

# The Common Knowledge of Innovation

Capability Assessment Frameworks

Because “innovation”, by definition, results in a deliverable, all innovation is a transformation of a current state to a future state.

Therefore it is impossible, or at least meaningless, to discuss innovation outside of the general trajectory of moving from an **opportunity** to an **actualization**.

That clearly positions innovation as a type of effort with expected inherent similarities to invention, procedures, fulfillments, and other ways or forms of identifying progressive state changes.

But comparatively, the interest is especially intense and increasingly urgent to distinguish “innovation” from other ideas and formalities – as a previously underutilized approach now deemed critically required.

The breadth and range of affected communities and parties results in innovation being discussed from a dazzling variety of points-of-view and experience.

This brings enormous richness to the universe of vocabularies employed for identifying innovation as a sharable idea.

The same richness, however, also frequently appears as confusion or ambiguity.

When it comes to the “practice” of innovation, the difficulty of planning, adopting and managing to success is a pronounced side-effect of the lack of clarity about what innovation really involves and how, from its “*front end*” of innovation **intent** (FEI) to its “*back end*” of innovation **execution** (BEI).

To resolve this difficulty, our semantic survey of discussions about innovation abstracted a dramatically reduced dictionary of common-language terms that reliably refer to the problem set of innovation – without the need to depend on ideas bred within the confines of specialized occupations or academic direction.

# OPPORTUNITY

Front End (intend)	education	motivation	change	programs	methods	measurement	sourcing
Discussion subjects	<b>mindset</b>	<b>purpose</b>	<b>position</b>	<b>priority</b>	<b>organization</b>	<b>discipline</b>	<b>resource</b>
Back End (execute)	culture	leadership	risk	portfolio	project	policy	partnership

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The opportunity for successful innovation can be profiled in an assessment of typical factors such as mindset, priority, and resource.

Because these factors are simultaneous conditions, there is always the question of what degree of cross-factor alignment is necessary to create a suitable overall state for systemic promotion and propagation of opportunity.

But typically, the most important aspect of these factors is that they are stronger as pre-requisites than they are as causes. Therefore, the matter of greatest concern is about any defects, omissions or errors that may characterize any given factor.

# ACTUALIZATION

Front End (intend)	Discussion subjects	Back End (execute)
brand	<b>competition</b>	markets
foresight	<b>differentiation</b>	strategy
requirements	<b>scope</b>	governance
creativity	<b>production</b>	process
investment	<b>enablement</b>	resource allocation
research	<b>definition</b>	development
talent	<b>capability</b>	design

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The realization of successful innovation can be profiled in an assessment of the Producing entity itself. This entity has a current state relative to a goal.

The Producer has a range of properties and attributes that are significant for the expectations and abilities to perform and complete the exercise of innovation.

Here there is an explicit observable influence of one factor on another. In the general hierarchy shown, each factor constrains downward and supports upward.

BEI (execute)	culture	leadership	risk	portfolio	project	policy	partnership
markets							
strategy							
governance							
process							
resource allocation							
development							
design							

Now we know beforehand that common-use language *can* refer regularly to a consistent set of observable conditions that may be described, explained and measured. This mapping of observations creates “transparency” of the dynamics contributing to the scale and scope of innovation efforts, without dictating the specific facts of any current effort at the current time.

FEI (intend)	education	motivation	change	programs	methods	measurement	sourcing
brand							
foresight							
requirements							
creativity							
investment							
research							
talent							

The ability to logically sort out the semantics of discussions about innovation provides the means to systematically compare past and future efforts as well as concurrent efforts at differing locations. The frameworks of discussion are rational and extensible without being vulnerable to mythology, hype, or arbitrary preferences. As shown here, **the cross-referencing of opportunity and realization – regarding both intention and execution** – together generates 98 significant distinctions to be sought and taken seriously.

An immediate use of the frameworks by a Producer is to catalog the documentation (or other evidence) of the current status of those significant distinctions – for example, at the highest level identifying for each of them whether a current explicit applicability to innovation is *needed*, *planned* or *provided*. Additionally, any information cataloged for any distinction can be expected to supply descriptions, explanations, instructions, examples, or other generic but distinctive types of practical knowledge – reflecting how and why the applicability is established

Cataloged within the frameworks, the compilation of information provides a reference library having the same equal instant usability for hardcore specialist practitioners and introductory-level generalist students.

To build and store the frameworks as libraries, Archestra Research chose the new SaaS content manager solution from eXie, LLC. The eXie solution specifically avoids the costs, complexities, redundancies and esoterica of setups, administration, and semantic irregularity that, as experienced with so many other tools, would undermine the accessibility and maintenance of the library as a reliable and convenient knowledge base.

Using eXie, both of the “front end” and “back end” frames were created within about 15 minutes after login.

Within each frame, each cell clicks open to allow the user to add, see, and follow weblinks to online items relevant to the cell. Items include docs, videos, images, etc..

