



Personal certification – Innovation management

**Description of the certification scheme for innovation
managers/leaders**

**Version 3
16/08/2021**

Personal certification - innovation management

Description of the certification scheme for innovation managers

Sign: JBAD

Date 16/08/2021

Page 2 of 9

Version 3

1 Introduction

1.1 Development of the certification scheme

Dancert has employed employees of the Danish Technological Institute for the development of the certification scheme. Danish Technological Institute is a Certified Technological Service Institution (Godkendt Teknologisk Serviceinstitut (GTS)) and has been certified by the Ministry of Higher Education and Science (Uddannelses- og Forskningsministeriet) as a GTS institution.

As a GTS institution, Danish Technological Institute is independent of political and economic interests. Profits are exclusively used for new research, development and innovation. Due to the institution's involvement in innovation management, it has been able to ensure the collection of knowledge with respect to this topic from relevant European knowledge centres.

The development of the certification scheme was based on the standard (ISO 56000 - TS/CEN 16555) and on the competencies needed for an innovation manager and leader to lead an analysis, implementation and maintenance process in the area "Innovation Management Systems". It was also based on the qualifications needed for an applicant so that it can be expected that the person really is able to work with and have sufficient knowledge about the circumstances, which apply to organisations that desire to implement and work with innovation.

1.2 Evaluation criteria

The assignment criteria and exam questions have been developed based on the most current knowledge about the topic in such a way that they are based on the standards and compared with the most current updated knowledge about relevant topics.

1.3 Criteria for suspension and withdrawal of the certification

Dancert's general conditions for certification apply to the certification and conditions for its maintenance in general.

1.4 Criteria for the amendment of the validity area or level of the certification

Whenever an updated version of this description is issued due to changes in the reference standards or for other reasons, the certifications must be updated with respect to these changes within 2 years if the certifications are to be maintained.

**Personal certification - innovation management**

Description of the certification scheme for innovation managers

Sign: JBAD

Date 16/08/2021

Page 3 of 9

Version 3

1.5 Definitions

Applicant	Person, who has applied for personal certification
IMS	Innovation Management System
Competence	Ability to apply knowledge and skills to achieve the planned results
Qualifications	Proven education, training and work experience as relevant for the certification

1.6 Reference

The standard is currently subject to an ISO update. This is an ongoing project, and as the ISO standards are issued, they will take over from the CEN/TS standards.

As of August 2021, the list of the following standards, which jointly provide the Innovation Management standard, is as follows:

ISO 56000, ISO 56002, ISO 56003, ISO 56004, ISO 56005

CEN/TS 16555 part 2, CEN/TS 16555 part 3, CEN/TS 16555 part 6

Next year, it is expected that the following ISO will take over:

- ISO 56006, Innovation management – Strategic intelligence management – Guidance
- ISO 56007, Innovation management – Idea management
- ISO 56008, Innovation management – Tools and methods for innovation operation measurements – Guidance
- ISO 56010 - Illustrative examples of ISO 56000

2 Work profile for applicants

An innovation manager/leader is concerned with leading innovation at governance and/or operational level. The innovation manager/leader has demonstrated his or her knowledge and abilities for leading the professional approach to innovation in the organisation, by selecting and prioritising processes, methods and frameworks for the innovation work of the organisation and by means of direct personnel responsibility.

A certified innovation manager/leader is typically not a specialist in the execution of the selected innovation areas but has demonstrated his or her competencies for

**Personal certification - innovation management**

Description of the certification scheme for innovation managers

Sign: JBAD

Date 16/08/2021

Page 4 of 9

Version 3

leading innovation processes.

3 Qualifications as preconditions for applicants

3.1 Education

The applicant must have a bachelor or master degree of a technical or mercantile character that has provided qualifications for understanding technical or business matters of importance for innovation processes in organisations.

As an alternative, an applicant may apply for certification if he or she can document similar abilities. For instance, by means of 10+ years of work experience or a different education, where it can be expected that the applicant has achieved similar qualifications.

