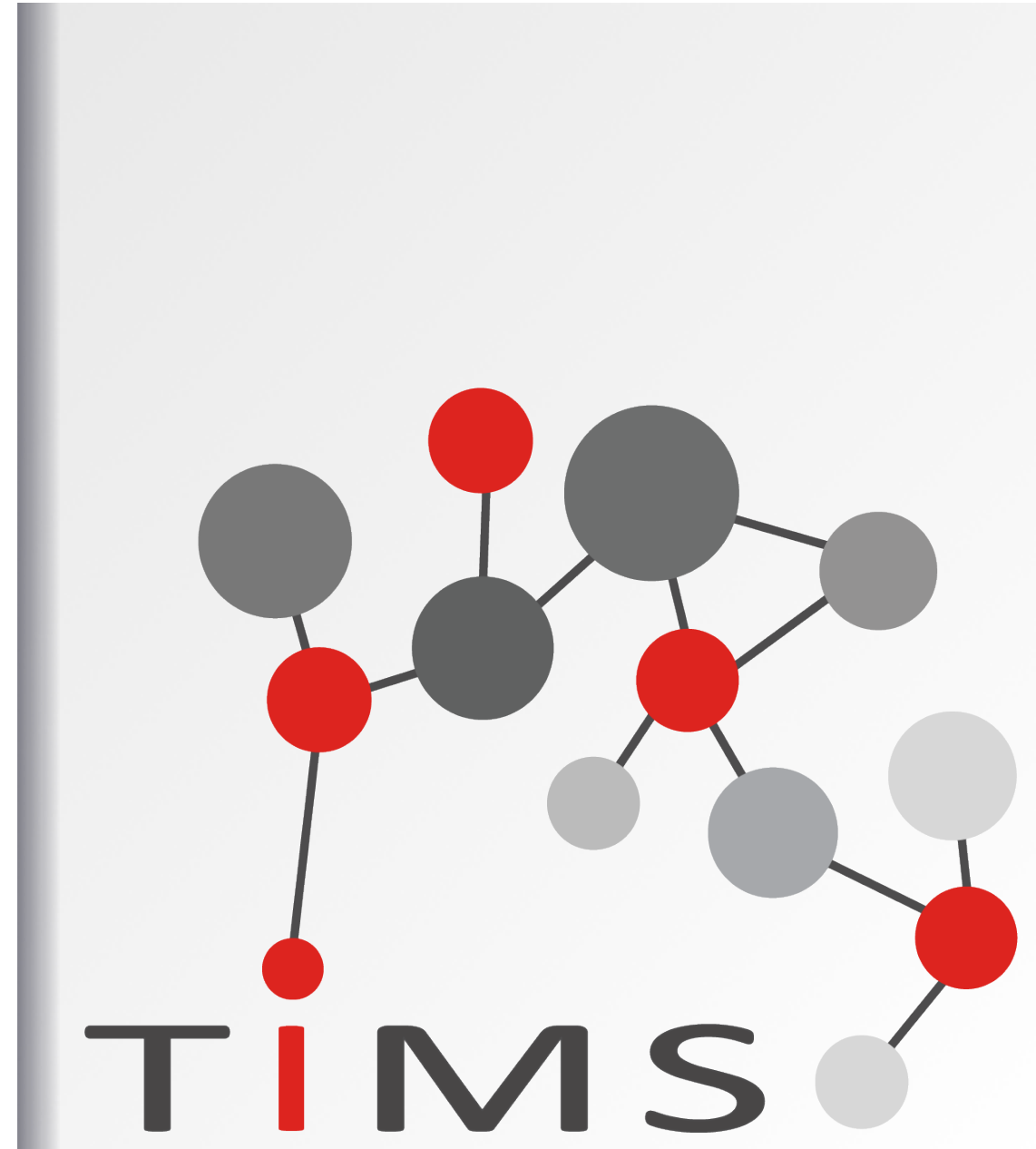


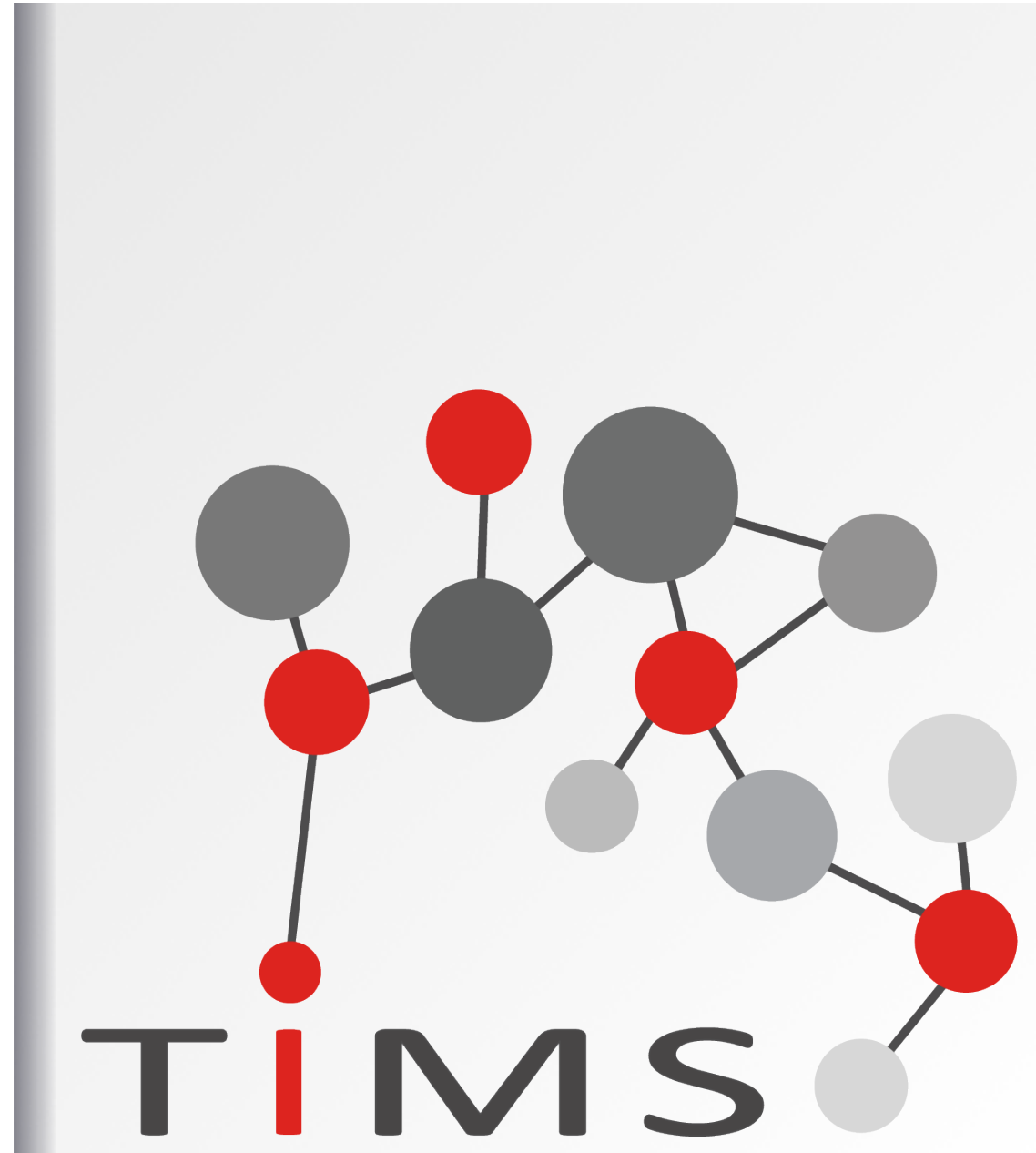
**Innovation management —
Innovation management
system**



Hello!
Nice to meet you

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Management



Management must demonstrate leadership by:

- responsible for the efficiency and effectiveness of the innovation management system;
- ensure that the purpose, policy, strategy and objectives of the innovation are defined and compatible with them the strategic direction of the organization;
- organizational structures and processes ;
- ensure that resources, support organizational structures and processes are available;



Management must demonstrate leadership by:

- promote a culture of innovation;
- effective GIS;
- ensure that the innovation management system achieves results;
- engage, lead, enable and support people to contribute to the effectiveness of IMS;
- encourage and recognize innovators to demonstrate good practice, promote engagement and promote learning from both successes and failures;



Management must demonstrate leadership by:

- facilitate performance evaluation and continuous improvement;
- encourage and support leaders at all levels and in other important roles to demonstrate leadership and liabilities as it relates to their areas of responsibility;
- engage in change management practices to help leaders and others adapt to change and increase feasibility implementation success.



