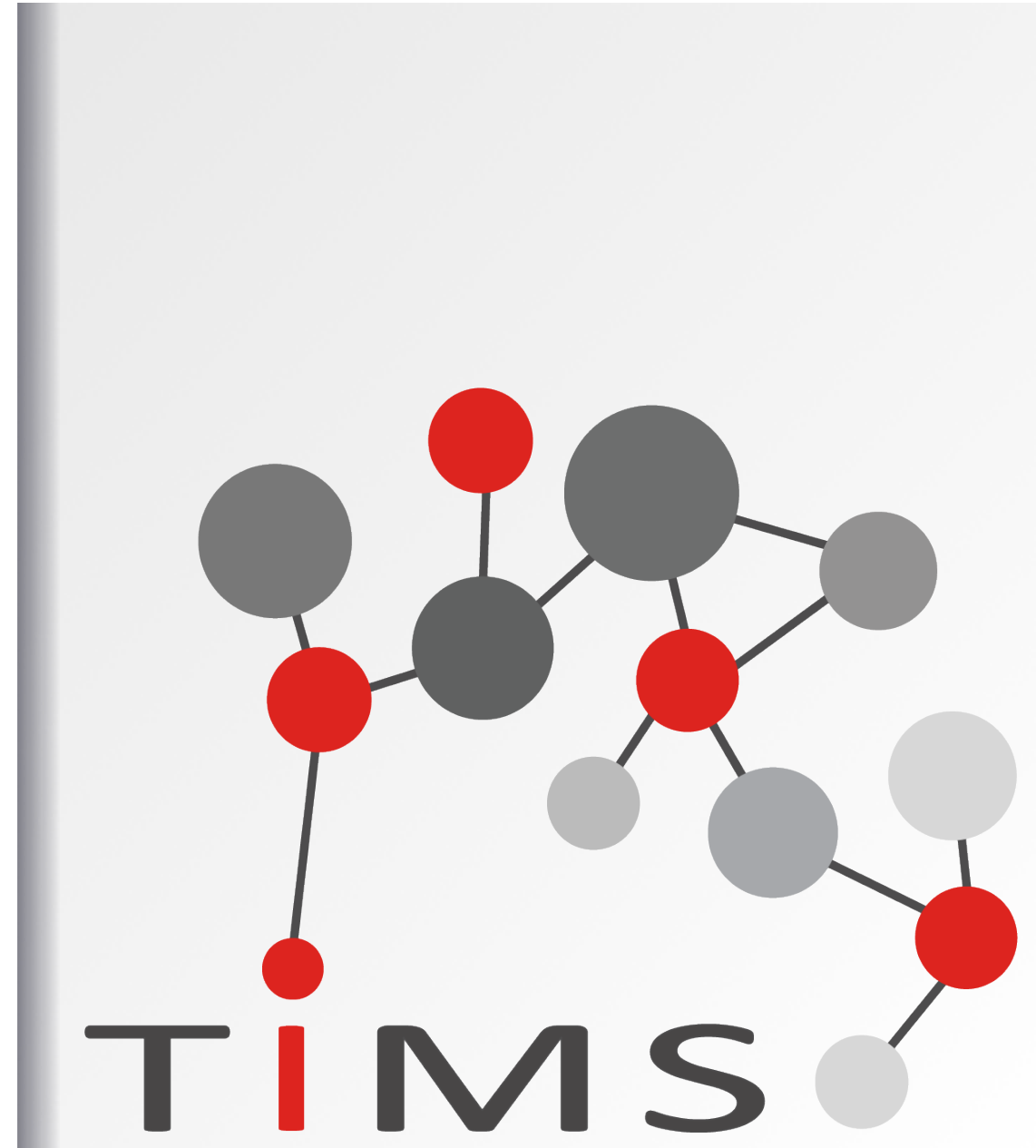


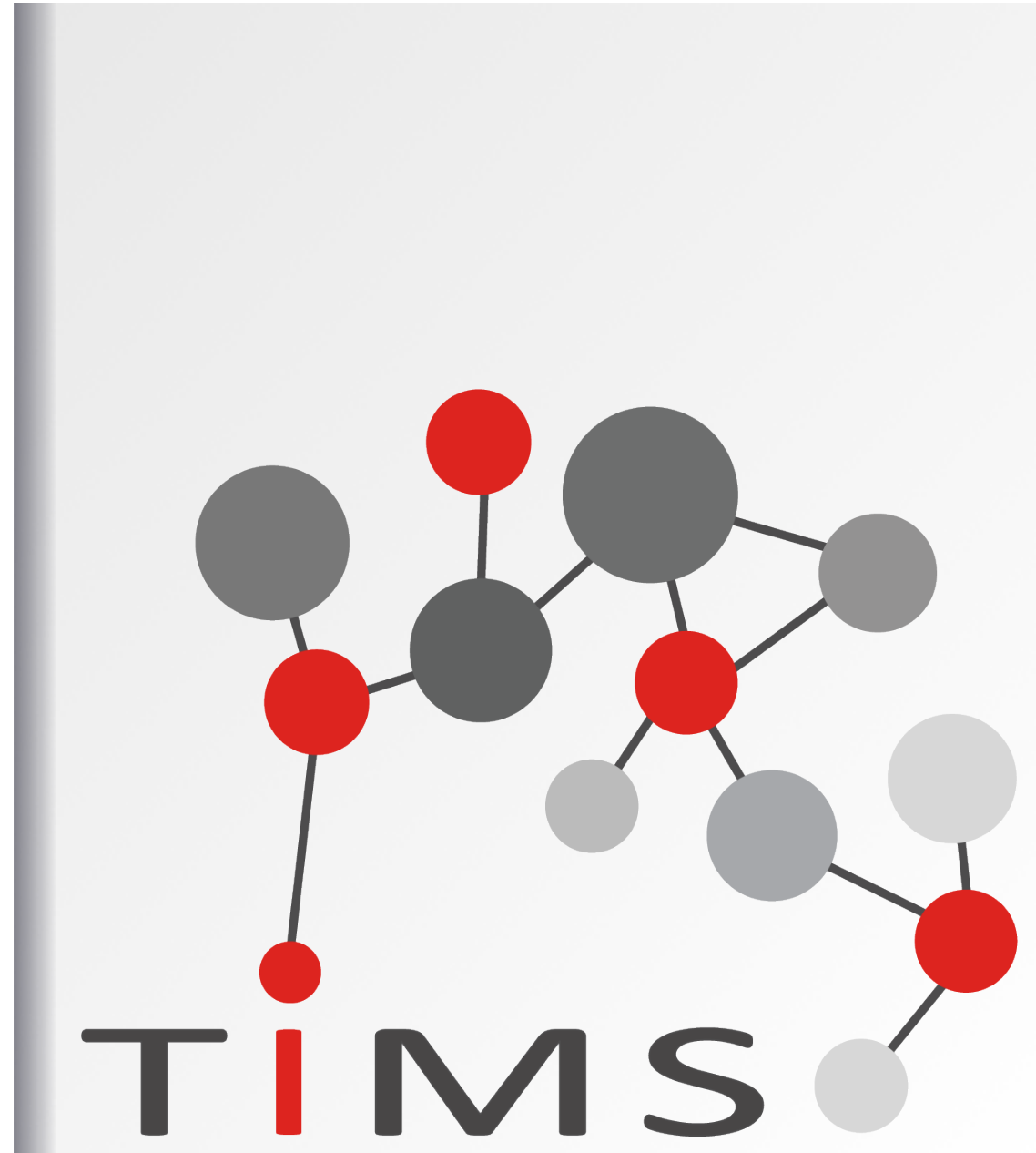
**Innovation management —  
Innovation management  
system**



