



Realizar una evaluación de la gestión de la innovación



5 Pasos

1. **Preparación:** antes de la entrevista (ver Preparación Assessment.pptx y diapositiva 5 a 18)
2. **Inicio de sesión:** en la herramienta de evaluación (ver diapositivas 5 - 10)
3. **Entrevista:** El evaluador principal debe dirigir la entrevista y hacer las preguntas del BP y del GP.
4. A esas preguntas se anotan los aspectos positivos y negativos, así como los comentarios.
5. Si es posible, cargue o guarde las evidencias que confirmen los hallazgos. Las evidencias deben ser algo tangible (archivos, fotos, capturas de pantalla). (ver diapositiva 11 – 25)
6. **Calificación:** Luego se puede dar una calificación basada en los comentarios y evidencias. (ver diapositivas 26 - 34)
7. **Informe:** Exporte los resultados y cree un informe. (ver diapositiva 35 – 46)



Paso 1:
Preparación



5 Pasos

- 1. Preparación: antes de la entrevista (ver Preparación Assessment.pptx)**
- 2. Inicio de sesión: en la herramienta de evaluación (ver diapositivas 5 - 10)**
- 3. Entrevista: El evaluador principal debe dirigir la entrevista y hacer las preguntas del BP y del GP.**
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- 7. Informe: Exporte los resultados y cree un informe. (ver diapositiva 35 – 46)**



Paso 2: Iniciar sesión



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the European Union

5 Pasos

1. **Preparación:** antes de la entrevista (ver Preparación Assessment.pptx)
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Puesta a punto de la(s) herramienta(s)

- Asegúrese de que la evaluación se cree para los procesos en el alcance de la herramienta seleccionada

The screenshot shows the 'Capability Adviser' web assessment portal. At the top, there is a navigation bar with links: 'About', 'Software Process Assessment', 'Process Assessment Model', 'Browse Domains', 'Login', and 'Help'. Below the navigation bar, the page is titled 'Welcome to the Capability Adviser Web Assessment Portal for ISO56000 Benchmarking!'. On the left, under 'THE GOALS', there are three bullet points: 'Establish plans for improvements', 'Benchmark with international standards', and 'Increase the competitiveness on the market'. Below the goals is a pyramid diagram with levels 0 to 5. On the right, there is a section 'In Version 9.0 we:' followed by a list of improvements: 'improved security', 'improved stability', 'improved speed', 'added an assessment schedule overview', 'added a rating overview window', 'added support for multiple word templates', 'added assessor notepad to track Todos, etc', 'added styling options for PPT exports', 'improved filtering options in the benchmarking view', 'improved filtering options for excel exports', and 'fixed some minor bugs'. A circular badge with '9.0' is next to this list. Below the list, it says '* this is made possible because we are now using PHP 8.' and 'The Capability Adviser is a web based team assessment tool, supporting an ISO56000 Assessment Model. Joint innovation assessments and creating assessment reports has never been easier.' At the bottom, there is a footer with the logo of 'EUID SPI Certificates & Services GmbH' and a link to 'www.capability-adviser.com'.

- Garantizar que todos los coevaluadores tengan acceso a la herramienta
- Asegúrese de que todos los coevaluadores estén familiarizados con la herramienta → por ejemplo, proporcione orientación o envíeles pautas o instrucciones sobre cómo usar la herramienta



Paso 2: Iniciar sesión (Información General)

- Portal de evaluación basado en la web
- ISO 56000 e ISO 33020 combinadas

Capability Adviser



About Software Process Assessment Process Assessment Model Browse Domains Login Help

THE GOALS

Establish plans for improvements
Benchmark with international standards
Increase the competitiveness on the market



Welcome to the Capability Adviser Web Assessment Portal for ISO56000 Benchmarking!

9.0

In Version 9.0 we:

- **improved security** *
- **improved stability** *
- **improved speed** *
- added an assessment schedule overview
- added a rating overview window
- added support for multiple word templates
- added assessor notepad to track ToDos, etc
- added styling options for PPT exports
- improved filtering options in the benchmarking view
- improved filtering options for excel exports
- fixed some minor bugs

* this is made possible because we are **now using PHP 8**.

The Capability Adviser is a web based team assessment tool, supporting an ISO56000 Assessment Model. Joint innovation assessments and creating assessment reports has never been easier.

Visit the Capability Adviser product page at: www.capability-adviser.com

The adaptation and configuration of the Capability Adviser assessment system has been supported by the EU project TIMS (Agreement Number: 2021-1-LV01-KA220-VET-000033281, ISO 56000 InnovationManagement Norm: Training in InnovationManagement System for Sustainable SMEs). In this case the publications (assessment model) reflect the views only of the author(s), and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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Erasmus+ Programme
of the European Union



EURO SPI Certificates & Services GmbH



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the European Union

Paso 2: Iniciar sesión (Registro)

- INICIO DE SESIÓN – REGISTRO TIMS
- Regístrese una vez y recuerde su nombre de usuario y contraseña.
- La próxima vez NO te registres de nuevo, solo INICIA SESIÓN

The screenshot shows the homepage of the Capability Adviser web application. At the top, there is a navigation bar with links for 'About', 'Software Process Assessment', 'Process Assessment Model', 'Browse Domains', 'Login', and 'Help'. The 'Login' dropdown menu is open, showing options for 'Assessor', 'Organisation', 'Content Provider', 'Administrator', and 'TIMS Registration'. The main content area features a green header for 'THE GOALS' with three bullet points: 'Establish plans for improvements', 'Benchmark with international standards', and 'Increase the competitiveness on the market'. Below this is a pyramid diagram with levels 0 to 5. To the right, a welcome message reads 'Welcome to the Capability Adviser Web Assessment for ISO56000 Benchmarking!' followed by a list of improvements in version 9.0, including 'improved security', 'improved stability', and 'improved speed'. A circular badge highlights '9.0'. At the bottom, there is a footer with the EU logo and text: 'Co-funded by the European Union' and 'EURO SPI Certificates & Services GmbH'.

