

# Body of Knowledge for Innovation Management Professionals

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## Introduction

This document outlines the Body of Knowledge for innovation management professionals. It has been developed by the Association for Innovation Management Professionals in Sweden (Innovationsledarna) and has been adopted by RISE Research Institutes of Sweden as the basis for personal certification of innovation management professionals.

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# Body of Knowledge

## Overview

- **Rita McGrath – Five Ways to Ruin Your Innovation Process** ([video](#), 3 min)
- **John Bessant – On Managing Innovation** ([video](#), 10 min)

## Knowledge area 1: Professionalization

Professionalization, the role of innovation management professional, certification.

- **Job Description: Innovation Management Professional**, by Innovationsledarna ([link](#) 2015, 2 pages)
- **The Myth of the Intrapreneur**, by Andrew Corbett ([HBR](#) 2018, 3 pages)
- **The Innovation Catalysts**, by Roger Martin ([HBR](#) 2011, 5 pages)
- **Innovation Management Challenges: from Fads to Fundamentals**, by Joe Tidd and John Bessant ([link](#) 2018, 10 pages)

## Knowledge area 2: Fundamentals

Fundamentals, terms, definitions, and principles.

- **Definitions** – see Appendix A (2 pages) [to be replaced by ISO 50500 in 2019]
- **The 12 Different Ways for Companies to Innovate**, Mohanbir Sawhney et al. ([MIT Sloan Management Review](#) 2006, 7 pages)
- **Ten Types of Innovation**, by Larry Keeley, et al. ([overview](#), 3 pages)
- **What Is Disruptive Innovation?**, by Clayton Christensen, et al. ([HBR](#) 2015, 9 pages, [video](#), 8 min)

## Knowledge area 3: Frameworks

Frameworks, models, management systems, and change management.

- **Innovation Management System – Guidance**, CEN 16555-1:2013 ([SIS](#), 16 pages, NOTE: Clause 3 “Terms and definitions” is replaced by Appendix A of this document) [to be replaced by ISO 50501 in 2019]
- **The Eight Essentials of Innovation**, by Marc de Jong, et al. ([McKinsey](#) 2013, 14 pages, [video](#), 18 min).
- **Leading Change: Why Transformation Efforts Fail**, by John Kotter ([HBR](#) 2007, 9 pages)
- **Accelerate!**, by John Kotter ([HBR](#) 2012, 10 pages, [video](#), 6 min)

#### Knowledge area 4: Context

Context, external trends, internal capabilities, opportunities and challenges, needs and expectations.

- **Are You Solving the Right Problem?**, by Dwayne Spradlin ([HBR](#) 2012, 9 pages)
- **Know Your Customers' "Jobs to Be Done"**, by Clayton Christensen et al. ([HBR](#) 2016, 8 pages, [video](#), 7 min)
- **What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services**, by Anthony Ulwick ([video](#) 2016, 30 min)
- **The Inevitable: Understanding the 12 Technological Forces That Will Shape Our Future**, by Kevin Kelly ([video](#) 2016, 55 min)
- **How to think Like a Futurist (The Signals are Talking)**, by Amy Webb ([video](#) 2017, 20 min)
- See also clause 4 "Context of the organization" of Innovation Management System – Guidance, CEN 16555-1:2013

#### Knowledge area 5: Leadership and organization

Leadership, commitment, vision, policy, organizational structures, roles, responsibilities and authorities.

- **How Great Leaders Inspire Action**, by Simon Sinek ([video](#) 2009, 18 min)
- **The Power of Vulnerability**, by Brené Brown ([video](#) 2010, 20 min)
- **The Innovator's DNA**, by Jeff Dyer, et al. ([HBR](#) 2009, 8 pages, [video](#), 18 min)
- **Playing To Win: How Strategy Really Works**, by A.G. Lafley and Roger Martin ([book chapter](#) 2013, 6 pages, [video](#), 4 min)
- **Stop the Innovation Wars**, by Vijay Govindarajan and Chris Trimble ([HBR](#) 2010, 7 pages, [video](#), 7 min)
- **Reinventing Organizations**, by Frederic Laloux ([introduction](#) 2013, 5 pages, [video](#), 7 min)
- See also clause 5 "Leadership for innovation" of Innovation Management System – Guidance, CEN 16555-1:2013

#### Knowledge area 6: Planning and strategy

Planning, objectives, strategies, planning, and portfolio.

