

### UNIT SUMMARY

#### What is the unit about?

This unit is about encouraging and supporting the identification and practical implementation of ideas. The initial ideas will primarily come from members of your team, 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.

#### Who is the unit for?

The unit is recommended for team leaders.

#### Links to other units

This unit is linked to units **B5 Provide leadership for your team** and **C2 Encourage innovation in your area of responsibility** in the overall suite of National Occupational Standards for management and leadership.

#### Skills

Listed below are the main generic skills which need to be applied in encouraging innovation in your team. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Leadership
- Team building
- Problem solving
- Motivating
- Monitoring
- Decision making
- Providing feedback
- Learning
- Valuing and supporting others
- Risk management
- Thinking creatively

### OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

- 1 Motivate members of your team, including yourself, to identify ideas for new products and/or services and improvements.
- 2 Respond enthusiastically to ideas identified by members of your team and provide constructive feedback.
- 3 Encourage members of your team to share, discuss and work together in developing initial ideas.
- 4 Identify and pursue opportunities to work with other teams to generate and develop ideas.
- 5 Discuss and agree with members of your team those ideas which should be developed further, how they should be developed and the required resources.
- 6 Provide ongoing support, encouragement and resources to members of your team who are developing and testing ideas and help to remove any identified obstacles.
- 7 Agree the practical implementation of ideas, based on the identified benefits, risks and required resources, when you have the authority to do so.
- 8 Support members of your team in submitting formal proposals and plans for the practical implementation of ideas to other people for approval.
- 9 Oversee practical implementation of ideas by your team and monitor and report on progress.
- 10 Encourage and develop the creativity of members of your team.
- 11 Encourage members of your team 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.

### BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

- 1 You find practical ways to overcome barriers.
- 2 You encourage and support others to make the best use of their abilities.
- 3 You make time available to support others.
- 4 You display a curiosity to learn and try out new things.
- 5 You balance risks against the benefits that may arise from taking risks.
- 6 You act within the limits of your authority.
- 7 You constructively challenge the status quo and seek better alternatives.
- 8 You recognise the achievements and the success of others.

### KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

#### General knowledge and understanding

- 1 The benefits of innovation to your team, the overall organisation and its customers.
- 2 The key differences between creativity and innovation.
- 3 How to make time available for identifying and developing ideas.
- 4 How to motivate people to generate and develop ideas.
- 5 How to provide constructive feedback on ideas to individuals.
- 6 The importance of communication in innovation and how to encourage communication across your team.
- 7 The potential obstacles to creativity and whether/how they can be removed.
- 8 The reasons for selecting initial ideas for further development.
- 9 How initial ideas might be further developed and tested.
- 10 How to recognise and manage risk in innovation.
- 11 How to develop formal proposals and plans for the practical implementation of an idea and how to support others in doing this.
- 12 How to develop creativity in yourself and others.
- 13 The resources required for creativity and innovation, particularly time.
- 14 How to learn from mistakes.
- 15 How to recognise the achievements of the originators/developers of ideas which have been successfully implemented.

#### Industry/sector specific knowledge and understanding

- 1 The sector(s) in which your organisation works.

#### Context specific knowledge and understanding

- 1 Your organisation's strategy, if it has one, for innovation.
- 2 The limits of your authority.
- 3 Organisational guidelines and procedures for developing and implementing ideas, including whom to submit formal proposals and plans to.
- 4 The needs of your customers.
- 5 Opportunities to work with other teams in your organisation.