Collaboration in a Complex World

Webinar Description
The majority of people's knowledge is in their minds. Knowledge management (KM) recognizes that typically only 20% of an organization's knowledge can be documented. If you combine the knowledge in people's minds for two or more people you have a powerful combination. Collective knowledge is far more powerful than the knowledge in any one individual or in any manual. Effective collaboration produces this collective knowledge and starts by understanding the behavior of others.

Getting the best ideas out of a diverse group means understanding what others bring to the table. It also means treating others with respect and not thinking your idea is the only idea. However, collaboration is challenged by the complex world we live in.

Learning Objectives

- To provide an understanding of the techniques and competences need for collaboration
- To develop an understanding of Complexity and its impact on collaboration

Presenter: Peter Merrill is a Keynote Speaker on Innovation and has keynoted at conferences in cities such as Dubai, Mumbai and Shanghai. He began his career in R&D and later as Chief Executive of one of the leading Design Brands in Europe, he led Innovation in one of the most demanding markets. He currently chairs the Canadian national committee to ISO/TC279 the Technical Committee on Innovation Management. He is author of the books “Innovation Generation”, "Innovation Never Stops", and “Do It Right the Second Time”. He writes the Innovation Column for Quality Progress.

Date & Time:
Wednesday, November 27, 2019 @ 7 PM Eastern Time

Register Now!
ISO 56000 Innovation Management

ISO 9000 Quality Management

A Quality Management System (QMS) is the Platform for an Innovation Management System (IMS). Quality management meets today's customer requirements, Innovation meets tomorrow's customer requirements. The first publication in the ISO 56000 Innovation Management System Series is the guidance standard ISO 56002:2019, published in July 2019. ISO 9001 & ISO 56002 have the common ISO High level Structure and have identical clauses numbers. ISO 56002 can therefore be integrated into ISO 9001. Canada has issued an NWIP for requirements standard ISO 56001 which will follow. Using the guidance standard an IMS can be developed ahead of ISO 56001 publication. An effective QMS is the platform for an IMS.

20 years ago, quality management was a prime differentiator in the market place, now it is the price of entry. Innovation is increasingly the competitive edge and serial innovators have a system approach continuously generating new ideas. This briefing note explains the integration of ISO 56002 into ISO 9001 prior to the issuing of ISO 56001. Quality and Innovation co-exist.

Clauses 1, 2 and 3 address Scope, Normative References and Definitions in both standards. Clauses 4 to 10 flow as follows. ISO 56002 does have some additional clauses. Clauses additional to ISO 9001 are underlined.

Clause 4 Context: In clause 4.1, Leadership identify the issues affecting strategy, assess their impact and then set direction for the business. A QMS SWOT analysis focuses on the Weaknesses and Threats to identify risks. In an IMS the Opportunities and Threats, point to trends for innovation. Netflix saw a trend and developed internet movies in 2007 well before the internet had the capability to deliver. 4.2 Interested Parties asks who will be our potential customers, and who will be partners for future offerings? A new cell phone, affects carriers, app providers and retailers as well as users. 4.3 is Scope. Culture in 4.4 impacts strategy and we need a creative culture to co-exist with the execution culture of Quality Management. Clause 4.4.2 explains how to enable Exploration, Collaboration and Experimentation. 4.4.3 Collaboration addresses the fact that very few innovators operate alone.

“Innovation distinguishes between a leader and a follower.”

— Steve Jobs
5 Leadership
Innovation leaders 5.1.1 have curiosity, are courageous, and look to the future. 5.1.2 focuses on new value rather than customer focus but the two align. 5.1.3 Vision addresses the future state of the organization. 5.1.4 Strategy, which has to link to the business strategy, sets objectives and milestones. Flexible strategy is key. Tsun Tzu in ‘The Art of War’ said “No battle plan ever survives first contact with the enemy.” We can easily build Innovation into the QMS policy statement in 5.2 but 5.3 Responsibilities will require new responsibilities such as an Innovation Manager.

6 Planning: In Clause 6.1 and 6.2 we address opportunities and set measurable innovation objectives. Tesla was very risky, had a complex supply chain, and complex assembly. Tesla got to market because of deliberate planning. 6.3 Organization Structure may change to a flatter structure or spin off innovation as a separate business. Self-Managed Teams are often adopted. 6.4 Innovation Portfolio, a key output of Planning, balances risk versus return and contains the criteria to terminate an initiative. It is used to communicate progress to the Leadership.

7 Support: 7.1 Resources has knowledge as a short clause in ISO 9001 but gets a lot of attention in ISO 56002. It is the lifeblood of Innovation. 7.2 is Competence. HR functions often ask for ‘Innovation’ competence but need to be more detailed specifying Creativity, Research and Project Management skills among many others. Awareness 7.3 engages people and Communication 7.4 gives the framework for deploying knowledge. In 7.5 capture your essential Innovation practices in a manual as many of them will be new. 7.6 is Tools and Methods and 7.7 is Strategic Intelligence (see 4.1). New offerings will have intellectual property that will need protecting in clause 7.8.

