



The role of the innovation manager

The relevance of implementing specific positions for innovation managers



Overview

- The two roles of innovation managers
- Know and understand the competences & necessary qualifications for the two roles
- Interfaces with existing positions in the organisation.



The two roles of the innovation manager

The general role of an innovation manager is to ensure

- that the organisation has the capability to develop innovative strategies, products, services and processes
- that they indeed materialise

Champion organisational innovation and evaluate and improve the organisation's innovative capability (*chief innovation m.*)

Role at board level

- champion innovation to secure the organisation's long term future
- build and maintain the organisation's capability to innovate
- secure appropriate resources to ensure that innovation really happens

Tasks at board level:

- Create a corporate culture that esteems and encourages innovation
- Ensure that the resources and systems are in place to enable innovation to occur
- Ensure there is an organisational scorecard to support the management of innovation and the risks associated with it

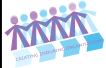
Facilitate innovation in the organisation (*operational innovation m.*)

Role at operational level

- Lead the innovation process in specific areas of the organisation
- ensure that innovative new products, services and processes are developed and implemented
- play an active role in innovation processes
- Work with individuals and teams to encourage and facilitate innovation

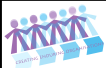
Tasks at operational level:

- Lead individuals and teams to participate in the innovation processes
- Supervise the innovation processes to ensure that they are followed correctly and successfully
- Evaluate the effectiveness of resources and systems and provide feedback to strategic innovation management



Provide on board level effective leadership of innovation in an organisation

- **Make a business case for innovation and reach agreement amongst strategic managers:**
 - *Examples of successful innovation strategies*
- **Design and establish an innovation process for the own organisation**
- **Promote the value of innovation to all stakeholders:**
 - *Build support across the organisation*
 - *negotiate and influence*
- **The innovative manager provides leadership in the change of organisational culture and mindset of all colleagues:**
 - *This makes the business case accessible and translates it to the Board of Directors*
 - *The innovative management role is clear to all colleagues.*
- **The 'achievement of success' is translated with the input of**
 - *All possible improvements & expected results.*
 - *A creative process, which raises all sorts of questions and ... frustrations.*



Influence corporate structure & culture to create an organisation that is open to innovation

- **Evaluate the organisation's structure & culture and its support for innovation.**
- **Plan and implement changes to structure & culture & systems**
 - *to make the organisation more supportive for innovation*
 - *Use techniques for bringing about cultural change*
- **The corporate structure (and culture) is flat.**
 - *An 'open' culture for innovation within the business unit is essential.*
 - **The innovation teams decide**
 - *how they will work*
 - *on the basis of the targets set by the management team.*
- **The management team introduces the objectives for innovation:**
 - *which are translated into team objectives &*
 - *into personal targets*



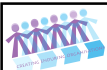
Review on board level the innovative capability of the organisation's resources

- **Review the organisation's**
 - *human resources,*
 - *knowledge*
 - *'physical' resources*
- **Propose appropriate changes to develop its innovative capability**
 - *Developing human resources capability*
- **'Translate' the strategic plan for all levels:**
 - *The drivers necessary to achieve the results.*
 - *The concrete tools/skills that make it possible to achieve the results.*
 - *What do we need to be able to work in a results-oriented way?*
 - *How can we adapt the processes to secure the results? (reviewing, business process).*
- **How do we create involvement and commitment? (= basic philosophy).**



Establish on board level an organisational scorecard for innovation

- **Establish a system for monitoring innovative capability & performance and reviewing outcomes**
 - Impact on business goals, such as turnover, growth, opening new markets, etc)
 - Impact on 'outputs' (tangible results of innovation, such as new products, new processes, etc).
 - Management control systems, cost/benefit and risk analysis
- **The 'progress' must be demonstrable, with good criteria, parameters & indicators**
 - Evaluation of the results in every component area is obvious: **KPI's**
 - **Measure the 'right' direction** in the 'value stream' process is important.
 - Remain critical and **look a long way ahead** in the improvement process.
- **Entrepreneurship and risk-taking are necessary: the basis of any innovation process.**



Motivate on board level all employees to contribute to the innovation process

- **Assess how well training & development, motivation and reward systems encourage employees to contribute to the innovation process.**
 - **Identify & agree necessary improvements** to the training & development, motivation and reward systems.
 - **Implement agreed improvements** to these systems
- **HR involvement is necessary in light of the motivation and increased contributions of the colleagues.**
 - **Many functions and roles within the operational units are changing:**
 - > the added value of the functions evolves
 - > the content of the work and/or the job design are shifting.
 - > Wage and evaluation policy must be adapted accordingly.
 - **New tasks and roles for the colleagues**