- **Your Strategy Needs a Strategy**, by Martin Reeves, et al. ([HBR](#) 2012, 7 pages, [video](#), 11 min)
- **You Need an Innovation Strategy**, by Gary Pisano ([HBR](#) 2015, 9 pages)

- **A Refresher on Discovery-Driven Planning**, by Amy Gallo (Rita McGrath, Ian McMillan) ([HBR](#) 2017, 7 pages, [video](#), 25 min)
- **Transient Advantage**, by Rita McGrath ([HBR](#) 2013, 7 pages, [video](#), 6 min)
- **Managing Your Innovation Portfolio**, by Bansi Nagji and Geoff Tuff ([HBR](#) 2012, 6 pages)

#### Knowledge area 7: Culture and collaboration

Culture, collaboration and creativity.

- **Organizational Climate for Creativity and Innovation**, by Göran Ekvall ([summary](#) 1996, 1 page)
- **Drive: The Surprising Truth About What Motivates Us**, by Dan Pink ([video](#) 2010, 11 min, [video](#), 18 min).
- **The Surprising Habits of Original Thinkers**, by Adam Grant ([summary](#) 2016, 6 pages, [video](#), 15 min)
- **The Era of Open Innovation**, by Henry Chesbrough ([MIT](#) 2003, 10 pages, [video](#), 13 min)
- **Where Good Ideas Come from: The Natural History of Innovation**, by Steven Johnson ([summary](#) 2011, 6 pages, [video](#), 4 min, [video](#), 17 min)
- **Creativity Under the Gun**, by Teresa Amabile, et al. ([HBR](#) 2002, 9 pages)

#### Knowledge area 8: Resources

Resources: people, time, knowledge, finance, infrastructure.

- **How to Put Your Money Where Your Strategy Is**, by Stephen Hall, et al. ([McKinsey](#) 2012, 11 pages)
- **Why Learning Is Central to Sustained Innovation**, by Michael Ballé, et al. ([MIT Sloan Management Review](#) 2016, 7 pages)

#### Knowledge area 9: Methods and tools

Methods and tools, strategic intelligence, intellectual property management, competence, awareness, communication, and documentation.

- **Tools for Business Model Generation**, by Alexander Osterwalder and Steve Blank ([video](#) 2012, 53 min)
- **Blue Ocean Strategy**, by W.C. Kim and R. Mauborgne ([HBR](#) 2004, 8 pages, [video](#), 8 min)
- **Strategic Management of Intellectual Property**, by William W. Fisher III and Felix Oberholzer-Gee ([California Management Review](#) 2013, 20 pages)

- See also clause 7 “Innovation enablers” of Innovation Management System – Guidance, CEN 16555-1:2013

### Knowledge area 10: Processes

Processes, managing projects, initiatives, and develop processes.

- **The Innovator's Method: Bringing The Lean Start-Up Into Your Organization**, by Nathan Furr and Jeff Dyer ([chapter1](#) 2014, 25 pages, [video](#), 19 min)
- **Enlightened Experimentation: The New Imperative for Innovation**, by Stefan Thomke ([HBR](#) 2001, 9 pages)
- **Design Thinking**, by Tim Brown ([HBR](#) 2008, 10 pages, [video](#), 27 min)
- **Failing by Design**, by Rita McGrath ([HBR](#) 2011, 7 pages, [video](#), 4 min)
- **Why the Lean Start-Up Changes Everything**, by Steve Blank ([HBR](#) 2013, 6 pages, [video](#), 5 min)
- **Embracing Agile**, by Darrell Rigby, et al. ([HBR](#) 2016, 9 pages, [video](#), 2min)
- **Towards a Flexible Innovation Process Model Assuring Quality and Customer Needs**, by L. Louw et al. ([South African Journal of Industrial Engineering](#) 2018, 13 pages)

### Knowledge area 11: Evaluation

Evaluation, assessment, indicators, audit, review, and improvement.

- **Creating Better Innovation Measurement Practices**, by Anders Richtner, et.al ([MIT](#) 2017, 9 pages)
- **Innovation Management Assessment**, CEN TS 16555-7:2015 ([SIS](#), 20 pages)
- See also clause 9 “Performance assessment” and clause 10 “Improvement” of Innovation Management System – Guidance, CEN 16555-1:2013

### Knowledge area 12: Perspectives

Perspectives: frugal, management, social, sustainability, public sector innovation etc.

- **The Fortune at the Bottom of the Pyramid**, by C.K. Prahalad and S. Hart ([Strategy+Business](#) 2002, 13 pages, [video](#), 4 min)
- **The Why What and How of Management Innovation**, by Gary Hamel ([HBR](#) 2006, 14 pages, [video](#), 14 min)
- **Why Sustainability is Now the Key Driver of Innovation**, by Ram Nidumolu, C.K. Prahalad, and M.R. Rangaswami ([HBR](#) 2009, 9 pages)
- **The Future of Innovation - Beware of the Dark Side**, by Bettina von Stamm ([video](#) 2011, 25 min)





## Appendix A: Definitions

### innovation

new or changed entity, realizing or redistributing value

Note 1 to entry: Novelty and value are relative to, and determined by the perception of, the organization and interested parties.

