

# Global Body of Knowledge (BoK)

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## Special Interest Group (SIG) – Purpose and Rationale

### Purpose:

The purpose of the ISPIM SIG (Special Interest Group) is to explore the potential for a global Body of Knowledge (BoK) that supports innovation management professionals (IM professionals) in all types of organizations.

### Rationale:

Since ISPIM is a society for professional innovation management with members from over 50 countries, it has the opportunity to take on a role that would create a global guideline for the role of innovation management professionals, provide orchestration for a global Body of Knowledge that would connect country and regional activities around the world, and even endorse personal certification programs to take them to the next level. The BoK can incorporate the guidance provided by the ISO international standard on Innovation Management System: ISO 56002:2019.

# Global Body of Knowledge (BoK)

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## Special Interest Group (SIG) – Business Model Options and SIG Linkages

### Business Model:

There are two paths as follows:

1. Personal competence development that could lead to personal certification around a global Body of Knowledge for IM professionals. ISPIM could develop a business model by taking a leading role to promote personal certification worldwide.
2. Organizational capability development that could lead to a global common language and consistent approach based on ISO IMS Guidance Standard. ISPIM could develop a business model where it would be paid by interested parties to maintain a respected, impartial Body of Knowledge and even co-publish with ISO and others.

### SIG Linkages:

This would complement the Teaching & Coaching SIG to help develop innovation management professionals and build innovation management capability.

# BoK SIG Proposed Charter

## Membership

<b>SIG Co-Leads</b>	Magnus Karlsson – IMS Standard Swedish Expert and Industry Perspective Joanne Hyland – ISPIM Board, TC 279 Liaison and IMS Standard Canadian Expert
<b>Organizing Team</b>	John Bessant – BoK Expert and Academic Perspective Martin McGurk – UK/RTC North, SME Expert and IMS Standard UK Expert Steffen Conn – ISPIM Board and TC 279 Liaison Jimmi Normann Kristiansen – SIG Coordinator and IMS Standard Danish Expert
<b>BoK Membership Team</b>	We are looking for members. Please sign up at our LinkedIn page. <a href="https://www.linkedin.com/groups/12260407/">https://www.linkedin.com/groups/12260407/</a>
<b>Advisors</b>	Coming soon

# BoK SIG Proposed Charter

## Preliminary Objectives

### **1) Charter for BoK SIG and ISPIM's Role:**

Agree upon Charter and what could be ISPIM's role as the curator of a global BoK.

### **2) ISPIM Business Model for Body of Knowledge (BoK):**

Assess ISPIM's business model options for cost recovery and potential income generation: What does ISPIM hope to gain if it were to take on such a role?

### **3) Structure of the Body of Knowledge (BoK):**

Agree upon structure of the BoK. Should we simply follow the TC 279 56002 outline? How should it be populated and curated? What are other models to learn from, e.g., Sweden, other?

### **4) ISPIM's Competitive Positioning:**

Evaluate other organizations and standards work. Which other organizations have/are likely to assume a similar role, i.e., IAOIP, other? Does ISPIM have a competitive edge?

### **5) Implementation and Communications Plan:**

Develop a phased ISPIM implementation plan, including an IMS standard marketing communications briefing for sessions and web site. First step is to develop a survey to seek input from the ISPIM membership and others re role and topics of interest.

# ISPIM Role for BoK – Content and Business Model

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Content creation, content management and/or ongoing curation

1. Should ISPIM provide the global orchestration to create a common BoK that would then be adapted to regional/country requirements? Would this be valued by the membership?
2. How far should this role extend? Curation of existing content? Creation of new content?
3. Whom would be involved in managing the BoK?
4. What would be an attractive business model for ISPIM? Its membership? Those involved in managing the BoK?

