



Today, boards of directors, CEOs and top management teams need to consider innovation in a much broader perspective than traditional technology- and new product development. They should look for 'total innovation', i.e. to pursue and combine all types of innovation, and do it under all their aspects, 'hard' (process) and 'soft' (culture). This requires building an organizational leadership competence which we call 'innovation governance'. For this to happen, companies need a holistic system to set and align goals, define policies and values, prioritize processes, allocate resources and assign roles, responsibilities and decision-making authority for innovation. Given its breadth, this system has to originate from the C-suite with a strong personal involvement by the CEO.

This book starts with defining innovation governance and discussing the critical roles of the board of directors and top management in governing innovation. It then introduces the various organizational models that innovative companies have adopted to govern innovation, and their perceived effectiveness. These models specify who is in charge of innovation, overall and in a support function. The book then describes the innovation governance model and system chosen by a number of innovative large companies: IBM, Corning, Nestlé, DSM, Tetra Pak and Michelin. It concludes by proposing criteria for evaluating the effectiveness of a governance system and suggesting a framework and guidelines for leading the company's innovation governance efforts.

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