The certification requires basic skills in reading and understanding texts in English, since the multiple-choice test will be in English, as the underlying standard for innovation management is only available in English.

3.2 Work experience

The applicant must document that he or she has worked in management or development positions in a private or public organisation for at least 2 years.

3.3 Training

The certification is aimed at current and future innovation managers/leaders, who have terminated a seminar of at least 50 hours successfully. The seminar must at least cover all 7 areas stated in section 4. This is proven by submitting the seminar certificate to Dancert, clearly stating the content and scope of the seminar.

It is a precondition for the certification that the applicant has terminated the above training, where the applicant has created an individual assignment containing the following elements:

- A gap analysis in an organisation with the goal to identify concrete measures to strengthen the organisation's innovation capability
- Select and adjust the content of ISO 56000 - CEN/TS 16555* for practical applicability, based on understanding the practical context (organisation and situation)

**Personal certification - innovation management**

Description of the certification scheme for innovation managers

Sign: JBAD

Date 16/08/2021

Page 5 of 9

Version 3

- Account for a critical reflection about parts of ISO 56000 - CEN/TS 16555* compared to a different innovation theory and/or empirically observed innovation practices
- Include relevant empirical data from an organisation, for instance, interviews, organisation charts/descriptions, strategy descriptions, employee manuals, etc.
- Communicate analyses and recommendations for improving the innovation capacity in an organisation briefly, precisely and logically with clear arguments derived from theory and empirical observations.

The individual assignment may as a maximum have 25,000 characters (including spaces) plus attachments.

*: see point 1.6, Reference.

4 Required competences

The skills and leadership competencies of the innovation manager/leader are of utmost importance for the quality of the innovation effort. The innovation manager/leader must be able to select, adjust, implement, apply and maintain relevant approaches in his or her work with the following central innovation management/leadership areas:

1. *Establishment and continuous maintenance of the company's IMS ("innovation management system"). This covers process models, innovation strategy, organisational structure and innovation culture. The aim is to ensure effective leadership and execution of innovation.*
2. *Effective collection and application of knowledge and information about an organisation's surroundings. This covers strategy, organisation and operational approach to "strategic intelligence". The aim is to strengthen the organisation's agility by effective application of new knowledge to achieve strategic objectives.*
3. *Implementation and management of an operational innovation process based on design thinking. This covers the role as lead designer, design thinking mindset, process models for design thinking as well as design methods. The aim is to ensure an innovation process which connects the organisational strategy with technology and customer requirements.*
4. *Establishment and continuous maintenance of the company's "Intellectual Property Rights" (IPR) as a central asset in the innovation effort. This covers IPR strategy, types of IPR, "freedom to operate" and cooperation agreements. The aim is to strengthen the company's competitive advantage by strategic application of IPR.*
5. *Leadership and orchestration of innovation cooperation across departments and as open innovation among several organisations. This covers cooperation structures, management of open innovation, global innovation and virtual cooperation. The*

**Personal certification - innovation management**

Description of the certification scheme for innovation managers

Sign: JBAD

Date 16/08/2021

Page 6 of 9

Version 3

aim is to strengthen the organisation's ability to enter into global and local cooperation effectively across various processes, structures, languages and cultures.

6. *Targeted application of creativity in the work of developing new products and services as well as organisational development. This covers the generation of creative competencies and surrounding organisation as well as idea development work. The aim is to strengthen the organisation's creativity to achieve a competitive advantage by means of innovative services, business models and organisational structures.*
7. *Establish and maintain an approach for systematic evaluation of the organisation's "innovation capability". This covers strategy, methods and approaches to a check list evaluation, internal baseline evaluation as well as external benchmarking. The aim is to establish a data-driven basis so that the organisation can evaluate and improve its approach to innovation continuously.*

The applicant must be able to start and report on an innovation capability building project in an organisation. To be demonstrated with the individually developed assignment stated under 3.3 Training.

