

CFAM8.1.5 Encourage innovation



Overview

This unit is about encouraging and supporting the identification and practical implementation of ideas in your area of responsibility. The initial ideas will come primarily from people who work within your area of responsibility, including yourself, and will focus on:

1. new products and/or services,
2. improvements to existing products/services,
3. improvements to existing practices, procedures, systems, ways of working etc, within the team or those of the wider organisation, or customers or suppliers

For the purposes of this unit, 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

This unit is recommended for first line and middle marketing managers. Such marketers might be employed within 'client-side' organisations, or within agencies/consultancies offering marketing services to clients.

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Performance criteria

You must be able to:

- P1 identify and, periodically, review the approach to and level of innovation within your area of responsibility
- P2 motivate all of 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
- P3 respond enthusiastically to ideas from individuals or teams and provide constructive feedback
- P4 establish and operate a fair and open method for considering and selecting initial ideas for further development
- P5 discuss and agree ways in which selected ideas can be further developed and tested by individuals or teams
- P6 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
- P7 identify, in discussion with the relevant individuals and teams, those ideas which could be implemented practically, providing help in drawing up and submitting business cases and plans in support of ideas
- P8 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
- P9 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
- P10 recruit and select creative people and encourage and develop the creativity of other people in your area of responsibility
- P11 encourage individuals and teams in your area to take acceptable risks in pursuing innovation and to make and learn from mistakes
- P12 ensure that the originators and developers of any ideas which are successfully implemented receive recognition for their achievement

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the benefits of innovation to the organisation, customers and other stakeholders
- K2 the difference between creativity and innovation
- K3 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
- K4 how to select and apply different methods for motivating people to generate and develop ideas
- K5 the different potential sources of ideas for new products and/or services and improvements
- K6 the importance of communication in innovation and how to encourage communication across your area of responsibility
- K7 the potential obstacles to creativity and innovation and how they can be removed
- K8 key stages in the creative process
- K9 key stages in the innovation process
- K10 how to provide constructive feedback on ideas to teams and individuals
- K11 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
- K12 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
- K13 how to recognise and manage risk in innovation
- K14 how to develop a business case and plans for the practical implementation of an idea and how to support others in doing this
- K15 the characteristics/traits/competencies of creative people and how to recognise these
- K16 how to unlock creativity in yourself and others
- K17 the resources required for creativity and innovation, particularly time
- K18 how to learn from mistakes
- K19 how to recognise the achievements of the originators/developers of ideas which have been implemented successfully

Industry/sector specific knowledge and understanding

- K20 the sector(s) in which the organisation works
- K21 information sources on innovation in the sector(s)
- K22 current and emerging political, economic, social, technological, environmental and legal developments in the sector(s) and in related

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sectors

Context specific knowledge and understanding

K23 the organisation's strategy, if it has one, for innovation

K24 the approach to and level of innovation in your area of responsibility

K25 the role of innovation in the organisation's culture

K26 organisational guidelines and procedures for developing and implementing ideas

K27 the limits of your authority

K28 the needs of your customers

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Additional Information

Behaviours

1. You find practical ways to overcome barriers
2. You encourage and support others to make the best use of their abilities
3. You encourage and support others to take decisions autonomously
4. You show integrity, fairness and consistency in decision making
5. You inspire others, championing work to achieve common goals
6. You make time available to support others
7. You balance risks against the benefits that may arise from taking risks
8. You challenge constructively the status quo and seek better alternatives
9. You act within the limits of your authority February 2006 (Level 3/4)

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