Hello!  
Nice to meet you

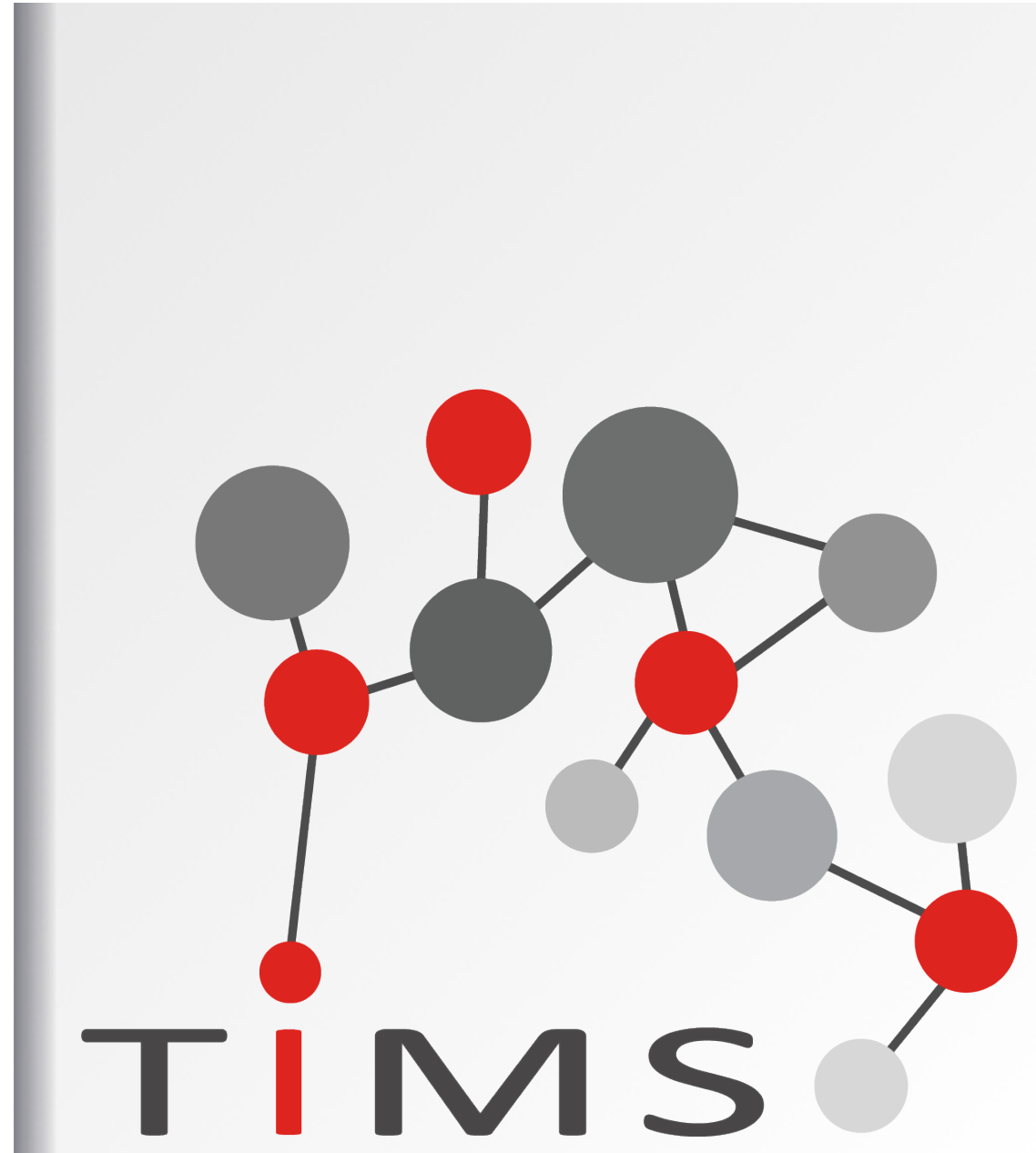
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# A culture of innovation





Management will foster a culture that supports innovation activities, enabling coexistence creativity and effective execution, taking into account:

1. openness to change, risk-taking, cooperation and co-creation;
2. use knowledge, focus on users and realize values;
3. research and experimentation to gain new knowledge;
4. questioning the assumptions and conditions;
5. diversity of participation and respect for different perspectives;
6. balance between analysis and decision-making based on assumptions and evidence;
7. promote feedback and continuous learning;
8. ability to work with ambiguity and uncertainty;
9. commitment to results.



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# Providing a work environment characterized by:

- a) openness, curiosity and focus on the user;
- b) encourage comments and suggestions;
- c) encourage learning, experimentation, creativity, change and challenging current assumptions;
- d) encourage risk-taking and learning from failure while maintaining people's commitment;
- e) networking, collaboration and internal and external participation;
- f) diversity, respect and inclusion of different people, disciplines and perspectives in innovation activities;
- g) shared values, beliefs and behaviour;
- h) balance sheet analysis and decision-making based on assumptions and evidence;
- i) balance planning and linear and non-linear processes.





**Organizations with a culture that supports innovation activities typically have:**

1. managers who encourage and demonstrate their commitment to innovation;
2. managing the coexistence and effective transition between different innovation activities, taking into account values, beliefs and behaviors in the organization;
3. support and recognition of innovators, innovative behaviour, innovation initiatives and innovations storytelling;



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**Organizations with a culture that supports innovation activities typically have:**

4. Incentives for innovation achievements, focusing on internal motivators such as larger autonomy and an inspiring purpose, not just external motivators such as monetary rewards;
5. development of competences that support innovation activities;
6. cultural assessment using appropriate indicators;
7. multidisciplinary cooperation structures.



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# Cooperation

The organization should consider:

1. innovation strategy, goals and existing capabilities, resources, knowledge and competences;
2. experience, discipline, skills, perspective, etc. diversity;
3. different approaches, methods, rules and agreements for external cooperation;
4. intellectual property issues;
5. periodically reviews and coordinates the strategic importance of cooperation;
6. the importance of respect, openness and trust between the parties.





# Roles, Responsibilities and Powers

*Management must ensure that the relevant functions are assigned, responsibilities and powers communicated and understood.*



# Management will assign responsibility and authority to:



- a) ensure compliance of the IMS with the requirements of this document;
- b) report on the operation of the IMS and opportunities for improvement;
- c) ensures the preservation of the integrity of the IMS;
- d) management of relevant elements of the management system, including innovation portfolios, organizational structures, cooperation, innovation initiatives and innovation processes;
- e) decision-making.







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