Capability Adviser

EURO SPI

About Software Process Assessment Process Assessment Model Browse Domains Login Help

Assessor
Organisation
Content Provider
Administrator
TIMS Registration

9.0

THE GOALS

- Establish plans for improvements
- Benchmark with international standards
- Increase the competitiveness on the market

Welcome to the Capability Adviser Web Assessment for ISO56000 Benchmarking!

In Version 9.0 we:

- improved security *
- improved stability *
- improved speed *
- added an assessment schedule overview
- added a rating overview window
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the European Union

Paso 2: Iniciar sesión (Registro)

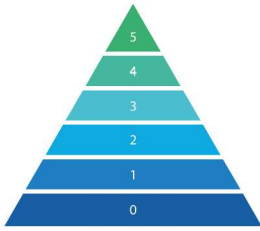
- INICIO DE SESIÓN – REGISTRO TIMS
- Regístrese una vez y recuerde su nombre de usuario y contraseña.
- La próxima vez NO te registres de nuevo, solo INICIA SESIÓN como Asesor.

Capability Adviser 

[About](#) [Software Process Assessment](#) [Process Assessment Model](#) [Browse Domains](#) [Login](#) [Help](#)

THE GOALS

Establish plans for improvements
Benchmark with international standards
Increase the competitiveness on the market



Sign up for a TIMS Account

Company Profile

Company (Project) Name

Assessing Organisation

Select an organisation



Account Information


Username

Password

Retype Password

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 Certificates & Services GmbH

Paso 3: Entrevista



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5 Pasos

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Paso 3: Entrevista (Seleccionar empresa)

- INICIO DE SESIÓN – REGISTRO TIMS
- Regístrese una vez y recuerde su nombre de usuario y contraseña.
- La próxima vez NO te registres de nuevo, solo INICIA SESIÓN

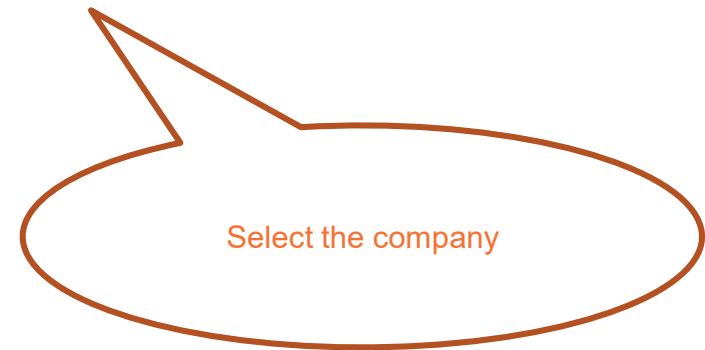
Capability  Adviser

Please select one of the following assessments:

– **Test Company Athens 2**

» Test Company Athens 2 ISO 56000 Assessment

Select the company



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Paso 3: Entrevista (Selección Evaluación)

- Árbol de Procesos
- Nivel 1 (Prácticas Básicas) por proceso – QUÉ SE HACE
- Niveles 2 a 5 (Prácticas genéricas) - Eficiencia de la realización (ISO 33020)

Capability  Adviser

Please select one of the following assessments:

- **ISO56000 Trial TIMS**
 - » TIMS Integrated ISO56000 Assessment



Select the assessment



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Paso 3: Entrevista (Lista de Procesos)

- Árbol de Procesos
- Nivel 1 (Prácticas Básicas) por proceso – QUÉ SE HACE
- Niveles 2 a 5 (Prácticas genéricas) - Eficiencia de la realización (ISO 33020)

Capability Adviser

All Assessments Evidences Export Rating Settings Raspberry Help

TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- + IMS.1 Leadership
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Innovation Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Cycle
- + SIM.3 Intelligence Communication
- + TAM.1 Innovation Partnership Framework
- + TAM.2 Entering an Innovation Partnership
- + TAM.3 Partner Selection
- + TAM.4 Partner Alignment
- + TAM.5 Interaction between Partners
- + TIM.1 Preparing for Idea Management
- + TIM.2 People and Organisation
- + TIM.3 Idea Management Process and Activities

Seleccione un proceso en la
lista de procesos



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Paso 3: Entrevista (Niveles de capacidad del proceso)

- Árbol de Procesos
- Nivel 1 (Prácticas Básicas) por proceso – QUÉ SE HACE
- Niveles 2 a 5 (Prácticas genéricas) - Eficiencia de la realización (ISO 33020)