Note 2 to entry: An innovation can be a product, service, process, model, method etc.

Note 3 to entry: Innovation is an outcome. The word “innovation” sometimes refers to activities or processes resulting in, or aiming for, innovation. When “innovation” is used in this sense, it should always be used with some form of qualifier, e.g. “innovation activities”.

### invention

new entity

Note 1 to entry: An invention must be new in the sense that it has not existed before.

Note 2 to entry: An invention is created and is generally the result of intellectual work.

### improvement

activity to enhance performance

Note 1 to entry: The activity can be recurring or singular.

### management system

set of interrelated or interacting elements of an organization to establish policies and objectives, and strategies and processes to achieve those objectives

Note 1 to entry: A management system can address a single discipline or several disciplines, e.g. innovation management, quality management, financial management or environmental management.

Note 2 to entry: The management system elements establish include the organization’s structure, roles and responsibilities, planning, support and operation, policies, practices, rules, beliefs, objectives and strategies and processes to achieve those objectives.

Note 3 to entry: The scope of a management system can include the whole of the organization, specific and identified functions of the organization, specific and identified sections of the organization, or one or more functions across a group of organizations.

### interested party

person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity

### uncertainty

state of deficiency of information, understanding or knowledge

Note 1 to entry: The deficiency can be full or partial.

Note 2 to entry: Uncertainty can be related to the consequences, or likelihood of an event, or the characteristics of an entity.

Note 3 to entry: Uncertainties can be managed by systematically addressing critical assumptions regarding consequences, likelihood or characteristics of events and entities, to gain information, understanding and knowledge.

### risk

effect of uncertainty

Note 1 to entry: An effect is a deviation from the expected — positive or negative.

Note 2 to entry: Risk is often characterized by reference to potential "events" (as defined in ISO Guide 73:2009, 3.5.1.3) and "consequences" (as defined in ISO Guide 73:2009, 3.6.1.3), or a combination of these.

Note 3 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated "likelihood" (as defined in ISO Guide 73:2009, 3.6.1.1) of occurrence.

## Appendix B: Additional materials

### Knowledge area 1: Professionalization

Beyond the Champion: Institutionalizing Innovation Through People, by Gina C. O'Connor

### Knowledge area 2: Fundamentals

Innovation Management, Chapter 1 – Understanding Innovation and Innovation Management, Goffin and Mitchell (2017)

The discipline of innovation, by Peter Drucker

Disruptive Technologies: Catching the Wave

The Innovator's Dilemma, by Clayton Christensen

Ten Types of Innovation, by Larry Keeley, et al.

### Knowledge areas 3: Frameworks

Innovation to the Core: A Blueprint for Transforming the Way Your Company Innovates, by Peter Skarzynski, Rowan Gibson

Leading Change, by John Kotter

Which innovation Model is Right for your company, BCG, by Justin Manly, Florian Grassl, and Tim Wilson

### Knowledge area 4: Context

The Signal and the Noise - The art and science of prediction, by Nate Silver

What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services, by Anthony Ulwick

The Inevitable: Understanding the 12 Technological Forces That Will Shape Our Future, by Kevin Kelly

The Moment of Clarity, by Madsbjerg/Rasmussen

### Knowledge area 5: Leadership and organization

The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators, by Jeff Dyer et al.

The Other Side of Innovation: Solving the Execution Challenge, by Vijay Govindarajan and Chris Trimble

Yes to the Mess: Surprising Leadership Lessons from Jazz, by Frank J. Barrett

Creating Effective Teams by Susan A. Wheelan

Collective Genius, Hill, Bandeau, Truelove

Rebels at Work: A Handbook for Leading Change from Within, Lois Kelly, Carmen Medina, Debra Cameron

The Human Workplace: People-Centred Organizational Development, by Andy Swann

Leadership and the Decision-Making Process, by Victor H. Vroom

Neural basis of the undermining effect of monetary reward on intrinsic motivation, by Kou Murayama et. al.

The intrapreneur: the key to innovation, Birgitte Stjärne

Killer Innovation 12, Episode 28

Mindset, the new psychology of success, Carol Dweck

The importance of self-leadership

12 rules for self-leadership

An everyone culture: Becoming a Deliberately Developmental Organization (DDO), by Robert Keagan & al.

