

Italian Position Paper for a new principle of "openness"

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Consideration on innovation and the future role of the IMS

Future ISO 50501 is supposed to provide practical guidelines for adopting an IMS "*in all types of organizations*" and related context scenarios. In this sense, and in order to enhance the effective applicability of the standard, Italy strongly supports a more open, modular and customizable structure of the document.

Due to the inherent nature of innovation, we also believe that the IMS should go beyond the mere application of the guidelines and related conformity in general, encouraging users to "*challenge the status quo*".

Therefore, whenever appropriate, it is important to emphasize, in both the specification of the IMPs and IMS requirements, that:

- the **innovation principles** should be considered as an open set rather than a closed one; in other words, they should:
 - be seen as a starting point not a finish line;
 - be seen as an evolving "*organizational knowledge unit/asset*";
 - inspire the application of an IMS, not being limited to the conformity to applicable guidelines/requirements;
 - encourage all people, at all levels of the organization, to challenge the status quo, going beyond what has already been achieved, through open mindedness, continuous learning and by anticipating changes in context scenarios.

- ISO 50501 should inspire organizations interested in undertaking their own **innovation path** by:
 - making use of ISO 50501 as a set of useful guidelines rather than a "classic" prescriptive document (ISO 50501, Introduction and clause 1), defining their path in complete freedom;
 - developing their innovation strategy by determining opportunity areas, starting from the identified external and internal issues considered relevant by the organization (ISO 50501, clause 4.1);
 - identifying the relevant interested parties considered relevant by the organization (ISO 50501, clause 4.2);
 - understanding the needs and expectations of relevant interested parties, then translating them into requirements for the IMS (ISO 50501, clause 4.2);
 - selecting the "*relevant requirements*" (of "*the relevant interested parties*") among its (wider) set of "*requirements*" as identified in previous step (ISO 50501, clause 4.2);
 - establishing an appropriate deployment of strategies and objectives (ISO 50501, clauses 5 and 6);
 - determining and providing the appropriate support and resources according to what established in previous steps (ISO 50501, clause 7);
 - selecting and implementing a consistent and customized set of tools and methods (ISO 50501, clause 7);
 - defining their own "*fast-track*", customizing the "*innovation funnel*", as appropriate (ISO 50501, clause 8);
 - selecting process elements and sub-processes, creating different process configurations (e.g. executing iteratively and/or in a non-linear order or eliminating certain process elements or sub-processes; ISO 50501, clause 8);

- making use of assessment and auditing activities, as appropriate, to discover and valorise innovative ideas and approaches rather than only judging them only in accordance with pre-established rules/criteria (ISO 50501, clause 9).

Italian proposal for a new principle of "openness"

For the above mentioned reasons we propose the introduction of a new (possibly meta-) principle of "*openness*", so that new models/forms of innovation could be prospectively consistent with the IMS and with the widespread statement of "*going beyond through learning and anticipating*" (see also the "Innovium model", proposed by Vassilis Agouridas).

In other words, the IMS should be written in such a way to be, as far as possible, future-proof.

X - Openness

Statement

Innovation management is based on an open set of principles and elements which can be modularly tailored to the specific context and strategic direction of the organization.

Rationale

Innovation management principles and elements should be considered as a starting point in order to stimulate organizations to find their own "innovation path" and to establish their innovation processes rather than providing a standardized model to comply with.

Their aim is to encourage all people, at all levels of the organization, to challenge the status quo, going beyond what has already been achieved, through open mindedness, continuous learning and by anticipating changes in context scenarios.

Italian proposal for the application of the new "openness" principle to ISO 50501

During the analysis of ISO/CD 50501 we noticed that the formulation of clause 4.4 of the IMS is similar to the one provided in clause 4.4 of ISO 9001:2015, with reference to the "evolved" process approach, as combination of PDCA and risk-based thinking (see also ISO 9001:2015, clauses 0.1, 0.3.1 and 0.4). In other words, the guidance provided in indents from a) to i) actually define a set of horizontal meta-guidelines which could be denoted as "*innovation management approach*", which are supposed to affect all other guidance/requirements provided in the standard.

Therefore, the IMPs (with the addition of our proposed principle of "*openness*") coupled with those meta-guidelines should be considered as the pillars for implementing a flexible, customizable and future-proof IMS, so that the whole text of future ISO 50501 should be aligned to them.

Several Italian comments to ISO/CD 50501 already address the application of the proposed "*openness*" principle, also taking into account the guidelines provided in clause 4.4. We also noticed that comments from other Countries, such as Ireland and Canada, i.e. comments IE 004, 030 and CA 032, are focused on similar topics. In case the proposed principle is accepted, we are committed to provide additional contributions and insights.