7.2.1

Decide what
competencies are needed
to assess innovation
opportunities



Build an inventory of
competencies



Fill in any gaps by
using internal or
external training
resources



7.2.1 The organization should:

- a) determine the necessary competence of persons doing work under its control that affects the performance, effectiveness, and efficiency of the innovation management system;
- b) ensure that these persons are competent on the basis of appropriate education, training, or experience;
- c) establish an inventory of existing competencies of the organization and identify gaps;
- d) where applicable, take actions to acquire and continuously evaluate, improve, and renew the necessary competence, and evaluate the effectiveness of the actions taken;
- e) consider the need for outsourced competence, e.g. collaborating with or commissioning academia, consultants, external partners, innovation support services, or online resources to assist with innovation activities;
- f) establish the necessary connections and collaborations between people with different competencies to leverage the collective competence of the organization;
- g) consider the need for aligning internal competencies with relevant external interested parties to achieve a common understanding and a convergence of vocabulary, attitudes, and approaches;

h) retain appropriate documented information as evidence of competence.



Many different competencies are needed to manage innovation

Clause 7.2.2

7.2.2 Competencies can include the ability to:

- a) manage innovation activities, e.g. in terms of leadership, change management, resource allocation, engage and empower people, team facilitation, involvement, collaboration, foster a culture supporting innovation activities, manage uncertainty, conduct research and manage intellectual property;
- b) identify insights and opportunities, using e.g. market and technology analysis, bottleneck and gap analysis, ethnography, data-driven experimentation and hypothesis testing, design thinking, scenario planning, analytics, and big data;
- c) create ideas and concepts, e.g. creativity and provocative techniques, critical thinking, discovery skills (association, questioning, observing, experimenting, and networking), technical know-how, market analysis, business case writing, and value realization modelling that includes generating user-value equations;
- d) develop and validate concepts, e.g. iterative learning techniques, design, testing and validation, value realization planning, and project management;
- e) develop and deploy solutions to realize value.

NOTE Applicable actions can include, for example, the provision of training to, the mentoring of, or the re-assignment of currently employed persons; or the hiring or contracting of competent persons or organizations.

Awareness is
critical to
create a
culture that
will embrace
innovation

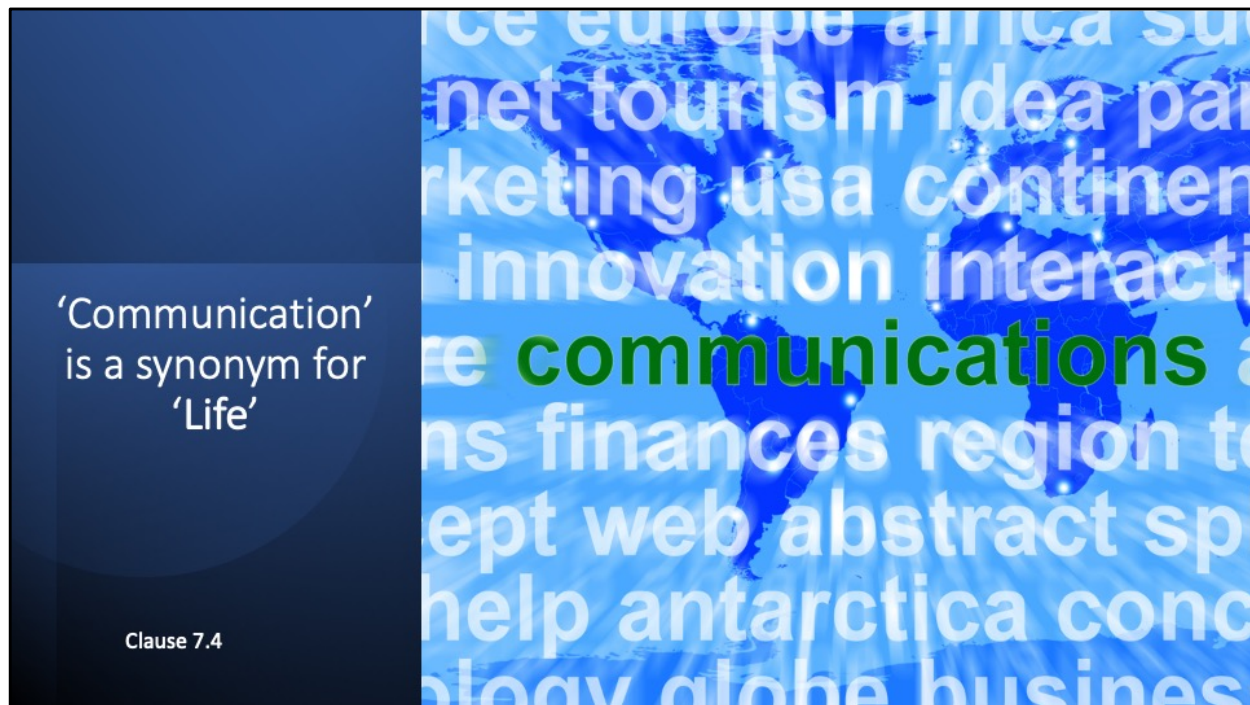
Clause 7.3



7.3 Awareness

The organization should ensure that all relevant persons doing work under the organization's control are aware of:

- a) the innovation vision, strategy, policy, and objectives;
- b) the meaning and importance of innovation for the organization;
- c) their contribution to the effectiveness and efficiency of the innovation management system, including the benefits of improved innovation performance;
- d) the implications of not meeting the innovation management system guidance;
- e) the availability of support for innovation activities.



7.4 Communication

The organization should determine the internal and external communications relevant to the innovation management system, including:

- a) on what it will communicate;
- b) why to communicate;
- c) when to communicate;
- d) with whom to communicate;
- e) how to communicate;
- f) who communicates.

Communication can be done to create awareness, increase people engagement, prepare for action, establish thought leadership, influencing, build brand value, etc.

Communication can be internal, e.g. team meetings, notice boards, intranets, newsletters, games, magazines, staff conferences and training as well as external, e.g. web sites, annual reports, corporate literature, white papers, briefings to financial institutions, users, customers, partners, providers and other relevant interested parties, advertising, press releases, trade shows, and professional conferences.

Three takeaways from Competency,
Awareness and Communication

1. **'Competence requirements' extend to subcontractors**
2. **It takes special competencies to create innovative ideas**
3. **Awareness and communication are critical**

Time for a quiz!

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