Management must demonstrate leadership by:

- responsibility for the efficiency and effectiveness of the IMS;
- ensuring the consistency of the created innovation vision, strategy, policy and goals and are compatible with the organization's context and strategic direction;
- promoting a culture that supports innovation activities;



Management must demonstrate leadership by:

- ensuring adoption and integration of the organization's innovation management system requirements in the organization's existing business structures and processes;
- supporting managers at all levels and other appropriate management functions to demonstrate their capabilities leadership and commitment to developing your innovation leadership;
- providing the necessary structures, support, including resources and processes for innovation;



Management must demonstrate leadership by:

- raising awareness and informing about the importance of effective IM and adopts the guidelines of the IMS;
- ensuring that the IMS achieves the expected results;
- engaging, leading and supporting people to contribute to the effectiveness of IMS;
- encouraging and recognizing innovators to demonstrate good practice, ensure commitment and promote learning from both successes and failures;



Value realization

Management must demonstrate leadership and commitment to value by:

1. identify opportunities using actionable knowledge based on current or future data declared or undefined needs and expectations;
2. consider the balance between opportunities and risks, including the consequences of losses Options;
3. consider risk appetite and tolerance for failure;
4. enables conceptualization, experimentation and prototyping involving users, customers and other stakeholders to test hypotheses and confirm assumptions;
5. promote persistence and ensure timely implementation of innovations.



Change management

Management must demonstrate leadership and commitment to change management:

1. identify the need for change and adaptation to succeed in innovation;
2. raise awareness and inform about the importance and necessity of change and adaptation;
3. ensure that people are committed and ready for change and able to adapt;
4. constantly reinforce the importance of change management in the success of innovation.



Management must create, implement and sustain an innovation vision that:

1. is a description of the future state the organization is aiming for in terms of innovation activities, including the future role of the organization and the desired impact of its innovations;
2. it is not limited by the organization's current capabilities;
3. serves as a guide for strategic choices and provides a basis for creating an innovation strategy, policy and objectives;
4. can communicate and understand internally to inspire people to commit and work for it;
5. can communicate externally to improve the organization's reputation and attract relevant stakeholders;