5 Criteria for certification

5.1 Documentation of qualifications

The applicant must submit an application for personal certification in innovation management. The documentation of qualifications stated in section 3 is to be presented. Qualification preconditions for applicants:

Education

Employment

Fulfilled training in innovation management/leadership

Furthermore, a copy of the prepared individual assignment must be submitted to Dancert.

Personal certification - innovation management

Description of the certification scheme for innovation managers

Sign: JBAD

Date 16/08/2021

Page 7 of 9

Version 3

5.2 Documentation of competencies

5.2.1 Examination of the individual assignment

The individual assignment must be examined to ensure that the requirements under 3.3 Training have been fulfilled in the assignment. To achieve acceptance, none of the elements may be ignored.

5.2.2 Multiple choice test

The multiple-choice test is performed locally and in person and a Dancert employee informs about and monitors the test.

The applicants are informed about the conditions for the test:

- The applicant has signed the non-disclosure agreement.
- The applicant's background qualifications have been approved.
- No support tools for the test
- No telephone or electronic units may be present during the test.
- The applicant may not write down, photograph or take the assignment questions out of the exam room in any way.
- The duration of the test is 30 minutes.

The test consists of 26 questions, randomly taken from a pool of at least 35 questions. The applicant must give the correct answer to at least 20 of the questions taken from the pool to pass the test.

The multiple-choice test consists of questions where the applicant must provide the correct answer based on two or more possible answers.

5.2.3 Re-evaluation

An applicant, who has not fulfilled the requirements during the evaluation, can request a re-evaluation within a period of 6 months as of the first evaluation. If the individual assignment has not fulfilled the requirements under 5.2.1, the applicant must submit a new assignment, which must fulfil the requirements under 5.2.1.

If the applicant does not pass the multiple-choice test, he or she must perform a new multiple-choice test, which must fulfil the requirements under 5.2.3.

If the applicant has not passed both the individual assignment and the multiple-choice test, both must be repeated.

5.3 Validity of the certificate

The certification is valid for 5 years.

**Personal certification - innovation management**

Description of the certification scheme for innovation managers

Sign: JBAD

Date 16/08/2021

Page 8 of 9

Version 3

6 Re-certification

The re-certification must be conducted prior to the expiry of the valid certificate, but not earlier than 4 months prior to expiry.

6.1 Documentation of qualifications

The applicant must prove that he or she has worked with innovation management or leadership in the organisations, which the applicant has been attached to since the certification or the last re-certification. The innovation management or leadership work must have had a scope of at least 25 % of the working hours.

In case of substantial changes or new sub-standards for the version of the standard used for certification of the applicant earlier, the participation in an update seminar is mandatory prior to re-certification.

6.2 Documentation of competencies

The documentation of competencies is performed by a multiple-choice test conducted locally and in person and a Dancert employee informs about and monitors the test.

The applicants are informed about the conditions for the test:

- The applicant has signed the non-disclosure agreement.
- The applicant's background qualifications have been approved.
- No support tools for the test
- No telephone or electronic units may be present during the test.
- The applicant may not write down, photograph or take the assignment questions out of the exam room in any way.
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The test consists of 26 questions, randomly taken from a pool of at least 35 questions. The applicant must give the correct answer to at least 20 of the questions taken from the pool to pass the test.

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Personal certification - innovation management	Date	16/08/2021
Description of the certification scheme for innovation managers	Page	9 of 9
Sign: JBAD	Version	3

6.2.1 Re-evaluation

Applicants, who have not fulfilled the requirements for an evaluation for re-certification, can request a new evaluation within a period of 4 months as of the first re-certification. In this case, the applicant must fulfil the requirements of the multiple-choice test as stated under 6.2.

If the date for expiry of the certificate is exceeded due to re-evaluation, the certificate will only be issued again at the execution of the re-evaluation, where the requirements have been fulfilled.

6.3 Validity of the certificate

As of the re-certification, the certificate is valid for 5 years.