

CFAMLC1

Encourage innovation in your team



Overview

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.

The unit is recommended for team leaders.

This unit is linked to units:

B5 Provide leadership for your team.

C2 Encourage innovation in your area of responsibility

in the overall suite of National Occupational Standards for Management and Leadership.

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Performance criteria

- You must be able to:*
- P1 motivate members of your team, including yourself, to identify ideas for new products and/or services and improvements
 - P2 respond enthusiastically to ideas identified by members of your team and provide constructive feedback
 - P3 encourage members of your team to share, discuss and work together in developing initial ideas
 - P4 identify and pursue opportunities to work with other teams to generate and develop ideas
 - P5 discuss and agree with members of your team those ideas which should be developed further, how they should be developed and the required resources
 - P6 provide ongoing support, encouragement and resources to members of your team who are developing and testing ideas and help to remove any identified obstacles
 - P7 agree the practical implementation of ideas, based on the identified benefits, risks and required resources, when you have the authority to do so
 - P8 support members of your team in submitting formal proposals and plans for the practical implementation of ideas to other people for approval
 - P9 oversee practical implementation of ideas by your team and monitor and report on progress
 - P10 encourage and develop the creativity of members of your team
 - P11 encourage members of your team 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 your team, the overall organisation and its customers
- K2 the key differences between creativity and innovation
- K3 how to make time available for identifying and developing ideas
- K4 how to motivate people to generate and develop ideas
- K5 how to provide constructive feedback on ideas to individuals
- K6 the importance of communication in innovation and how to encourage communication across your team
- K7 the potential obstacles to creativity and whether/how they can be removed
- K8 the reasons for selecting initial ideas for further development
- K9 how initial ideas might be further developed and tested
- K10 how to recognise and manage risk in innovation
- K11 how to develop formal proposals and plans for the practical implementation of an idea and how to support others in doing this
- K12 how to develop creativity in yourself and others
- K13 the resources required for creativity and innovation, particularly time
- K14 how to identify sustainable resources and ensure their effective use to support creativity and innovation
- K15 how to learn from mistakes
- K16 how to recognise the achievements of the originators/developers of ideas that have been successfully implemented

You need to know and understand:

Industry/sector specific knowledge and understanding

- K17 the sector(s) in which your organisation works

You need to know and understand:

Context specific knowledge and understanding

- K18 your organisation's strategy, if it has one, for innovation
- K19 the limits of your authority
- K20 organisational guidelines and procedures for developing and implementing ideas, including who to submit formal proposals and plans to
- K21 the needs of your customers
- K22 opportunities to work with other teams in your organisation

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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 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.

Skills

Listed below are the main generic 'skills' that 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

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