Capability Adviser

All Assessments Evidences Export Rating Settings Raspberry Help

TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
 - » IMS.1 1
 - » IMS.1 2
 - » IMS.1 3
 - » IMS.1 4
 - » IMS.1 5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management in Innovation Process
- + SIM.1 Strategic Intelligence Management Setup
- + SIM.2 Strategic Intelligence Cycle
- + SIM.3 Intelligence Communication
- + TAM.1 Innovation Partnership Framework
- + TAM.2 Entering an Innovation Partnership
- + TAM.3 Partner Selection

Seleccione el nivel 1 para ver
las prácticas básicas (lo que
hay que hacer)



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Paso 3: Entrevista (Prácticas)

- por proceso en el Nivel 1 las prácticas base
- Prácticas básicas calificadas con N(ot)/P(artialmente)/L(argely)/F(ully)
- Comentar es posible – Fortalezas/Debilidades

Capability Adviser



Navigation: All Assessments | Evidences | Export | Rating | Settings | Raspberry | Help | Logout

TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- **IMS.1 Leadership**
 - » IMS.1.1
 - » IMS.1.2
 - » IMS.1.3
 - » IMS.1.4
 - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and

Leadership

IMS.1.1: Summary | Notes | Save All | Evidences | Recommendations | Rules

- IMS.1.BP1** **Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system.** This is done by:
 - a) establishing the innovation vision, strategy, policy, and objectives
 - b) fostering a culture supporting innovation activities;
 - c) integrating the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
 - d) creating awareness and communicating the importance of effective innovation management and supporting persons to contribute to the effectiveness of the innovation management system; (learning from both successes and failures)
 - e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement[Outcome 1]

N P L F Not App. Note



Base Practices with rating scale



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Paso 3: Entrevista (Resultados)

- por proceso en el Nivel 1 las prácticas base
- Los resultados se mapean mediante numeración, por ejemplo, Resultado 1

Capability Adviser EVID SPI

All Assessments Evidences Export Rating Settings Raspberry Help Logout

TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
 - » IMS.1.1
 - » IMS.1.2
 - » IMS.1.3
 - » IMS.1.4
 - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
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Leadership

IMS.1.1: Summary Notes Save All Evidences Recommendations Rules

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- e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement

[Outcome 1]

N P L F Not App. Note

Outcomes:

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.

Click Base Practice Text to see the Outcomes



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Paso 3: Entrevista (Mostrar capítulos de normas)

- por proceso en el Nivel 1 las prácticas base
- Se pueden visualizar los capítulos de normas relacionados

Capability Adviser

All Assessments Evidences Export Rating Settings Raspberry Help

TIMS Integrated ISO56000 Assessment

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership
 - » IMS.1.1
 - » IMS.1.2
 - » IMS.1.3
 - » IMS.1.4
 - » IMS.1.5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
- + IMS.6 Performance Evaluation
- + IPM.1 IPM Framework
- + IPM.2 IP Strategy
- + IPM.3 IP Management i
- Process
- + SIM.1 Strategic Intel
- Management Setup
- + SIM.2 Strategic Intel

Leadership

IMS.1.1: Summary Notes Save All Evidences Recommendations Rules

MS.1.BP1

Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system. This is done by:
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b) fostering a culture supporting innovation activities;
c) integrating the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
d) creating awareness and communicating the importance of effective innovation management and supporting persons to contribute to the effectiveness of the innovation management system; (learning from both successes and failures)
e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement
[Outcome 1]

N O P O L O F O Not App. Note

Relates to ISO 56002 Clause 5.1

Note: Reference to "business" in this document can be interpreted broadly to mean those activities that are core to the purpose of the organization's existence.

Rating Guidance:

N(ot) - the related outcomes do not exist,
P(artly) - the BP related content in the referenced outcomes exists as a draft and is incomplete,
L(argely) - the BP related content in the referenced outcomes exists and is agreed among the innovation team and released BUT misses still some topics to be complete,

Click Base Practice ID to get
the underlying norm mapping



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Paso 3: Entrevista (Fortalezas, Debilidades, Comentarios)

- Por práctica, la calificación se puede comentar
- Fortalezas, Debilidades, Comentarios en general

IMS.1 1: Summary Notes Save All Evidences Recommendations Rules

IMS.1.BP1 **Top management should demonstrate leadership and commitment with respect to the innovation management system by being responsible for the effectiveness and efficiency of the innovation management system.** This is achieved by:
a) establishing the innovation vision, strategy, policy, and objectives;
b) fostering a culture supporting innovation activities;
c) integrating the organization's innovation management system requirements with existing structures and business processes, as appropriate;
d) creating awareness and communicating the importance of effective innovation management supporting persons to contribute to the effectiveness of the innovation management system (learning from both successes and failures)
e) ensuring that the innovation management system achieves its intended purpose and performance evaluation at planned intervals for continuous improvement [Outcome 1]

N P L F Not App. Note

Strengths:

Vision statement in the intranet
Lessons learned cycles from projects

Weaknesses:

Open innovation is part of the vision statement but connecting internal experts to teams to outside partners not supported so far

Comments/Suggestions:

Extra innovation agent role defined and assigned at top management level

Save Clear Other Notes Copy Weaknesses

Abrir ventanas de comentarios con notas de elementos de menú

OpAbrir ventanas de comentarios con notas de elementos de menú



Paso 3: Entrevista (Nivel de capacidad 1)

Asegúrese de comenzar en el Nivel de capacidad 1.

