U28703:   **Encourage innovation in your area of responsibility**

Unit Descriptor:

> This unit is about encouraging and supporting the identification and practical implementation of ideas in your area of responsibility. The initial ideas will primarily come from people who work in your area of responsibility, including yourself, and will focus on
>
> - New products and/or services
> - Improvements to existing products and/or services
> - Improvements to existing practices, procedures, systems, ways of working etc. within the team or those of the wider organisation or customers or suppliers
>
> The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

PERFORMANCE CRITERIA	BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE
To be competent you must achieve the following:	*This element requires that you:*
1. Identify and, periodically, review the approach to and level of innovation within your area of responsibility.	a Find practical ways to overcome barriers.
2. Motivate all the people working in your area to identify ideas for new products and/or services and improvements and other potential sources of ideas and encourage the sharing of this information.	b Encourage and support others to make the best use of their abilities.
3. Respond enthusiastically to ideas from individuals or teams and provide constructive feedback.	c Encourage and support others to take decisions autonomously.
4. Establish and operate a fair and open method for considering and selecting initial ideas for further development.	d Show integrity, fairness and consistency in decision making.
5. Discuss and agree ways in which selected ideas can be further developed and tested by individuals or teams.	e Inspire others, championing work to achieve common goals.

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6. Provide ongoing support, encouragement and resources to individuals and teams engaged in the further development and testing of ideas and help to remove any identified obstacles.

    f   Make time available to support others.

7. Identify, in discussion with the relevant individuals and teams, those ideas which could be practically implemented, providing help in drawing up and submitting business cases and plans in support of ideas.

    g   Balance risks against the benefits that may arise from taking risks.

8. Approve the practical implementation of ideas, based on the identified benefits, risks and required resources, when you have the authority to do so and monitor and review their progress.

    h   Constructively challenge the status quo and seek better alternatives.

9. Champion business cases and plans for ideas submitted by individuals and teams from your area to other people in the organisation and communicate progress and decisions.

    i   Act within the limits of your authority.

10. Contribute to recruiting and selecting creative and innovative people and encourage and develop the creativity of other people in your area of responsibility.

11. Encourage individuals and teams in your area to take acceptable risks in pursuing innovation and to make and learn from mistakes.

12. Ensure that the originators and developers of any ideas which are successfully implemented receive recognition for their achievement.

Technical and Vocational Education and Training (TVET) Council
November 2009

UNDERPINNING KNOWLEDGE

General knowledge and understanding

You need to understand:

1. The benefits of innovation to the organisation, customers and other stakeholders.

2. The difference between creativity and innovation.

3. How to identify the current approach to and level of innovation in a particular area, including any strengths that can be built upon, any weaknesses that need to be addressed and any obstacles to innovation that need to be removed.

4. How to select and apply different methods for motivating people to generate and develop ideas.

5. The different potential sources of ideas for new products and/or services and improvements.

6. The importance of communication in innovation and how to encourage communication across your area of responsibility.

7. The potential obstacles to creativity and innovation and whether and, if so, how they can be removed.

8. Key stages in the creative process.

9. Key stages in the innovation process.

10. How to provide constructive feedback on ideas to teams and individuals.

11. How to establish and operate fair and open methods for selecting initial ideas for further development including providing reasons why particular ideas are not being taken forward.

12. The range of ways in which initial ideas can be further developed and tested including setting guidelines or parameters for the use of resources, the level of acceptable risk and the reporting of progress.

13. How to organize and manage risk in innovation.

14. How to develop a business case and plans for the practical implementation of an idea and how to support others in doing this.

15. The characteristics/traits/competencies of creative people and how to recognise these.

16. How to unlock creativity in yourself and others.

17. The resources required for creativity and innovation, particularly time.

18. How to learn from mistakes.

19. How to recognise the achievements of the originators/developers of ideas which have been successfully implemented.

UNDERPINNING KNOWLEDGE (continued)

Industry/sector specific knowledge and understanding

20. The sector(s) in which your organisation works.

21. Information sources on innovation in your sector(s).

22. Current and emerging political, economic, social, technological, environmental and legal developments in the sector(s) and in related sectors.