This has to be a documented information

A vision of innovation



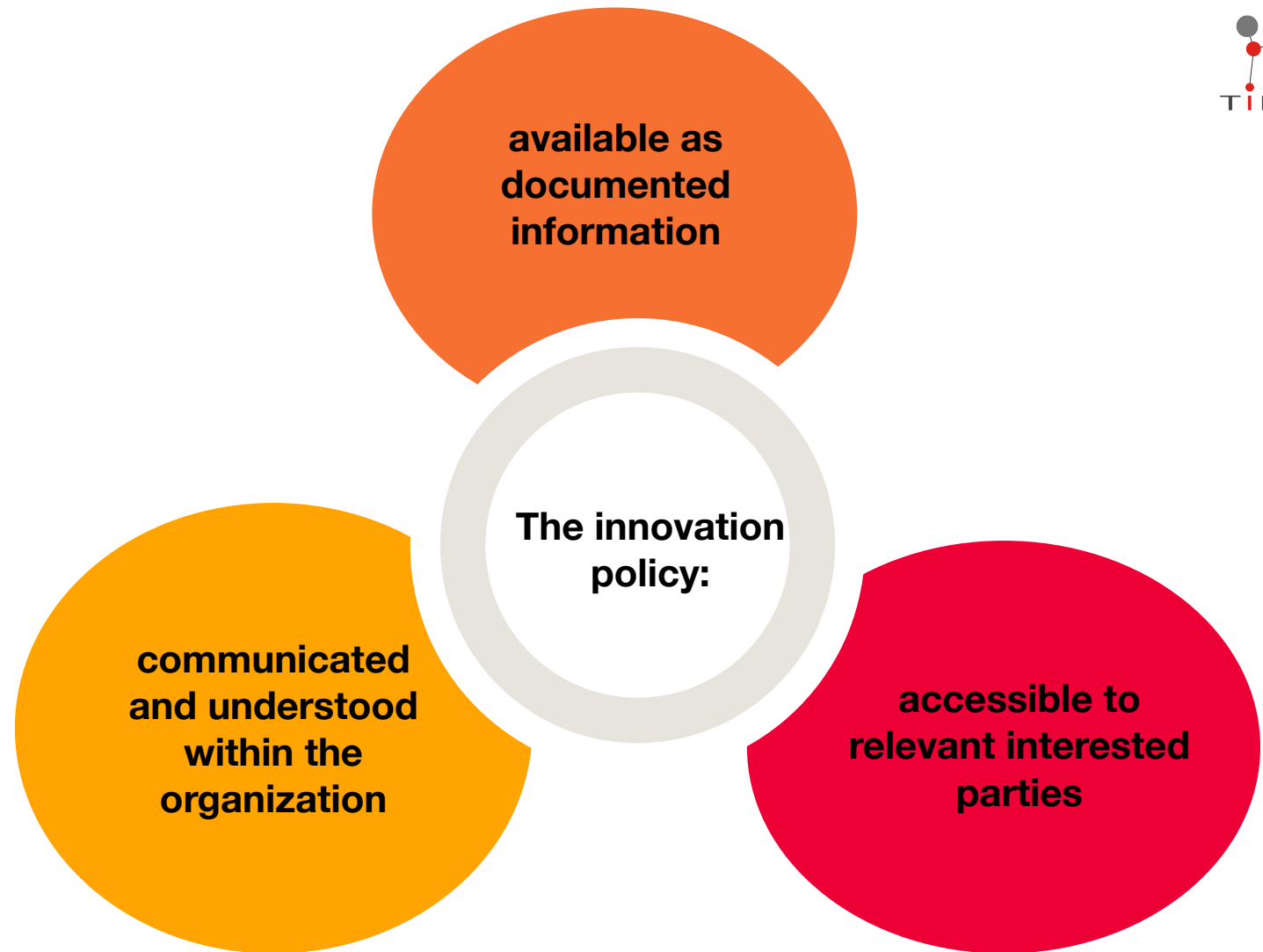
Innovation policy

Management should establish, implement, review and maintain an innovation policy that:

1. demonstrates a commitment to innovation;
2. meets the purpose of the organization;
3. takes into account the organizational context;
4. provides a basis for setting innovation strategy and goals;
5. includes a commitment to comply with applicable requirements;
6. includes a commitment to continuous improvement of the IMS;
7. takes into account the principles of IM.



Communicate innovation policy



Innovation strategy

Management must create, implement and maintain an innovation strategy and ensure that strategy:

- a) describes why innovation activities are important to an organization that is strategic innovation what are the goals and how to achieve them;
- b) identifies and provides the necessary support, including the allocation of resources;
- c) is compatible with the strategic direction of the organization;
- d) is based on the intention of innovation;
- e) determines areas of research and exploitation opportunities;



Innovation strategy

Management must create, implement and maintain an innovation strategy and ensure that strategy:

f) is aligned with the innovation policy;



g) provides a framework for setting tactical innovation goals, creating innovation portfolios and innovation performance indicators;

h) corresponds to other innovation strategies in structural units, levels and functions, if necessary;

i) is flexible and adaptable;

j) is monitored, reviewed and updated as necessary based on the performance of the innovation.



An innovation strategy may include the following descriptions:



organizational context



Innovation vision and policy



Roles, responsibilities and powers



innovation goals and plans for achieving them



organizational structures



support and processes, including resource allocation.

Communicate an innovation strategy

Available as documented information;



Communicated, understood and applied in the organization;



Available to relevant interested parties, as appropriate.







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