Capability Adviser

All Assessments Evidences Export Rating Settings Help

2024 01 ISO 56000 Assessment L1
- L5

All Units

- + ASM.1 Assessment Process
- + ASM.2 Perform Assessments
- + ASM.3 Benchmark and Improve
- + IMS.0 Introduction
- IMS.1 Leadership Capability Level 1
 - » IMS.1 1
 - » IMS.1 2
 - » IMS.1 3
 - » IMS.1 4
 - » IMS.1 5
- + IMS.2 Planning
- + IMS.3 Resources Management
- + IMS.4 Competence Management
- + IMS.5 IMS Implementation and Operation
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Leadership

IMS.1 1: Summary Notes Save All Evidences

IMS.1.BP1 Top management should demonstrate leadership and commitment with respect to the i accountable for the effectiveness and efficiency of the innovation management system.

- a) establishing the innovation vision, strategy, policy, and objectives
- b) fostering a culture supporting innovation activities;
- c) integrating the organization's innovation management system requirements into the organization as appropriate;
- d) creating awareness and communicating the importance of effective innovation management ar effectiveness of the innovation management system; (learning from both successes and failures)
- e) ensuring that the innovation management system achieves its intended outcomes and promoti for continuous improvement

[Outcome 1]

N P L F Not App.

Outcomes:

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.

IMS.1.BP2 Focus on value realization. Top management should demonstrate leadership and commitment

- a) identifying opportunities, through exploitable insights, based on current or future, stated or un
- b) considering the balance between opportunities and risks, including the consequences of lost o
- c) considering risk-appetite and tolerance for failure;
- d) allowing for conceptualization, experimentation, and prototyping, involving users, customers, i and validate assumptions;
- e) promoting perseverance and ensuring the timely deployment of innovations.

[Outcome 2]

N P L F Not App.



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Paso 3: Entrevista (Entrevista Básica)

El evaluador principal debe dirigir la entrevista y hacer las preguntas de BP y GP.

Leadership

IMS.1 1: Summary Notes Save All Evidences

- IMS.1.BP1:** **Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system.** This is done by:
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 - e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals for continuous improvement
- [Outcome 1]

N P L F Not App. Note

Strengths:

Yearly presentation of the vision statement to stakeholders (employees, shareholders, strategic partners)
SPI Manifesto is established
Open culture (EuroSPI Conference and SOQRATES working group), Feature requests for Capability Adviser possible by customers, Kanban Boards

Weaknesses:

All vision statements describe the future vision of products and services, but the innovation vision about what role the innovation management system plays in the company, is not concise and not documented
Missing maintenance, standardisation of feedback and lack of documentation of improvement recommendations

Comments/Suggestions:

Note the difference between innovation vision and standard company vision.
Possible methods to apply: Change Story, Innovation Ambition Matrix (To create a basic strategy look at opportunities for innovation and rate them), Balanced Scorecard (KPI Tracking for monitoring effectiveness and efficiency)

Save Clear Other Notes Copy Weaknesses

Outcomes:

1. Top management demonstrating leadership.
2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
3. An established innovation vision.
4. A documented innovation strategy.



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Paso 3: Entrevista (Comprobar los resultados)

- Revise los resultados del proceso y verifique la existencia de los resultados.

IMS.4.BP1 **Establish competence management.** The organization establishes an approach for the development and management of competencies (e.g., competence matrix and annual assessment; learning activities).
The organization
1. determines the necessary competences and ensures that involved persons are competent;
2. identifies competency gaps and take actions to acquire and continuously evaluate, improve, and renew the necessary competence, and evaluate the effectiveness of the actions taken;
3. considers the need for outsourced competence; and establishes the necessary connections and collaborations between people with different competencies;
4. considers the need for aligning internal competencies with relevant external interested parties;
5. retains appropriate documented information as evidence of competence.
[Outcomes 1, 2]

N P L F Not App. Note

Outcomes:

1. A Skills Gap Analysis.
2. A Competence Matrix (who provides which competence to the team and are all required competences covered).
3. A communication plan.



- En este ejemplo (ver resultados). Pida a la Entrevista que le muestre el Análisis de Brecha de Habilidades y la Matriz de Competencias (solo los Resultados 1 y 2 son relevantes para este BP)



Paso 3: Entrevista (Evidencias)

Después de que la persona entrevistada le haya explicado y mostrado la matriz de competencias, debe documentar lo que se le presentó como evidencia y realizar una calificación. Documentar las pruebas que ha presentado la persona entrevistada.

IMS.4 1: Summary Notes Save All Evidences Recommendations Rules

Title	Description	
 Competence Center	Competence Management System	<input type="button" value="Edit"/> <input type="button" value="-"/>
 Innovation Management Role Description		<input type="button" value="Edit"/> <input type="button" value="-"/>
		<input type="button" value="+"/>

Debe ser evidente sobre qué base se ha realizado la calificación y qué evidencias se presentaron.



Paso 3: Entrevista (Comentar y recoger evidencias)

A esas preguntas se anotan los aspectos positivos y negativos, así como los comentarios. Si es posible, cargue o guarde las evidencias que confirmen los hallazgos. Las evidencias deben ser algo tangible (archivos, fotos, capturas de pantalla). Luego califica y pasa a la siguiente práctica.