Context specific knowledge and understanding

23. Your organisation's strategy, if it has one, for innovation.

24. The approach to and level of innovation in your area of responsibility.

25. The role of innovation in your organisation's culture.

26. Organisational guidelines and procedures for developing and implementing ideas.

27. The limits of your authority.

28. The needs of your customers.

EVIDENCE REQUIREMENTS

1. Critical Aspects of Evidence

Performance Criteria	Evidence of Performance Criteria: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
	Policies, practices, people, roles and responsibilities you have developed to encourage the development of creative ideas and innovative products, services and processes in your area of responsibility:				
O1 O2 O3 O4 O10 O11 O12	• suggestions or proposals you have made to review or develop systems and procedures, roles and practices to encourage creativity and innovation in your area of responsibility	a, b, d	1, 2, 3, 4 5, 6, 7, 8, 9, 10 11, 12, 13	20,21,22	23,24,25 26,27,28
	• policy statements you have developed, training activities and procedures you have organised to encourage creativity and innovation in your area of responsibility	a, b, d, f, k	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13	20,21,22	23,24,25 26,27,28
	• records of the promotion, recruitment or selection of people you have been involved in showing how you have sought evidence of candidates' creativity and openness to innovation	a, j	4, 7, 15, 16	-	27
	• systems you have introduced or used to encourage, recognise and reward creativity and innovation within your area of responsibility	a, b, l	6, 7, 10, 11, 16, 19	-	23,24,25 26,27,28
	• personal statement (reflection on your role in encouraging creativity and innovation in your area of responsibility	a, c, d, j, l	1, 2, 3, 4, 5, 7, 8, 9, 10, 11, 16, 18	20,21,22	23,24,25 26,27,28
	• witness statements (describing your role in encouraging creativity and innovation in your area of responsibility	a, c, d, j, l	-	-	-
O1 O2 O4	**Examples of creativity and innovation that you have encouraged and implemented in your area of responsibility**				
	• creative ideas and proposals for innovative products, services or processes from individuals and teams that you have encouraged, supported, agreed and developed	b, c, d, e, f, g	2, 3, 4, 5, 8, 9, 10, 11, 12, 19	20,21,22	23,24,25 26,27,28

EVIDENCE REQUIREMENTS (continued)

Performance Criteria	Evidence of Performance Criteria: • possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
	Examples of creativity and innovation that you have encouraged and implemented in your area of responsibility (continued):				
O5 O6 O7 O8 O9 O11 O12	• cost/benefit analyses, business proposals, action plans and project briefs that you have prepared for the implementation of creative ideas and innovative products, services and processes in your area of responsibility	e, f, g, h, i, k, l	11, 12, 13, 14, 17, 18	20,21,22	23,24,25 26,27,28
	• specifications for innovative products, services and processes in your area of responsibility that you have developed or instigated	g, h, i, k	9, 12, 13, 17, 18	20,21,22	23,24,25 26,27,28
	• notes and records of meetings you have led or contributed to, relating to the introduction of innovative products, services and processes in your area of responsibility	h, i , k	9, 12, 13, 17, 18	20,21,22	23,24,25 26,27,28
	• records of rewards or recognition you have given to people for creative ideas and innovative products, services and processes in your area of responsibility	b, k , l	4, 15, 16, 19	20,21,22	23,24,25 26,27,28
	• personal statement (reflection on your role in introducing innovative products, services and processes in your area of responsibility)	f, g, h, i	9, 10, 11, 12, 13, 14, 16, 18	20,21,22	23,24,25 26,27,28
	• witness statement (describing your role in introducing innovative products, services and processes in your area of responsibility)	h, i, k, l	-	-	-

EVIDENCE REQUIREMENTS (continued)

2. **Methods of Assessment**

   A combination of direct performance evidence (e.g. observation of performance and products of work) and supplementary evidence such as witness testimony personal statement, professional discussion and questioning.

3. **Context of Assessment**

   The unit should be assessed using evidence from the workplace. Simulation is **not** allowed.

4. **Links to other units**

   This unit is linked to the units **Provide leadership for your team** and **Encourage innovation in your team** in the overall suite of National Occupational Standards for management.