Body of Knowledge
for Innovation Management Professionals

Version 1.0 | 2020-09-18

INNOVATIONSLEDARNA
Association for Innovation Management Professionals in Sweden

Contents

About

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.

Contacts

info@innovationsledarna.se | www.innovationsledarna.se

Body of Knowledge for Innovation Management Professionals

Introduction

- **ISO 56002:2019 Innovation management — Innovation management system — Guidance,** clause 0 "Introduction" ([ISO](), [SIS](), 4 pages)

- **Five Ways to Ruin Your Innovation Process,** by Rita McGrath ([Video](), 3 min)

- **On Managing Innovation,** by John Bessant ([Video](), 10 min)

Knowledge area 1: Professionalization

Professionalization and the role of innovation management professionals.

- **Job Description: Innovation Management Professional**, by Innovationsledarna ([Link]() 2015, 2 pages)

- **The Myth of the Intrapreneur,** by Andrew Corbett ([HBR]() 2018, 3 pages, see also Book: [Beyond the Champion]())

- **The Innovation Catalysts**, by Roger Martin ([HBR]() 2011, 5 pages)

- **5 Mistakes Employees Make When Challenging the Status Quo,** by Lois Kelly and Carmen Medina ([HBR]() 2016, 2 pages, see also [Video](), 15 min, and Book: [Rebels at Work]())

Knowledge area 2: Fundamentals

Fundamentals, principles, terms, and definitions.

- **ISO 56000:2020 Innovation management — Fundamentals and vocabulary** ([ISO](), [SIS](), 27 pages)

- **Innovation Management Challenges: from Fads to Fundamentals,** by Joe Tidd and John Bessant ([Link]() 2018, 10 pages)

- **The 12 Different Ways for Companies to Innovate**, by Mohanbir Sawhney, et al. ([MIT Sloan Management Review]() 2006, 7 pages)

- **Ten Types of Innovation**, by Larry Keeley, et al. ([Overview](), 3 pages, see also [Video](), 39 min, and Book: [Ten Types of Innovation]())

- **What Is Disruptive Innovation**?, by Clayton Christensen, et al. ([HBR]() 2015, 9 pages, see also [Video](), 8 min, and Book: [The Innovator's Dilemma]())

Knowledge area 3: Frameworks

Frameworks, models, and management systems.

- **ISO 56002:2019 Innovation management — Innovation management system — Guidance** (ISO, SIS, 29 pages)

- **The Eight Essentials of Innovation,** by Marc de Jong, et al. (McKinsey 2013, 14 pages, see also Video, 18 min)

- **The Hard Truth About Innovative Cultures,** by Gary Pisano (HBR 2019, 7 pages, see also Video, 21 min, and Book: Creative Construction)

- **How to Build an Invincible Company,** by Alex Osterwalder (Podcast, 35 min, see also Book: The Invincible Company)

Knowledge area 4: Context of the organization

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

- **ISO 56002:2019 Innovation management — Innovation management system — Guidance**, clause 4 "Context of the organization" (ISO, SIS)

- **How to Start Seeing Around Corners,** by Rita McGrath (Podcast, 35 min, see also Book: Seeing Around Corners)

- **How to think Like a Futurist (The Signals are Talking)**, by Amy Webb (Video 2017, 20 min)

- **Know Your Customers' "Jobs to Be Done",** by Clayton Christensen et al. (HBR 2016, 8 pages, see also Video, 7 min)

- **What Customers Want: Using Outcome-Driven Innovation to Create Breakthrough Products and Services**, by Anthony Ulwick (Video 2016, 30 min)

- **Are You Solving the Right Problem?,** by Dwayne Spradlin (HBR 2012, 9 pages)

Knowledge area 5: Culture and collaboration

Culture, collaboration, and creativity.

- **ISO 56002:2019 Innovation management — Innovation management system — Guidance**, clause 4.4.2 "Culture" and 4.4.3 "Collaboration" (ISO, SIS)

- **Organizational Climate for Creativity and Innovation**, by Göran Ekvall (Summary 1996, 1 page)

- **Building a Culture of Experimentation,** by Stefan Thomke (HBR 2020, 13 pages, see also Video, 54 min, and Book: Experimentation Works)

- **Drive: The Surprising Truth About What Motivates Us**, by Dan Pink (Video 2010, 11 min, see also Video, 18 min, and Book: Drive).

- **The Surprising Habits of Original Thinkers**, by Adam Grant (Video, 15 min)

- **The Era of Open Innovation**, by Henry Chesbrough (MIT 2003, 10 pages, see also Video, 13 min, and Book: Open Innovation)

- **Where Good Ideas Come From: The Natural History of Innovation**, by Steven Johnson (Summary 2011, 6 pages, see also Video, 4 min, Video, 17 min, and Book: Where Good Ideas Come From)

Knowledge area 6: Leadership, strategy, and policy

Leadership and commitment, vision, strategy, policy, roles, responsibilities, and authorities.

