Irish Standard Recommendation
S.R. CEN/TS 16555-3:2014

Innovation management - Part 3: Innovation thinking

S.R. CEN/TS 16555-3:2014

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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.

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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 these 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.