



BSI Standards Publication

Innovation management

Part 3: Innovation thinking

Currently in preview, click buy full version

National foreword

This Published Document is the UK implementation of CEN/TS 16555-3:2014.

The UK participation in its preparation was entrusted to Technical Committee IMS/1, Innovation management.

A list of organizations represented on this committee can be obtained on request to its secretary.

This publication does not purport to include all the necessary provisions of a contract. Users are responsible for its correct application.

© The British Standards Institution 2015.

Published by BSI Standards Limited 2015

ISBN 978 0 580 86325 7

ICS 03.100.40; 03.100.50

Compliance with a British Standard cannot confer immunity from legal obligations.

This Published Document was published under the authority of the Standards Policy and Strategy Committee on 11 January 2015.

Amendments/corrigenda issued since publication

Date	Text affected
-------------	----------------------

ICS 03.100.40; 03.100.50

English Version

Innovation management - Part 3: Innovation thinking

Management de l'innovation - Partie 3 : Réflexion axée sur
l'innovation

Innovationsmanagement - Teil 3: Innovatives Denken

This Technical Specification (CEN/TS) was approved by CEN on 27 October 2014 for provisional application.

The period of validity of this CEN/TS is limited initially to three years. After two years the members of CEN may be requested to submit their comments, particularly on the question whether the CEN/TS can be converted into a European Standard.

CEN members are required to announce the existence of this CEN/TS in the same way as for an EN and to make the CEN/TS available promptly at national level in an appropriate form. It is permissible to keep conflicting national standards in force (in parallel to the CEN/TS) until the final decision about the possible conversion of the CEN/TS into an EN is reached.

CEN members are the national standards bodies of Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and United Kingdom.



EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
EUROPÄISCHES KOMITEE FÜR NORMUNG

CEN-CENELEC Management Centre: Avenue Marnix 17, B-1000 Brussels

Contents	Page
Foreword.....	3
Introduction	4
1 Scope	5
2 Normative references	5
3 Terms and definitions	5
4 Innovation thinking.....	5
4.1 General.....	5
4.2 Key drivers	6
4.3 Supportive behaviours and competencies	6
4.3.1 General.....	6
4.3.2 Behaviours	6
4.3.3 Competencies	7
5 Innovation thinking – steps involved.....	7
5.1 General.....	7
5.2 Step 1 – Information gathering.....	8
5.3 Step 2 – Generating solutions	8
5.4 Step 3 – Rapid learning	9
5.5 Step 4 – Validation	9
5.6 Step 5 – Synthesis of outputs	9
5.7 Step 6 – Outcomes.....	9
Annex A (informative) Case Studies.....	11
A.1 Case study 1: Company A	11
A.1.1 Introduction	11
A.1.2 Process	11
A.1.3 Step 1 – Information gathering.....	12
A.1.4 Step 2 – Generating solutions	12
A.1.5 Step 3 – Rapid learning	12
A.1.6 Step 4 – Validation	12
A.1.7 Step 5 – Synthesis of outputs	12
A.1.8 Step 6 – Outcomes.....	12
A.2 Case study 2 – Company B.....	13
A.2.1 Introduction	13
A.2.2 Process	14
A.2.3 Step 1 – Information gathering.....	14
A.2.4 Step 2 – Generating solutions	14
A.2.5 Step 3 – Rapid learning	14
A.2.6 Step 4 – Validation	14
A.2.7 Step 5 – Synthesis of outputs	15
A.2.8 Step 6 – Outcomes.....	15
Bibliography.....	16

Foreword

This document (CEN/TS 16555-3:2014) has been prepared by Technical Committee CEN/TC 389 "Innovation Management", the secretariat of which is held by AENOR.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN [and/or CENELEC] shall not be held responsible for identifying any or all such patent rights.

This document is not intended for the purpose of certification.

The CEN/TS 16555 series consists of the following parts with the general title *Innovation management*:

- *Part 1: Innovation Management System;*
- *Part 2: Strategic intelligence management;*
- *Part 3: Innovation thinking;*
- *Part 4: Intellectual property management;*
- *Part 5: Collaboration management;*
- *Part 6: Creativity management;*
- *Part 7: Innovation management assessment.*

Part 7 is in preparation.

According to the CEN-CENELEC Internal Regulations, the national standards organizations of the following countries are bound to announce this Technical Specification: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, Former Yugoslav Republic of Macedonia, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey and the United Kingdom.

Introduction

Innovation thinking is a structured approach whereby information, insights and experiences are sought out and employed for the purpose of maximizing opportunities and solving problems which deliver desirable outcomes to the marketplace. This approach can complement other methods used in innovation.

It is a context sensitive approach that develops an evolving knowledge base, which is then used to elicit and sustain change that should have effective and enduring economic, social and/or ecological value according to organizational purpose.

Those who adopt innovation thinking as part of their working dynamic should develop adaptive advantages that will help them become more agile in the marketplace and create more value for their external and internal stakeholders. Case studies are included in Annex A.

1 Scope

This Technical Specification sets out guidance for an approach to innovation thinking. Innovation thinking can be used at all levels within the organization.

This part provides guidance on how to integrate the core values of innovation thinking into any organization. It provides an approach to balancing the risks and the business viability appropriate to the selected opportunity or problem. It provides top management with an approach for the evaluation of possible outcomes and the determination of the “best fit” for the organization's current strategy.

It is suitable for all types and sizes of organizations including SMEs and is intended for broad application. However, those who are responsible for implementing and managing innovation within such organizations may find this document particularly useful.

2 Normative references

The following documents, in whole or in part, are normatively referenced in this document and are indispensable for its application. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

CEN/TS 16555-1, *Innovation Management — Part 1: Innovation Management System*

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

3.1

innovation thinking

approach to finding opportunities and solving problems which delivers a superior or more desirable outcome with respect to the current offerings

4 Innovation thinking

4.1 General

Innovation thinking is an iterative and interactive approach requiring engagement with a variety of different internal and external types of players. It uses rapid and open learning processes to quickly create a variety of options as well as to identify and eliminate what is dysfunctional early on. It uses both the brain's creative and logical capabilities to explore alternative solutions and combinations with the goal to create a better outcome.

Innovation thinking is derived from the design discipline, design thinking which was traditionally focused on product design. This is a methodology that is built around gaining an in-depth understanding of human needs and the outcomes they require. It involves a creative process of generating possible solutions and iterative testing of those proposed solutions. These actions are linked to available technology and the practical constraints of business. The broader approach of innovation thinking brings the product focused design thinking approach to a wider application to include all forms of innovation: product (services and goods, tangible and intangible), process (production methods, procedures and operation layouts), organizational (governance schemes and work relations), and commercial (marketing, distribution systems and business models). In this application it is holistic and limitless.

The innovation process begins when it becomes clear that a more desirable outcome is possible, but the nature of that outcome is uncertain, the route to a solution is unclear, and the risk of failure to reach a satisfactory objective is part of the process. Thus, when a management task involves risk and uncertainty, the innovation thinking approach has much to offer.