- **ISO 56002:2019 Innovation management — Innovation management system — Guidance**, clause 5 "Leadership" (ISO, SIS)

- **How Great Leaders Inspire Action**, by Simon Sinek (Video 2009, 18 min, see also Book: Start with Why)

- **The Innovator's DNA**, by Jeff Dyer, et al. (HBR 2009, 8 pages, see also Video, 18 min, and Book: The Innovator's DNA)

- **Playing to Win: How Strategy Really Works**, by A.G. Lafley and Roger Martin (Book chapter 2013, 6 pages, see also Video, 4 min, and Book: Playing to Win)

- **Your Strategy Needs a Strategy**, by Martin Reeves, et al. (HBR 2012, 7 pages, see also Video, 11 min, and Book: Your Strategy Needs a Strategy)

- **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, see also Video, 25 min, and Book: Discovery-Driven Growth)

- **Transient Advantage**, by Rita McGrath (HBR 2013, 7 pages, see also Video, 6 min, and Book: The End of Competitive Advantage)

Knowledge area 7: Planning, organizational structures, and portfolios

Planning, objectives, organizational structures, and portfolios.

- **ISO 56002:2019 Innovation management — Innovation management system — Guidance**, clause 6 "Planning" (ISO, SIS)

- **The Ambidextrous Organization,** by Charles O'Reilly and Michael Tushman (HBR 2004, 8 pages, see also Video, 7 min)

- **Reinventing Organizations**, by Frederic Laloux (Introduction 2013, 5 pages, see also Video, 7 min, and Book: Reinventing Organizations)

- **Managing Your Innovation Portfolio**, by Bansi Nagji and Geoff Tuff (HBR 2012, 6 pages)

Knowledge area 8: Resources

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

- **ISO 56002:2019 Innovation management — Innovation management system — Guidance**, clause 7.1 "Resources" ([ISO](#), [SIS](#))

- **How to Put Your Money Where Your Strategy Is**, by Stephen Hall, et al. ([McKinsey](#) 2012, 11 pages)

- **Creativity Under the Gun**, by Teresa Amabile, et al. ([HBR](#) 2002, 9 pages)

Knowledge area 9: Support, tools, and methods

Competence, awareness, communication, documentation, tools and methods, strategic intelligence, and intellectual property management.

- **ISO 56002:2019 Innovation management — Innovation management system — Guidance**, clause 7.2-7.8 in "Support" ([ISO](#), [SIS](#))

- **Tools for Business Model Generation**, by Alexander Osterwalder and Steve Blank ([Video](#) 2012, 53 min, see also Book: [Business Model Generation](#))

- **Blue Ocean Strategy**, by W. Chan Kim and Renee Mauborgne ([HBR](#) 2004, 8 pages, see also [Video](#), 8 min, and Book: [Blue Ocean Strategy](#))

- **Strategic Management of Intellectual Property**, by William W. Fisher III and Felix Oberholzer-Gee ([California Management Review](#) 2013, 20 pages)

Knowledge area 10: Processes

Initiatives, projects, and processes.

- **ISO 56002:2019 Innovation management — Innovation management system — Guidance**, clause 8 "Operation" ([ISO](#), [SIS](#))

- **Failing by Design**, by Rita McGrath ([HBR](#) 2011, 7 pages, see also [Video](#), 4 min)

- **Why the Lean Start-Up Changes Everything**, by Steve Blank ([HBR](#) 2013, 6 pages, see also [Video](#), 5 min)

- **The Innovator's Method: Bringing The Lean Start-Up Into Your Organization**, by Nathan Furr and Jeff Dyer ([Book chapter](#) 2014, 25 pages, see also [Video](#), 19 min, and Book: [The Innovator's Method](#))

- **Why Design Thinking Works,** by Jeanne Liedtka ([HBR](#) 2018, 6 pages, see also [Video](#), 21 min)

- **Embracing Agile**, by Darrell Rigby, et al. ([HBR](#) 2016, 9 pages, see also [Video](#), 2min)

- **Innovation and the Future of Stage-Gate,** by Robert Cooper et al. ([Video](#), 17 min, see also [Article](#) 2016, 17 pages)

Knowledge area 11: Evaluation and improvement

Evaluation, assessment, indicators, and improvement including change management.

- **ISO 56002:2019 Innovation management — Innovation management system — Guidance**, clause 9 "Performance evaluation" and 10 "Improvement" (ISO, SIS)

- **Creating Better Innovation Measurement Practices**, by Anders Richtner, et.al (MIT 2017, 9 pages)

- **Leading Change: Why Transformation Efforts Fail**, by John Kotter (HBR 2007, 9 pages, see also Book: Leading Change)

- **Accelerate!**, by John Kotter (HBR 2012, 10 pages, see also Video, 6 min)

Knowledge area 12: Perspectives

Perspectives on management, social, sustainability, public sector innovation etc.

- **The Why, What, and How of Management Innovation**, by Gary Hamel (HBR 2006, 14 pages, see also 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)

- **Discovery-Driven Digital Transformation**, by Rita McGrath and Ryan McManus (HBR 2020, 8 pages, see also Podcast 22 min)

- **Why Innovation in Health Care Is So Hard**, by Regina Herzlinger (HBR 2006, 9 pages)

Appendix: Background

Purpose

This Body of Knowledge is intended to be used as a guide for innovation management professionals, beginners and advanced, as the basis for personal certification (examination), and as input to providers of innovation management training.

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 and the different clauses of ISO 56002:2019 Innovation Management System – Guidance.

The first item after each entry is part of the Body of Knowledge, the items after "see also" are optional and provided as supporting information.

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 2020. 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 members of Innovationsledarna.

Versions

This is version 1.0 and it is replacing version 0.8 from 2018.