



Personal certification – Innovation management

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

**Version 7
04/08/2025**

Personal certification - Innovation management

Description of the certification scheme for innovation managers

Date 04/08/2025

Page 2 of 8

Version 7

1 Introduction

1.1 Development of the certification scheme

Dancert has utilised employees of the Danish Technological Institute for the development of the certification scheme. Danish Technological Institute is an approved Technological Service Institution (Godkendt Teknologisk Serviceinstitut (GTS)) and is authorised as such by the Ministry of Higher Education and Science (Uddannelses- og Forskningsministeriet).

As a GTS institution, Danish Technological Institute is independent of political and economic interests. Any surplus income is exclusively used for new research, development and innovation. Through its involvement in innovation management, the Institute has ensured the inclusion of broad knowledge from relevant European knowledge centres.

The certification scheme is based on the ISO 56000 series of standards and specifies which competencies are required for an innovation manager to lead an analysis, selection, implementation, and maintenance process within "Innovation Management Systems". It also sets out the qualifications an applicant must possess in order to be expected to effectively work with and have sufficient knowledge of the circumstances relevant to organisations seeking to implement and work with innovation.

1.2 Evaluation criteria

The assignment criteria and examination questions are developed on the basis of the most up-to-date knowledge in the field. This ensures that criteria and questions are rooted in the relevant standards and aligned with the latest knowledge and developments where applicable.

1.3 Criteria for maintenance of the certification

Dancert's general conditions for certification apply to the certification and conditions for its maintenance in general, including suspension and withdrawal of certificates.

1.4 Criteria for the amendment of the scope or level of the certification

If an updated version of this description is issued due to changes in the reference standards or for other reasons, Dancert will assess whether certificates already issued need to be updated accordingly. Typically, such updates should be made within a period of 2 years if the certificates are to remain valid.

Personal certification - Innovation management

Description of the certification scheme for innovation managers

Date 04/08/2025

Page 3 of 8

Version 7

1.5 Definitions

Applicant	Person, who has submitted an application for personal certification
IMS	Innovation Management System
Competence	Ability to apply knowledge and skills to achieve intended results
Qualifications	Documented education, training and work experience relevant to the certification

1.6 Reference

As of May 2025, the following standards together constitute the Innovation Management standard:

ISO 56000, ISO 56001, ISO 56002, ISO 56003, ISO 56004, ISO 56005, ISO 56006, ISO 56007, ISO 56008

2 Job profile for applicants

An innovation manager is engaged in managing innovation at the governance, portfolio and/or operational level. The innovation manager has demonstrated knowledge and skills in leading a professional approach to innovation within the organisation. This is achieved through the selection and prioritisation of processes, methods, and frameworks for the organisation's innovation activities, as well as through direct personnel management responsibilities.

A certified innovation manager is typically not a specialist in the development or implementation of the selected innovation areas but has demonstrated competencies in leading innovation processes.

Personal certification - Innovation management

Description of the certification scheme for innovation managers

Date 04/08/2025

Page 4 of 8

Version 7

3 Qualifications as preconditions for applicants

3.1 Education

Applicants must hold either a bachelor's or master's degree, as this forms the foundation for the types of analyses utilised by an innovation manager.

Alternatively, applicants may apply for certification if they can document similar skills – e.g. through more than 5 years of relevant work experience or another educational background from which it can be reasonably expected that comparable qualifications have been acquired.

Certification requires a basic ability to read and understand English-language texts, as the multiple-choice exam is in English, and the underlying standard for innovation management is only available in English.

3.2 Work experience

Applicants must have had cumulative full-time employment for at least 3 years at the time of application.

3.3 Training

The certification is intended for current and future innovation managers, who have successfully completed a training programme/seminar of at least 50 hours in duration. The training must, as a minimum, cover all 8 areas mentioned in section 4. This must be documented by submitting the seminar certificate to Dancert, with the content and scope of the programme clearly indicated.

The training must have been completed no more than 3 years prior to the application for certification.

Certification requires that the applicant has completed the above-mentioned training, during which the applicant has prepared an individual assignment containing the following elements:

- A gap analysis in an organisation with the aim of identifying specific initiatives to strengthen the organisation's innovation capability
- Selection and adaptation of the content of the ISO 56000 series for practical application, based on an understanding of the practical context (organisation and situation)
- An account of critical reflection on parts of the ISO 56000 series compared to other innovation theories and/or empirically observed innovation practices

**Personal certification - Innovation management**

Description of the certification scheme for innovation managers

Date 04/08/2025

Page 5 of 8

Version 7

- Inclusion of relevant empirical data from an organisation, such as interviews, organisational charts/descriptions, strategy descriptions, employee handbooks, etc.
- Communication of analyses and recommendations for improving an organisation's innovation capability in a concise, precise, and logically coherent manner, with clear arguments derived from theory and empirical observations.