#### Knowledge area 6: Planning and strategy

The 2% Company, by Knut Haanaes, Martin Reeves, and Jules Wurlod

Designing breakthrough products, Verganti

Innovation Management, Chapter 6 – Selecting the innovation portfolio, Goffin and Mitchell

Innovation Management, Chapter 7 – Implementing innovation, Goffin and Mitchell

Alchemy of Growth

#### Knowledge area 7: Culture and collaboration

Ten Faces of Innovation, by Tom Kelly

Change by design, by Tim Brown

Carol S. Dweck: The Power of believing that you can improve

Thinking, fast and slow, by Daniel Kahneman

Are we in control of our own decisions? by Dan Ariely

Principles for decision-making meetings, by Holacracy

How to start a movement, by Derek Sivers

#### Knowledge area 8: Resources

#### Knowledge area 9: Methods and tools

Finding your innovation sweet spot, Goldenberg, J., et al.

Innovation Management, Chapter 5 – Generating innovative ideas, Goffin and Mitchell

Value Proposition Design, by Alexander Osterwalder et al.

Intellectual Property and Business: The Power of Intangible Assets / Rodney D. Ryder and Ashwin Madhavan

Fact sheet : Intellectual property and business plans / European IPR Heldesk

Intellectual property / Darren Dahl

#### Knowledge area 10: Processes

Grabbing Lightning: Building a Capability for Breakthrough Innovation, Gina C. O'Connor

The Lean Startup and The Startup Way, by Eric Reis,

Sprint, by Jake Knapp.

Design Thinking: Integrating Innovation, Customer Experience, and Brand Value, Thomas Lockwood

Design Thinking for Strategic Innovation, Idris Mootee

The Art of Innovation: Lessons in creativity from IDEO, America's leading design firm, by Kelley

Change by Design: How design thinking transforms organizations and inspires innovation, by Brown, T

Crossing the Chasm, by Geoffrey Moore

The Lean Enterprise, by Trevor Owens and Obie Fernandez

Six myths of product development, Thomke, S., & Reinertsen, D.

A framework for managing the innovation process, Niek D du Preez, Louis Louw

#### Knowledge area 11: Evaluation

ISO 50502 Innovation management assessment

Managing innovation (chapter on audit)

#### Knowledge area 12: Perspectives

Innovation Management, Chapter 3 – Service innovation, Goffin and Mitchell

This is services design doing

Research Handbook on Gender and Innovation, by Alsos, G. A., Hytti, U., Ljunggren, E.

Innovation in social welfare and human services, by Rønning, R. and Knutagård, M

The international handbook on social innovation: collective action, social learning and transdisciplinary research, by Moulaert, F., MacCallum, D., Mehmood, A., Hamdouch, A.

The Knowledge-Creating Company by Nonaka and Takeuchi

Applied Regional Growth and Innovation Models Editors: Kourtit, Karima, Nijkamp, Peter, Stimson, Robert

The Black Swan, by Nassim Nicholas Taleb

Reality is broken, by Jane McGonigal

#### [More materials](#)

The Innovator's Solution: Creating and Sustaining Successful Growth, by Clayton M. Christensen

The Game-Changer: How You Can Drive Revenue and Profit Growth with Innovation, by A. G. Lafley and Ram Charan

A social theory of innovation, by Styhre, A.

Challenging the Innovation Paradigm, by Sveiby, K-E., Gripenberg, P., Segercrantz, B.

Teaming, by Edmondson

Managing Innovation, by Tidd and Bessant

Strategic Management of Technological Innovation, by Schilling

Revolutionizing Product Development: Quantum Leaps in Speed, Efficiency and Quality, by Wheelwright and Clark

Leading the Revolution, by Gary Hamel

Playbook for innovation learning, by NESTA

## Appendix C: Background

### Purpose

This Body of Knowledge is intended to be used as the basis for personal certification (examination), as input to providers of innovation management training, and as a guide for people that are new to the profession.

### Structure

This Body of Knowledge is structured in 12 knowledge areas covering the different responsibilities and tasks of the Job Description for Innovation Management Professionals ([link](#)) and the different clauses of ISO 50501 (forthcoming) Innovation Management System – Guidance.

### Guidelines

This Body of Knowledge has been developed with the following guidelines in mind:

- Grounded in the experience and practice of innovation management professionals
- Focus on practice (rather than on academic knowledge)
- Aim for 500 pages (or equivalent)

### Development

This Body of Knowledge has been developed in a project by members of the Association for Innovation Management Professionals in Sweden (Innovationsledarna) during 2018. The following activities and sources have been used as inputs: a survey among the members of Innovationsledarna, scanning of reference literature and required reading of relevant academic programs, workshops with participants at the ISPIM Stockholm 2018 conference and with members of Innovationsledarna.