# Input to Organizing the ISPIIM BoK

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Sources of inspiration

# ISO 56000: Innovation Management Principles

The foundation for the Innovation Management System



1.  
Realization  
of value



2.  
Future-focused  
leaders



3.  
Strategic  
direction



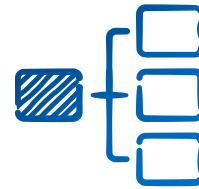
4.  
Culture



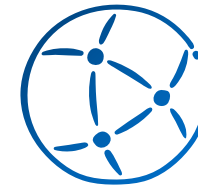
5.  
Exploiting  
insights



6.  
Managing  
uncertainty



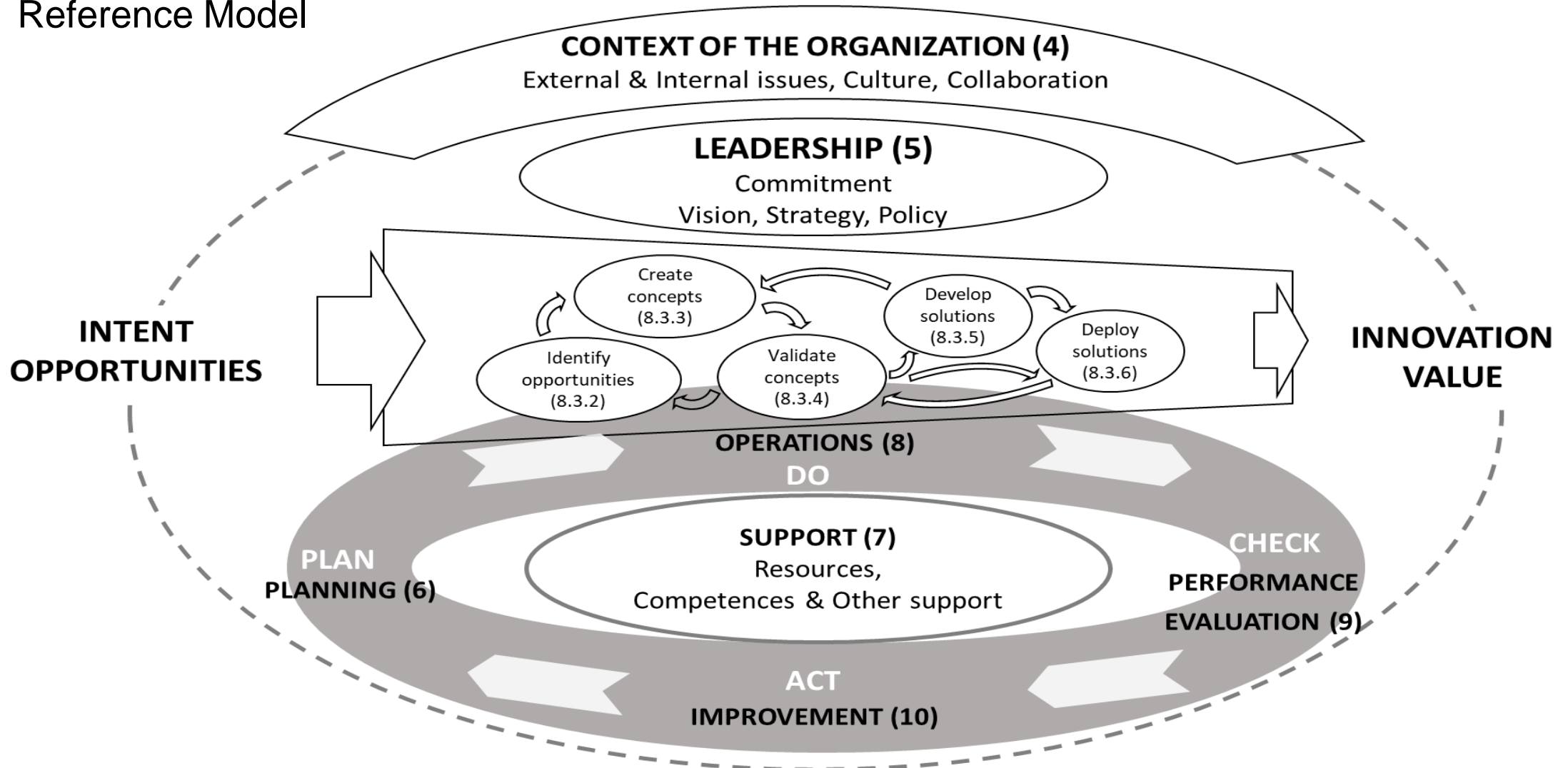
7.  
Adaptability



8. Systems  
approach

# ISO 56002: Innovation Management System

## Reference Model





# IMS Standards Table of Contents (1 of 3)

## Input to organizing the ISPIM BoK

### **Contents**

Foreword

0 Introduction

1 Scope

2 Normative references

3 Terms and definitions

### **4 Context of the organization**

4.1 Understanding the organization and its context

4.1.1 General

4.1.2 External issues

4.1.3 Internal issues

4.2 Understanding the needs and expectations of interested parties

4.3 Determining the scope of the innovation management system

4.4 Establishing the innovation management system

4.4.1 General

4.4.2 Culture

4.4.3 Collaboration

### **Contents (Continued)**

### **5 Leadership**

5.1 Leadership and commitment

5.1.1 General

5.1.2 Focus on value realization

5.1.3 Innovation vision

5.1.4 Innovation strategy

5.2 Innovation policy

5.2.1 Establishing the innovation policy

5.2.2 Communicating the innovation policy

5.3 Organizational roles, responsibilities, and authorities

# IMS Standards Table of Contents (2 of 3)

Input to organizing the ISPIIM BoK

## Contents (Continued)

### 6 Planning

- 6.1 Actions to address opportunities and risks
- 6.2 Innovation objectives and planning to achieve them
  - 6.2.1 Innovation objectives
  - 6.2.2 Planning to achieve objectives
- 6.3 Organizational structures
- 6.4 Innovation portfolios