Leadership
IMS.1 1: Summary Notes Save All Evidences

✓ **IMS.1.BP1 Top management should demonstrate leadership and commitment with respect to the innovation management system by being accountable for the effectiveness and efficiency of the innovation management system.** This is done by:
 a) establishing the innovation vision, strategy, policy, and objectives
 b) fostering a culture supporting innovation activities;
 c) integrating the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
 d) creating awareness and communicating the importance of effective innovation management and supporting persons to contribute to the effectiveness of the innovation management system; (learning from both successes and failures)
 e) ensuring that the innovation management system achieves its intended outcomes and promoting performance evaluation at planned intervals [Outcome 1]

Strengths:
 Yearly presentation of the vision statement to stakeholders (employees, shareholders, strategic partners)
 SPI manifesto is established
 Open culture (EuroSPI Conference and SOQRATES working group), Feature requests for Capability Adviser possible by customers, Kanban Boards

Weaknesses:
 All vision statements describe the future vision of products and services, but the innovation vision about what role the innovation management system plays in the company, is not concise and not documented
 Missing maintenance, standardisation of feedback and lack of documentation of improvement recommendations

Comments/Suggestions:
 Note the difference between innovation vision and standard company vision.
 Possible methods to apply: Change Story, Innovation Ambition Matrix (To create a basic strategy look at opportunities for innovation and rate them), Balanced Scorecard (KPI Tracking for monitoring effectiveness and efficiency)

Save Clear Other Notes Copy Weaknesses

Outcomes:
 1. Top management demonstrating leadership.
 2. The establishment of an innovation process with phases idea creation, selection, implementation and exploitation.
 3. An established innovation vision.
 4. A documented innovation strategy.

Leadership

Summary Notes Save All Evidences

Title	Description	
Vision Statement Presentation	2023-12-16-EuroSPI - ISCN - Vision - Strategy - Business-v1	Edit -
EuroSPI Vision Statement	https://conference.eurospi.net/index.php/en/vision	Edit -
SPI Manifesto	https://conference.eurospi.net/index.php/en/manifesto	Edit -
Change Story	M6-ChangeStory: Analysis of EuroSPI Conference Management with Kanban Board	Edit -
Marketing Analyse	M8-Marketing-Controlling-Analysis: LinkedIn Quantitative Analysis	Edit -
Customer Journey Map Analyse	M3-MBA-CustomerJourneyMapAnalyse	Edit -
Strategic Roadmap of Job Roles	Deliverable 2.x DRIVES Project	Edit -
Google Analytics and LinkedIn Campaign Analysis	KPIs & Tracking / Diploma / Research	Edit -
Wiley Articles about job roles in the future in automotive	Selection of job roles for academy based on studies	Edit -
Eu projects with feedback analysis / TIMS	Interviews and questionnaire analysis	Edit -
		+ *



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Paso 4: Calificar



5 Pasos

1. Preparación: antes de la entrevista (ver Preparación Assessment.pptx)
2. Inicio de sesión: en la herramienta de evaluación (ver diapositivas 5 - 10)
3. Entrevista: El evaluador principal debe dirigir la entrevista y hacer las preguntas del BP y del médico de cabecera. A esas preguntas se anotan los aspectos positivos y negativos, así como los comentarios.
4. Si es posible, cargue o guarde las evidencias que confirmen los hallazgos. Las evidencias deben ser algo tangible (archivos, fotos, capturas de pantalla). (ver diapositiva 11 – 25)
5. **Calificación: Luego se puede dar una calificación basada en los comentarios y evidencias. (ver diapositivas 26 - 34)**
6. Informe: Exporte los resultados y cree un informe. (ver diapositiva 35 – 46)



Paso 4: Calificar (Escala de Valoración)

- **Esto se hace cuando se evalúa cada Práctica!** La norma ISO 56004 no define ninguna escala de calificación, por lo tanto, como mejor práctica, se ha reutilizado la escala de calificación de la norma ISO/IEC 33020. Esto se utiliza para calificar cada práctica.

N	Not achieved “There is little or no evidence of achievement of the defined attribute in the assessed process.”	0% to 15 %
P	Partially achieved “There is some evidence of an approach to, and some achievement of, the defined attribute in the assessed process. Some aspects of achievement of the attribute may be unpredictable.”	> 15 % to 50 %
L	Largely achieved “There is evidence of a systematic approach to, and significant achievement of, the defined attribute in the assessed process. Some weakness related to this attribute may exist in the assessed process.”	> 50 % to 85 %
F	Fully achieved “There is evidence of a complete and systematic approach to, and full achievement of, the defined attribute in the assessed process. No significant weaknesses related to this attribute exist in the assessed process.”	> 85 % to 100 %



Paso 3: Entrevista (Ir a la siguiente práctica)

- Después de la calificación, realice la entrevista para la próxima práctica. Haga esto hasta que alcance el Fin del Nivel de Capacidad 1.

IMS.4.BP1 Establish competence management. The organization establishes an approach for the development and management of competencies (e.g., competence matrix and annual assessment; learning activities).
The organization

- determines the necessary competences and ensures that involved persons are competent;
- identifies competency gaps and take actions to acquire and continuously evaluate, improve, and renew the necessary competence, and evaluate the effectiveness of the actions taken;
- considers the need for outsourced competence; and establishes the necessary connections and collaborations between people with different competencies;
- considers the need for aligning internal competencies with relevant external interested parties;
- retains appropriate documented information as evidence of competence.

