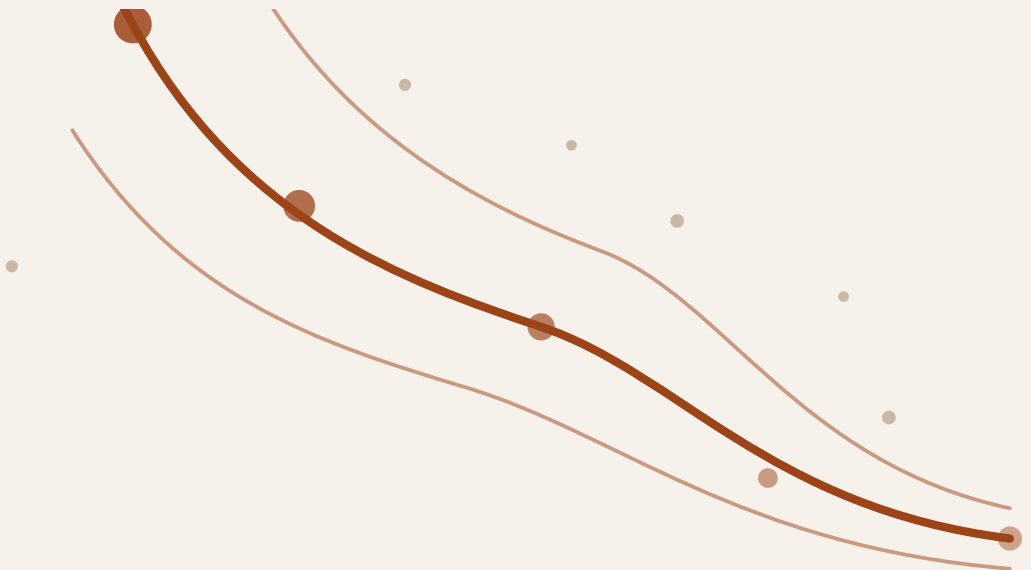


Innovation Management

From scattered initiatives
to a sustained organizational capability

Dr. Omar A. Alsamani



Innovation Management

From scattered initiatives
to a sustained organizational capability

Dr. Omar A. Alsamani

Innovation Management

From scattered initiatives to a sustained organizational capability

This book is published under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International licence (CC BY-NC-ND 4.0). It may be copied, distributed and shared, in full or in part, in any medium or format, for non-commercial educational and research purposes, provided it is attributed to its author and its text is not altered. Licence text: creativecommons.org/licenses/by-nc-nd/4.0/

Website: alsamani.com

© 2026 Omar A. Alsamani

First edition, 1448 AH / 2026

Legal deposit no. 1448/7324

ISBN 978-603-06-7961-4

Back matter

Guide to the book's tools

This guide brings the tools of all twenty chapters together in a single table, so that readers can return to it when they face a particular question. It does not reproduce the tools themselves; each appears, with its explanation, in its place in the relevant chapter.

Table T.1 The book's tools: the question each tool answers and the output it produces

Tool	Location	The question it answers	Output
Initiative classification card	Chapter 1	Is this initiative an innovation? What is its degree and its domain?	A classification of the initiative that determines how it should be managed
External realities scanning matrix	Chapter 2	Which external shifts call for a decision?	A list of signals of change, each paired with decision questions
The leader's mirror	Chapter 3	Do my leadership practices encourage innovation or hinder it?	The gap between the leader's self-assessment and the team's assessment, with priorities for improvement
Innovation strategy on a single page	Chapter 4	Where do we look for value, with what ambition, and how do we succeed?	A concise strategy ready for discussion and dissemination

Tool	Location	The question it answers	Output
System health check	Chapter 5	At which stage does the flow of initiatives break down?	Identification of the stage that forms the bottleneck
Internal ecosystem map	Chapter 6	Who provides what, and how does an idea reach those who can help it?	A map of units and their links, with gaps and duplications
The innovator's journey	Chapter 7	Where do ideas stall, and what did their owners need?	The point on the path where the idea stalls, and the unmet need at that point
Revealing incidents	Chapter 8	What messages do people learn from events?	A comparison of the actual messages with the stated values, and a proposed response
Team composition card	Chapter 9	Does the team have the roles and connections the stage requires?	A team with a full set of roles and clearly identified gaps
The gate charter	Chapter 10	Who decides, by what criteria, and when?	A published charter for each gate
The problem card	Chapter 11	What is the problem, who lives with it, and why does it deserve solving?	A problem statement endorsed by those who live with the problem
The concept card	Chapter 12	What is the candidate solution, and what assumptions does it rest on?	A testable concept, with its assumptions ranked by risk

Tool	Location	The question it answers	Output
The value model canvas	Chapter 13	How is the solution's value delivered, and how is it sustained?	A value model, with assumptions to be tested in the experiment
The experiment card	Chapter 14	What are we testing, and how will we know the result?	An experiment design, its result, and the decision that follows from it
Scaling readiness check	Chapter 15	Are the solution, the organization and the users ready to scale?	A readiness rating for each dimension, and what is needed before or during scaling
Balanced measurement dashboard	Chapter 16	Does the organization measure results, or does it settle for measuring activity?	A balanced set of indicators that is hard to satisfy on paper alone
Value and total cost worksheet	Chapter 17	What is the total cost over five years, and what is the value compared with the alternatives?	A comparison of the proposal with two alternatives
Partner map	Chapter 18	Who provides what, and what do they want in return?	A map of partners, identifying the primary source of risk
Responsibility check across the initiative journey	Chapter 19	Who might be harmed, and are we experimenting and using data responsibly?	Responsibility questions answered at every stage

Tool	Location	The question it answers	Output
University innovation ecosystem diagnostic	Chapter 20	Where does the university stand on each dimension of its ecosystem?	A rating for each dimension, and two priority dimensions for action

The tools of Part Three form a single sequence for a given initiative: the problem card, then the concept card, then the value model canvas, then the experiment card, and finally the scaling readiness check. Around them sit the system-level tools, which give this path its environment, its decisions and its measurement.

How does an organization move from scattered initiatives that celebrate innovation to a sustained capability to produce it?

This book traces the path of innovation from the first signal to a solution adopted in practice that creates value, and analyzes the organizational foundations that make this path a settled practice: strategy, systems, culture, governance, teams and measurement, with people at the center.

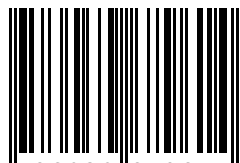
It rests on three pillars: a clear, high-priority problem; motivated people whose needs are met; and a system that connects them and turns effort into repeatable results. It combines international research evidence with the Saudi context, and pairs each chapter with a tool that can be used in a real organization.

Its twenty chapters are organized in five parts: foundations; institutional foundations and people; the initiative journey; value and the ecosystem; and an application to the university innovation ecosystem.

Innovation Management

Dr. Omar A. Alsamani

ISBN 978-603-06-7961-4



9 786030 679614