## Contents (Continued)

### 7 Support

- 7.1 Resources
  - 7.1.1 General
  - 7.1.2 People
  - 7.1.3 Time
  - 7.1.4 Knowledge
  - 7.1.5 Finance
  - 7.1.6 Infrastructure
- 7.2 Competence
- 7.3 Awareness
- 7.4 Communication
- 7.5 Documented information
  - 7.5.1 General
  - 7.5.2 Creating and updating
  - 7.5.3 Control of documented information
- 7.6 Tools and methods
- 7.7 Strategic intelligence management
- 7.8 Intellectual property management

# IMS Standards Table of Contents (3 of 3)

Input to organizing the ISPIIM BoK

## Contents (Continued)

### 8 Operation

- 8.1 Operational planning and control
- 8.2 Innovation initiatives
- 8.3 Innovation processes
  - 8.3.1 General
  - 8.3.2 Identify opportunities
  - 8.3.3 Create concepts
  - 8.3.4 Validate concepts
  - 8.3.5 Develop solutions
  - 8.3.6 Deploy solutions

## Contents (Continued)

### 9 Performance evaluation

- 9.1 Monitoring, measurement, analysis, and evaluation
  - 9.1.1 General
  - 9.1.2 Analysis and evaluation
- 9.2 Internal audit
- 9.3 Management review
  - 9.3.1 General
  - 9.3.2 Management review inputs
  - 9.3.3 Management review outputs

### 10 Improvement

- 10.1 General
- 10.2 Deviation, nonconformity, and corrective action
- 10.3 Continual improvement

## Bibliography

# Academic BoK

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## Input to organizing the ISPIM BoK

Typical content of academic courses: The table of contents of our textbook ('Managing innovation' now in its 6th edition) gives a reasonable overview of the kind of treatment offered in academic courses. (Source: John Bessant and Joe Tidd)

1. Innovation – what it is and why it matters
2. Innovation as a Core Business Process
3. Building the innovative organization
4. Developing an innovation strategy
5. Sources of innovation
6. Search strategies for innovation
7. Innovation networks
8. Decision making under uncertainty
9. Making the innovation case
10. Creating new products and services
11. Exploiting open innovation and collaboration
12. Promoting entrepreneurship and new ventures
13. Capturing the business value of innovation
14. Creating and capturing social value
15. Capturing learning from innovation

# Sweden BoK

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## Input to organizing the ISPIIM BoK

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Knowledge area 5: Leadership and organization .....	5
Knowledge area 6: Planning and strategy .....	5
Knowledge area 7: Culture and collaboration .....	6
Knowledge area 8: Resources .....	6
Knowledge area 9: Methods and tools .....	6
Knowledge area 10: Processes .....	7
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# Getting Started Plan for ISPIM Global BoK

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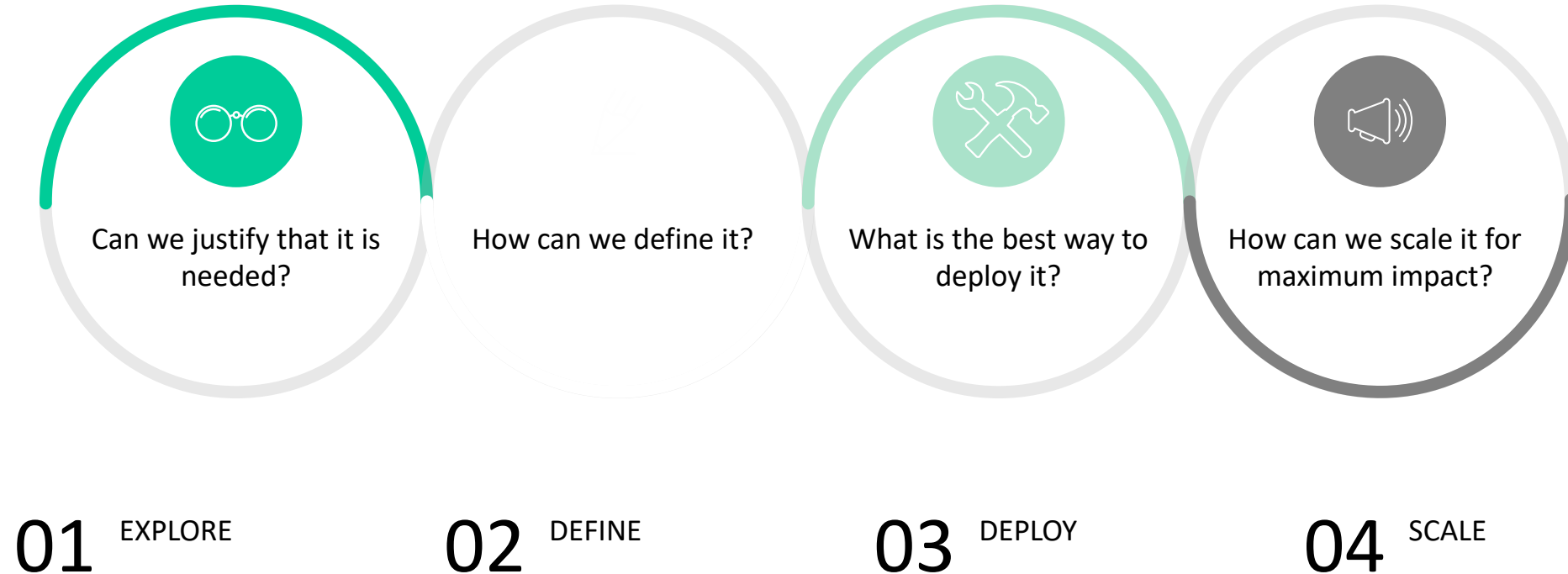
Why and framing the experiment