Relevant weblinks can be added individually, imported in bulk, deleted, aliased (reabeled) and sequenced in the list that shows within the cell.

The screenshot displays the eXie web application interface. At the top, there is a navigation bar with the eXie logo, a search bar, and links for HOME, BLOG, CONTACT, and FAQs. The user is logged in as Malcolm, with options for My Account and Logout. The main content area is titled "Archestra Innovation Backend Capability Reference" and features a grid of cells. The grid is organized into rows and columns, with labels for various categories: CULTURE, LEADERSHIP, RISK, PORTFOLIO, PROJECT, POLICY, and PARTNERSHIP. The rows are labeled with categories like MARKETS, STRATEGY, GOVERNANCE, PROCESS, RESOURCE ALLOCATION, and DEVELOPMENT. A modal window is open, showing "Archestra Innovation Front End Capability Reference" with its own grid structure. The modal window has a header with "Archestra Innovation Front End Capability Reference" and a search bar. The grid in the modal window has columns labeled EDUCATION, MOTIVATION, CHANGE, and PARTNERSHIP, and rows labeled BRAND, FORE SIGHT, and REQUIREME... The modal window also includes a "Catalog" button and a search bar.

Previous deep dives into Innovation concepts and theory include using eXie to re-organize and consolidate online content from multiple sources such as conferences and courses.

The ability to give each eXie frame cell a title and annotation provided additional guidance of what particular emphasis was being pursued in the groupings of content within each cell, regardless of content source.

As a result, the frame worked simultaneously as a planner for future contributions and as a context map for navigating existing collections.

The screenshot displays the Archestra Innovation interface. At the top, there is a navigation bar with a 'Catalog' button, the 'Archestra Innovation' title, and a 'Frame Cell' section containing editing icons. Below this is a grid of frame cells organized into two main vertical sections: 'ENVIRONMENT' and 'ORGANIZATION'. The 'ENVIRONMENT' section is further divided into 'CULTURE (External)', 'CULTURE (Internal)', 'THEORY', and 'STRATEGY &'. The 'ORGANIZATION' section is divided into 'Values', 'Conformity', 'Competency', and 'Operations'. An 'EDIT FRAME CELL' dialog box is open, showing fields for 'Title' (Source of Values and Predispositions), 'Description' (PSYCHOLOGY, ETHNOGRAPHY, TECHNOLOGY), and 'Image' (Select File). A 'Save' button is visible in the dialog. An orange arrow points from the dialog box to the 'Source of Values and Predispositions' cell in the 'ENVIRONMENT' section.

	CULTURE (External)	CULTURE (Internal)	THEORY	STRATEGY &
ENVIRONMENT	Source of Values and Predispositions PSYCHOLOGY, ETHNOGRAPHY, TECHNOLOGY	Source of Values and Predispositions SOCIAL, GENERATIONAL, JURISDICTIONAL	Compelling dynamics to respect and navigate NORMS v. EXCEPTIONS, ECOSYSTEMS	Compelling Circles to Develop COMPETITION, IN
ORGANIZATION	Communities MARKETS, SOCIAL GRO COMMON INTEREST GR			Systems PRODUCTION, CC
	Values GOALS, MISSIONS	Conformity ORGANIZATIONAL CHANGE,	Competency CREATIVITY	Operations MARKETING, R&D

The eXie solution automatically includes each created frame in a master catalog of frames, with controls that determine the availability of the selected frame for personal or other use.

Archestra Research intends to publish both of the innovation capability frameworks in a shared location for access by any content contributor or eXie account holder.

A content contribution is simply a URL for a relevant item that is publically accessible.

The screenshot shows the eXie web application interface. At the top, there is a dark header with the eXie logo, a search bar labeled 'Search Frames', and navigation links for HOME, BLOG, CONTACT, and FAQs. Below the header, there is a 'Create New' button and a 'My Catalog' section. On the left, a sidebar menu lists various frame categories: Templates, Frames (selected), Shared, Private, Pending, Published, Live, Archived, and Expired. The main content area displays a table of frames with columns for Name, Use Case, and Context. The table contains several rows, with one row highlighted in orange.

Name	Use Case	Context
A Generic Frame	Purpose	Situation, Circumstar
Archestra Enterprise Framework	Portfolio	Reference Library fo
Archestra Innovation	Conference	Content Catalog for f
Archestra Innovation Backend Capability Reference	Knowledgebase	Capability Assessme
Archestra Innovation Front End Capability Reference	Knowledgebase	Capability Assessme
Archestra ITSM Business Reference	Knowledgebase	Guidance of Manage
Archestra Solution Development	Knowledgebase	Framework for Soluti
Archestra Solution Implementation	Knowledgebase	IT professional servic
Archestra Topical Catalog	Knowledgebase	Management Knowle

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**Use eXie:** [www.exieframes.com](http://www.exieframes.com)

Archestra

The architecture of enterprise strategy

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