[Outcomes 1, 2]

N P L F Not App. Note



IMS.4.BP2 Communicate innovation strategy, vision and results to stakeholders. The organization ensures the awareness of all relevant persons doing work under the organization control (e.g., perceptual survey results; stakeholders meeting minutes). The stakeholders are aware of the innovation vision, strategy, policy, and objectives, the importance of innovation, their contribution and benefits of innovation, the consequences, and the available support.
[Outcome 3]

N P L F Not App. Note



Paso 4: Calificar (Cálculo de calificación)

Después de evaluar el Nivel de Capacidad 1 del proceso, observe los niveles alcanzados para ver si puede pasar al siguiente nivel o no. Si un nivel se califica como gran parte (L), puede pasar al siguiente nivel, de lo contrario, la evaluación se detiene. Las siguientes diapositivas muestran el procedimiento con más detalle. Primero, vaya a Cálculo de > de calificación.

Capability Adviser

The screenshot shows the 'Capability Adviser' software interface. The top navigation bar includes 'All Assessments', 'Evidences', 'Export', 'Rating', 'Settings', and 'Help'. The 'Rating' menu is open, showing 'Overview', 'Consolidation', and 'Calculation'. The main content area is titled '2024 01 ISO 56000 Ass - L5'. On the left, under 'All Units', there is a list of units including '+ ASM.1 Assessment Process', '+ ASM.2 Perform Assessments', '+ ASM.3 Benchmark and Improve', '+ IMS.0 Introduction', '- IMS.1 Leadership', and '+ IMS.2 Planning'. A red box highlights 'IMS.1.2' in the list. On the right, the 'Leadership' section is visible, showing 'IMS.1 1:' with a 'Summary' button and 'Notes', 'Save All', and 'Evidences' buttons. Below this, there is a checked item 'IMS.1.BP1' with a detailed description and a list of outcomes. At the bottom, there are radio buttons for 'N', 'P', 'L', and 'F', with 'L' selected.



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¡Mira los niveles alcanzados después de evaluar el Nivel de Capacidad 1 del proceso!

Export to Calculate Percentage Attributes

CALCUL Levels

Capability Level Attributes for 2024 01 ISO 56000 Assessment L1 - L5

PROCESSES	ASSESSORS	CAPABILITY LEVEL				
		1	2	3	4	5
IMS.1 Leadership	Laura Aschbacher	0				
SIM.1 Strategic Intelligence Management Setup	Laura Aschbacher	1				
		1	2	3	4	5



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Paso 4: Calificar (Cálculo de calificación)

¡Esto generalmente se hace después de un nivel! Por evaluación, la calificación de todos los procesos se puede ver en función de los perfiles de la norma ISO 33020.

Export to Calculate

CALCULATION

Capability Level Attributes for TIMS Integrated ISO56000 Assessment

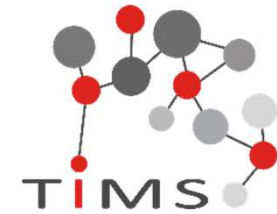
Processes	Assessors	Attribute 1 2.1
IMS.1 Leadership	Richard Messnarz	L
IMS.2 Planning	Richard Messnarz	F
IMS.3 Resources Management	Richard Messnarz	P
IMS.4 Competence Management	Richard Messnarz	F
IMS.5 IMS Implementation and Operation	Richard Messnarz	L
IMS.6 Performance Evaluation	Richard Messnarz	F
IPM.1 IPM Framework	Richard Messnarz	P
IPM.2 IP Strategy	Richard Messnarz	P
IPM.3 IP Management in Innovation Process	Richard Messnarz	P
SIM.1 Strategic Intelligence Management Setup	Richard Messnarz	L
SIM.2 Strategic Intelligence Cycle	Richard Messnarz	L

Cada proceso por nivel se muestra con una clasificación N/P/L/F agregada



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Paso 4: Calificar (Cálculo de calificación)



- Cada área de proceso se muestra con un nivel de capacidad

Capability Level Attributes for Demo ISO 56000 Assessment

PROCESSES	ASSESSORS	CAPABILITY LEVEL				
		1	2	3	4	5
ASM.1 Assessment Process	Richard Messnarz	█				
IMS.0 Introduction	Richard Messnarz	█				

process _A	F	F	F	L/F	L/F
process _B	F	L/F	L/F		
process _C	L/F				
	PA 1.1	PA 2.1	PA 2.2	PA 3.1	PA 3.2

→ **Capability Level 3**
 → **Capability Level 2**
 → **Capability Level 1**



A capability level X is reached if its PAs are at least "L", and all lower PAs are "F"

Paso 4: Calificar (Calificación de exportación)

Por lo general, esto se hace solo después de un nivel o evaluación. Por evaluación, la calificación de todos los procesos se puede ver en función de los perfiles ISO 33020

Export to Calculate

Excel

PDF

Capability Level Attributes for TIMS Integrated ISO56000 Assessment ⓘ

Processes Assessors Attributes

1 2.1 2.2 3.1 3.2 4.1 4.2 5.1 5.2

IMS.1 Leadership Richard Messnarz L

UNIT	1	2.1	2.2	3.1	3.2	4.1	4.2	5.1	5.2
IMS.1	L								
IMS.2	F								
IMS.3	P								
IMS.4	F								
IMS.5	L								
IMS.6	F								
IPM.1	P								
IPM.2	P								
IPM.3	P								
SIM.1	L								
SIM.2	L								
SIM.3	L								
TIM.1	L								