# Why?

- Research on innovation management has matured and is well developed yet has very specific use cases and context.
- We know that there is a “role” of an innovation management professional that is well-established within practice.
  - What are the roles of such managers of innovation more specifically? (job descriptions)
  - What are the core challenges within these roles? (barriers for success)
  - What is the body of knowledge, that is, the consolidated knowledge, in a broad sense, that these innovation managers should have? (Body of Knowledge)
  - What is the reference model to help these professionals work more effectively within organizations?
- The Body of Knowledge SIG has a dual purpose as follows:
  - Helping to define the roles of “innovation management professionals” in the world and provide the basis of the newest applicable knowledge in the field of innovation to these professionals as a source for personal competence development and certification.
  - Establishing a global common language and consistent approach based on the ISO Innovation Management System (IMS) Guidance Standard as a reference model for organizational innovation capability development.
- “As an innovation management professional, what do I need to know?”
- “As a professional working within an organization, how do I make the case for innovation capability development?”

# An Experiment with 4 Steps

The basis for the Body of Knowledge



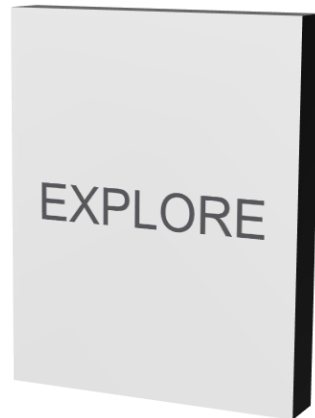


# EXPLORE

## Taking the First Steps

### Explore: First Steps

1. Create half-pager and establish core team.
2. Identify IM professionals and conduct survey.
3. Create first draft of BoK and test with select professionals.



### TO-DOs

1

- Write half-pager for ISPIM BoK SIG (Joanne – Done)
- Establish and align with core team (Joanne and Magnus – Done)

2

- Prepare survey questions in alignment with ISO IMS principles (Magnus and Jimmi for first pass)
- Identify relevant participants for the survey (Joanne, Steffen, Magnus, Martin and John Bessant)
- Send survey questions to participants (Jimmi)

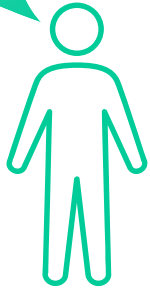
3

- Start repository database by role or topics in accordance with IMS. (Jimmi)
- Use input from select academic and practitioners to get core applicable research and other references into the BoK repository (Jimmi, Joanne, Magnus, Martin, Steffen)

# Methodology for Exploration

## 1 Practitioner Input

“Job role.. Data based on questions.. Core challenges in the role”



### Understand

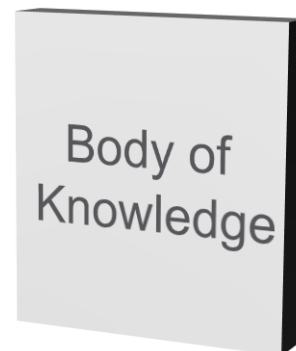
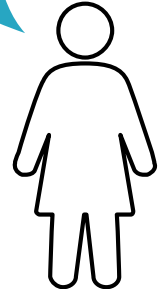
- Job role
- Key questions (related to themes from ISO IMS)
- Key challenges in the role

## 2 Academic- and expert input

### Understand

- What is the body of knowledge
- Are there gaps between roles, challenges and what we know?
- How does the body of knowledge evolve over time?

“See article X.. Look at database Y.. Read case study Z...”



# Design and Coupling of IMS to Job Role(s)