8 Operation: You can initiate change by getting an early win in the process clause. ‘Innovation Initiatives’ are described in clause 8.1 and Clause 8.2 gives you an initiative checklist. 8.3.1 describes the steps in the innovation process. 8.3.2 Opportunity; The process starts by identifying opportunities. Ethnographic research collects information which you then analyze to arrive at a clear problem definition. LEGO sent anthropologists to observe kids and found the meaning of play was about storytelling. They changed their product strategy. 8.3.3 Create Concept; We use techniques such as creative problem solving, or ideation, to find concept solutions. Einstein said ‘No problem can be solved with the same level of consciousness that created it’. We collect and analyze data on whether a solution is easy to copy, has high risk, or has high cost. 8.3.4 Validate Concepts; We test a concept and ensure adequate internal resources before incurring significant cost. The Zappo Shoes founder photographed shoes in a store, posted the photos on his website and when he got on-line orders, bought the shoes from the store and shipped them. He was testing his business model with almost no cost. 8.3.5 Develop Working Solutions; Ease of Use is the maxim here and trials with customers will uncover difficulties so they can be removed. We address downstream risk such as the user budget cycle. 8.3.6 Deploy Solutions; The value proposition switches us from features to benefits. Adoption rates and feedback are monitored so we can improve the solution. You’re still learning. When the 4” Galaxy S phone and 9” Galaxy Tablet were introduced Samsung saw wide use of wallet size notepads. As a result, they developed a 5½” ‘Phablet’ with pen interface. We then address scalability as we succeed. 8.3.3 to 8.3.5 will align with clause 8.3 in ISO 9001:2015 but hold off meshing them immediately.

9 Performance Evaluation: In the early creative steps, metrics may be binary or ‘red yellow green’. Input-related indicators would include number of ideas and throughput indicators, time to market. Output-related indicators would include ease of use. IBM analyzes data on how well social media facilitates collaboration and how easily experts can be accessed. Clause 9 includes Internal Audit and Management Review and is easy to integrate with ISO 9001.
10 Improvement; Innovation outcomes are not predictable. A difference from expectation is termed a deviation and is a learning opportunity. The Post-It note came from a failed adhesive. Learning is fed back to the system through Corrective Action which also addresses process and system N/C. ISO 56002, and ISO 9001, integrate. The ISO 56002 Guidance Standard is a global capture of the innovation Body of Knowledge. ISO 56001, Requirements, will follow and an Innovation Management System can be developed in advance of that publication. Less than 5% of innovators operate alone. Certification to the requirements standard will provide validation to Venture Capitalists, Government Funding bodies and Potential Innovation Partners that an organization is able to manage innovation.

Peter Merrill is founding chair of the ASQ Innovation Division and a member of the ISO Technical Committee that has developed the ISO 56000 series. He writes the Innovation Imperative column for Quality Progress and is author of Quality Press books which include Innovation Never Stops and Innovation Generation. He is a frequent speaker at ASQ conferences.

Innovation goes beyond understanding people’s needs. It is only achieved when a creative solution that fulfills people’s needs is found.

— Industry Innovation Blog

Call for Volunteers

The ASQ Innovation TC being just under five years young, has grown in membership by over 180% since the new membership model was enacted. In order to more fully engage with our ASQ members and the broader community we are doing a call for volunteers for our 2020 program year. If you have a passion for quality, innovation, tools, change management, artificial intelligence, machine learning, or data analysis please consider joining our team!

Take Our Volunteer Survey

Innovation Body of Knowledge

The ASQ Innovation Technical Community’s Body of Knowledge committee has drafted a high-level outline for the Innovation Body of Knowledge (IBoK). Descriptions for each of the 7 categories are in development; this overview is expected to provide a structure for organizing IBoK content and materials and for identifying gaps and areas where new content is needed. The IBoK will also serve as the basis of potential innovation certifications, which are under discussion with the ASQ Certification Board. Stay tuned as these initiatives continue to develop!

Conferences

Innovation is a hot topic with our ASQ members and so our Innovation TC is driving awareness of member conferences in 2019 and 2020.

- February 7-9, 2020 ASQ San Diego Quality & Innovation Conference - SAVE THE DATE for San Diego, CA
- May 3-6, 2020, ASQ WQCI, Columbus, Ohio

Register for WCQI Updates here.
If you want to minimize resistance to change, involve people. Listen to them, help them to understand the need for change, help them to get involved in planning the response to the need. The more they can understand and the more they can participate the less resistance you'll get.

— Peter Scholtes

Industry Innovation Conferences

Wonder Women Tech 2019 National Conference

Long Beach, California on November 7-8, 2019

The conference celebrates women in tech, diversity and inclusion, and social innovation and is held in California, Washington DC, London, and Brazil. You can register for a free ticket using the promo code INNOVAZING

Tools & Training

The ASQ Innovation TC is a curator of value-add, integrative, and engaging quality, change management, and innovation tools.

These resources allow our members to "think outside the box", answer hard questions using quantitative analysis, and engage our peers and organizations on a wide scale.

For more information on the tool suite, visit us on our ASQ Innovation TC WEBSITE!

Our ASQ Innovation TC Chair Jose Valdivia, invites you to read the latest Quality Progress edition, where RISK and RELIABILITY are examined in depth.

Find ASQ Innovation TC on myASQ