Archivo PDF – perfil exportado



Paso 5:
Informar



5 Pasos

1. **Preparación: antes de la entrevista (ver Preparación Assessment.pptx)**
2. **Inicio de sesión: en la herramienta de evaluación (ver diapositivas 5 - 10)**
3. **Interview: El evaluador principal debe dirigir la entrevista y hacer las preguntas del BP y del médico de cabecera.**
 - A esas preguntas se anotan los aspectos positivos y negativos, así como los comentarios.
 - Si es posible, cargue o guarde las evidencias que confirmen los hallazgos. Las evidencias deben ser algo tangible (archivos, fotos, capturas de pantalla). (ver diapositiva 11 – 25)
4. **Calificación: Luego se puede dar una calificación basada en los comentarios y evidencias. (ver diapositivas 26 - 34)**
5. **Informe: Exporte los resultados y cree un informe. (ver diapositiva 35 – 46)**



Paso 5: Informe

- Los resultados de la evaluación deben documentarse para poder elaborar un plan de acción.
- El plan de acción proporcionará una visión general de todas las medidas y de los beneficios esperados
- Los evaluadores pueden apoyar a la organización para derivar un plan de acción, o un equipo de mejora interna crea a partir de los hallazgos las medidas apropiadas
- Por lo general, los resultados de la evaluación se documentan en detalle en un informe de evaluación



Paso 5: Informe

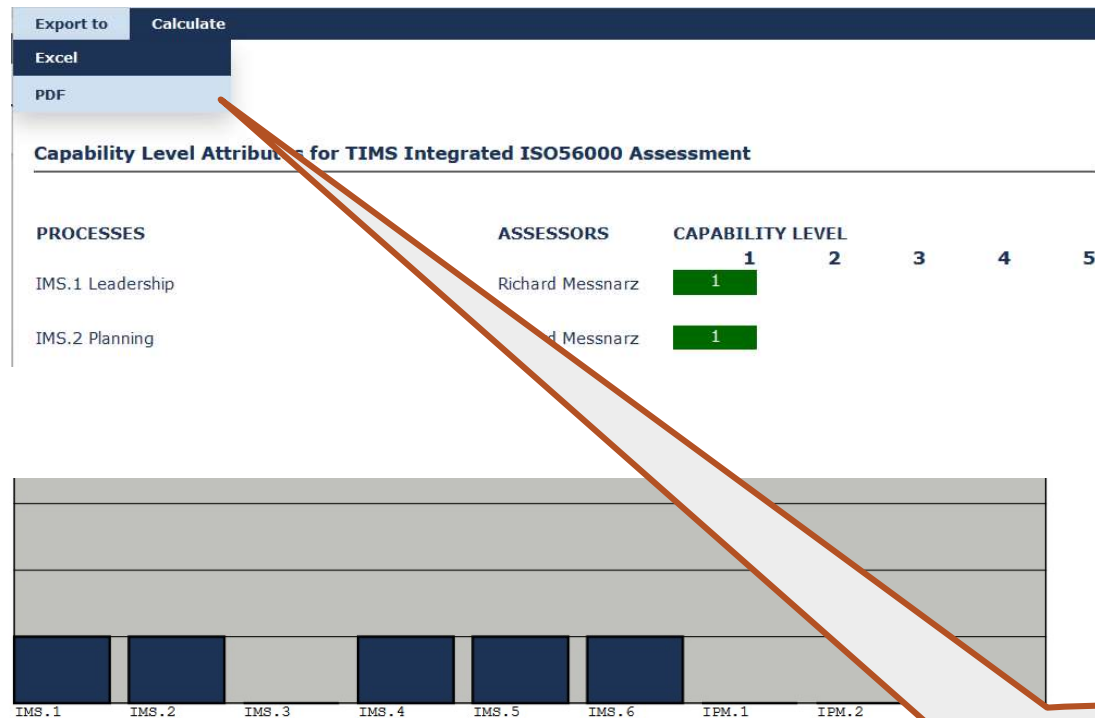
- La norma ISO 56004 proporciona un ejemplo de la estructura de un informe de evaluación:

Section	Description
Management Summary	Brief description of the IMA trigger, procedure and its outcomes and actions for improvement
Instructions	An explanation on how to read the report.
Overview	Description of the main results and proposed actions arising from the IMA, suitable for a non-specialist audience
Performance for each assessment area	Description of the scores obtained from the data, ideally framed in positive terms, showing strengths, weaknesses, and gaps indicating the results of the assessment.
Detailed evaluation of each criterion/section	Comparison and interpretation of data, and any caveats.
IM improvement recommendations	Recommendations, actionable roadmap and action plan for improvement. A set of prioritized recommendations for improving the IM performance, based on the key findings of the analysis above. Recommendations may also include identifying areas that require more detailed analysis.
Glossary	List and definition of key terms used in the document, ideally with links to more detailed publications on relevant topics.
Annexes	For example, a detailed description of the data that was collected, ideally represented graphically.