The individual assignment may not exceed 25,000 characters (including spaces), plus appendices.

The assignment must be submitted to Dancert (info@dancert.dk) as part of the pre-qualification process.

4 Required competencies

The skills and leadership competencies of the innovation manager are of utmost importance for the quality of the innovation effort. The innovation manager 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 organisation'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 the 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 organisation's "Intellectual Property Rights" (IPR) as a central asset in the innovation effort, where applicable. This covers IPR strategy, types of IPR, "freedom to operate", and cooperation agreements. The aim is to strengthen the organisation'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 aim is to strengthen the organisation's ability to enter into global and local*

**Personal certification - Innovation management**

Description of the certification scheme for innovation managers

Date 04/08/2025

Page 6 of 8

Version 7

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 the surrounding organisation as well as idea development work. The aim is to strengthen the organisation's creativity and creative culture 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 initiate and report on an innovation capability-building project in an organisation. This must be demonstrated through the individually prepared assignment mentioned under 3.3 Training.

5 Criteria for certification

5.1 Documentation of qualifications

Applicants must submit a completed application for personal certification in innovation management. Documentation of the qualifications specified in section 3 must be provided.

Qualifications required for applicants:

- Education
- Employment
- Completion of training in innovation management, including approval of the individual assignment. (For approval, the requirements specified in 3.3 Training must be fulfilled in the assignment, and no elements may be omitted).

5.2 Documentation of competencies

5.2.1 Multiple choice test

The multiple-choice test is conducted in person, where a Dancert employee instructs and supervises the test procedure.

Personal certification - Innovation management	Date	04/08/2025
Description of the certification scheme for innovation managers	Page	7 of 8
	Version	7

Applicants are informed of the following test conditions:

- The applicant has signed a confidentiality agreement.
- The applicant's qualifications have been approved.
- No aids are permitted during the test.
- No telephones or electronic devices may be present or used during the test.
- The test questions may under no circumstances be written down, photographed, or otherwise removed from the examination room by the applicant.
- The test duration is 30 minutes.

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

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

5.2.2 Re-test

An applicant who does not meet the requirements for passing (i.e. does not pass the multiple choice test) may request a re-test within a period of 6 months from the date of the first test. The applicant must then complete a new multiple-choice test in accordance with the requirements in section 5.2.1.

5.3 Validity of the certificate

The certification is valid for 5 years.

6 Re-certification

Re-certification must be completed before the expiry of the current certificate, but not earlier than 4 months prior to its expiry.

6.1 Documentation of qualifications

Applicants must, by submitting a CV, document that they have worked with innovation management or leadership in the organisations to which they have been affiliated since certification or the last re-certification. The extent of tasks (direct or indirect involvement) with innovation, innovation processes, and innovation

Personal certification - Innovation management	Date	04/08/2025
Description of the certification scheme for innovation managers	Page	8 of 8
	Version	7

management or leadership work must be sufficient to demonstrate that the applicants have been able to maintain their competencies in innovation management.

In the event of substantial changes or new sub-standards to the version of the standard under which the applicants were previously certified, participation in an update course may be required before re-certification can take place.

6.2 Documentation of competencies

The multiple-choice test is conducted in person, where a Dancert employee instructs and supervises the test procedure.

Applicants are informed of the following test conditions:

- The applicant has signed a confidentiality agreement.
- The applicant's qualifications have been approved.
- No aids are permitted during the test.
- No telephones or electronic devices may be present or used during the test.
- The test questions may under no circumstances be written down, photographed, or otherwise removed from the examination room by the applicant.
- The test duration is 30 minutes.

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

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

6.2.1 Re-test

Applicants who have not met the requirements for re-certification (i.e. have not passed the multiple-choice test) may, within a period of 6 months from the first re-certification attempt, request a re-test. The applicant must then complete a new multiple-choice test in accordance with the requirements in section 6.2.1.

If the expiry date of the certificate is exceeded due to re-test, the certificate will only be reissued once the requirements have been fulfilled by passing the test.

6.3 Validity of the certificate

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