Coach and network on board level to engage stakeholders and to support innovation

- **Actively engage in internal and external networks to support the innovation process**
 - know about networking tools and methodologies available for use in the organisations,
 - their strengths and weaknesses.
- **Employ appropriate social and communication skills to engage with others in networks**
 - coaching skills and techniques to support colleagues.
- **Coaching = the form of communication:**
 - Communication culture
 - Motivation & entrepreneurship
- **Networking:**
 - Across all business units.
 - At the level of the operators, the 'improvement teams' exchange their experiences.
- **Regular meetings-internet-conferences**
 - To exchange experiences
 - To input foreign experiences and examples.



Understand on board level the significance for innovation of compliance

- Ensure that proposed innovations are compliant with organisational values, rules and procedures.
- Ensure that the organisation's intellectual property is protected
 - Awareness of sources of expertise and procedures for protecting intellectual property
- **Compliance occurs at all levels:**
 - Safety and protection
 - Quality
 - Intellectual property



Identify his/her own responsibility on operational level for achieving innovation goals

- Identify own responsibility for implementing innovation strategy
- Identify specialist resources and services available to support the innovation process
 - Roles on strategic and operational level.
 - Specialists available internally and externally (consultants, trade or professional organisations, networks etc) to support innovation.
- **The 'excellence manager'**
 - supervises the process (process blueprint)
 - constantly improves the process
 - focuses on the priorities
 - identifies the roles & responsibilities in the process
- **The 'innovative manager'** is not an 'intermediary' between the plant manager and the operational unit.
 - coaching the improvement process
 - following the 'right' direction



Being able - on operational level - to engage and enthuse colleagues in the innovation process

- Recognise the potential organisational and personal motivations and barriers to innovation
- Explain how to overcome these barriers
 - Reasons for and barriers to innovation, including personal responses (e.g. personality differences, existing knowledge and expertise, etc).
 - The organisation's structure and functional roles, and its quality management systems
- **Challenges for HRM:**
 - Demand for new skills, attitudes, competences on the shop floor & all other levels.
 - Job coaching and career guidance
 - This shift – both quantitative and qualitative – has consequences for all staff:
 - How to create a fresh attitude, involvement and dedication among the staff?
 - How do you develop new skills in the workplace?



Ensure - on operational level - that innovation projects are planned in line with organisational criteria

- Facilitate the creation of ideas for innovative processes, products or services:
 - Ensure that agreed innovation projects are scheduled into the overall innovation programme
 - Use of 'collaborative' tools (workflow management, blogs, discussion forums) to design processes
 - Facilitate workshop meetings.
 - The importance of teams and team-working.
- Entrepreneurship is a key concept: people's mindset changes
 - at the level of innovation in product and service.
 - at the level of the processes and organisation: smarter organisation.
- Training courses are directed at raising skill levels and increasing contributions and commitment:
 - Six sigma thinking
 - Preventing losses
 - Handling resistance
 - Taking on a leadership role



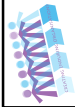
Able to manage - on operational level - a programme of innovation projects

- Ensure that each project has an agreed
 - Project manager,
 - Project team and leader,
 - Project plan and resources
- Monitor the progress and budgets of innovation projects,
 - Prepare appropriate reports
 - Take appropriate action
 - Assess the contribution of those innovations to the objectives of the organisation.
- The organisational structure is regularly updated: transformation.
 - In light of improvements to the processes
 - Important within the operational environment:
 - The teams make their own decisions about the various stages in the innovation process
 - Overall commitment in the projects.
 - The management and the social partners are kept informed on a quarterly basis.
 - In light of customer requirements.



Able - on operational level - to encourage and disseminate small-scale innovations

- Encourage colleagues to undertake small-scale innovations that support the achievement of business objectives.
- Disseminate the results of small-scale innovations:
 - Motivational techniques and reward systems to stimulate innovation
 - Dissemination techniques,
- The 'excellence' manager' tackles both small and large innovations at every level:
 - The bigger innovations are introduced top-down.
 - There is a continuous process of improvement and innovation operating bottom-up.
- Some companies prefer smaller projects (with smaller teams):
 - they are feasible,
 - they can be monitored



Interfaces with existing positions
in the organisation.