Paso 5: Informe (Excel)

- Por evaluación, la calificación de todos los procesos se puede ver en función de los perfiles ISO 33020



Exportación - PDF

Paso 5: Informe (Excel)

- Por evaluación, las calificaciones se pueden exportar con todos los comentarios
- En Excel, por ejemplo, se pueden filtrar para las calificaciones N, P, L (donde se requieren mejoras) y se derivan acciones

Project	Assessment	Unit	Element	Performance Criterion	PC Description
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.1	ASM.1.BP1	Definition of a Continuous Assessment Process. There is a defined set o
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.1	ASM.1.BP2	The intent of the IMA is based on a continuous assessment and an impr
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.1	ASM.1.BP3	The process to identify and maintain improvements is established. The
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.1	GP 2.1.1 Identify the objectives for the performance of the process. [ACH
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.2	GP 2.1.2 Plan the performance of the process to fulfill the identified obj
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.3	GP 2.1.3 Monitor the performance of the process against the plans. [ACI
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.4	GP 2.1.4 Adjust the performance of the process. [ACHIEVEMENT d]Proce
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.5	GP 2.1.5 Define responsibilities and authorities for performing the proc
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.6	GP 2.1.6 Identify, prepare, and make available resources to perform the
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.1.7	GP 2.1.7 Manage the interfaces between involved parties. [ACHIEVEMEN
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.1	GP 2.2.1 Define the requirements for the work products. [ACHIEVEMENT
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.2	GP 2.2.2 Define the requirements for documentation and control of the
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.3	GP 2.2.3 Identify, document and control the work products. [ACHIEVEME
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.2	ASM.1.2.2.4	GP 2.2.4 Review and adjust work products to meet the defined requirem
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.1	GP 3.1.1 Define and maintain the standard process that will support th
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.2	GP 3.1.2 Determine the sequence and interaction between processes so
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.3	GP 3.1.3 Identify the roles and competencies, responsibilities, and auth
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.4	GP 3.1.4 Identify the required infrastructure and work environment for
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.1.5	GP 3.1.5 Determine suitable methods and measures to monitor the effec
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.1	GP 3.2.1 Deploy a defined process that satisfies the context specific req
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.2	GP 3.2.2 Assign and communicate roles, responsibilities and authoritie
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.3	GP 3.2.3 Ensure necessary competencies for performing the defined pro
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.4	GP 3.2.4 Provide resources and information to support the performance
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.5	GP 3.2.5 Provide adequate infrastructure to support the perform
Deloris Mundo Innovation Coaching	Turner Wright Limited	Assessment Process	ASM.1.3	ASM.1.3.2.6	GP 3.2.6 Collect and analyze the performance of the process to
Deloris Mundo Innovation Coaching	Turner Wright Limited	Perform Assessments	ASM.2.1	ASM.2.BP1	Performing assessment
Deloris Mundo Innovation Coaching	Turner Wright Limited	Perform Assessments	ASM.2.1	ASM.2.BP2	Interviews have been perform

Informe - Excel



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Paso 5: Informe (Ejemplo)

- Por evaluación, las calificaciones de una sola práctica se pueden mostrar como un mapa y las áreas con calificación baja se pueden seleccionar para desarrollar planes de mejora

iso56000.eurospi.net/innovation_bench/capadv/ratingOverview.php

Rating Overview

Assessor: Olaolu Odeleye | Level: 1

BP	1	2	3	4	5	6	7	8	9	10	11
IMS.0	L	L	P	L	L	L	P	P	L	P	
IMS.1	L	L	L	P							
IMS.2	L	L	L	L							
IMS.3	L	P	L	L	L						
IMS.4	P	L	L								
IMS.5	P	L	L	L	P	P	P				
IMS.6	L	L	L	P	L						
TAM.1	L	P									
TAM.2	L	L									
TAM.3	L	L	L	L							
TAM.4	L	F	F								
TAM.5	L	L									
ASM.1	P	L	P								
ASM.2	L	P	P								
ASM.3	L	P	P	L							



Recomendaciones para una evaluación Informe

Sugerencias para el contenido de un informe de evaluación en la práctica

Contenido
Perfiles de proceso
Resumen de gestión
Debilidades del proceso
Fortalezas del proceso
Sugerencias de mejora
(opcional)

Evaluación comparativa
Proporcionar comparaciones con otras organizaciones
Comparar con evaluaciones anteriores



Iniciar un
programa de
mejora



Recomendaciones de mejora

- Con el Informe de Evaluación se apoya la comprensión de las fortalezas y debilidades de la organización
- Las recomendaciones de mejora se pueden adaptar en función de:
 - Intención estratégica de la organización de innovar
 - Nivel de ambición de la organización para innovar
 - La urgencia de mejorar
 - etc.



Recomendaciones mejora

- La recomendación incluirá:
- Acciones priorizadas
- Una definición clara de la producción esperada
- un cronograma claro: definir objetivos a corto, mediano y largo plazo;
- responsabilidades claras;
- esfuerzo requerido para implementar la recomendación
- Debe garantizarse que la aplicación de la recomendación se supervise constantemente



Creación de un plan de mejora

- Se seleccionan los procesos con baja calificación y se analizan las evidencias y comentarios de las prácticas con baja calificación en un taller
- El taller ofrece opciones de mejora para aumentar la calificación en esas prácticas y el proceso y con ello implementar la norma ISO 56000 como una buena práctica de innovación
- Por lo general, estas acciones se introducen en una lista de acciones y se realiza un seguimiento mensual.
- Se requiere el compromiso de la alta dirección para asegurar los recursos para la implementación del plan de acción.
- Por lo general, los evaluadores se convierten en entrenadores y harán una reevaluación después de aproximadamente 1 a 1,5 años.





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