

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' 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

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 identify sustainable resources and ensure their effective use to support creativity and innovation.
15. How to learn from mistakes.
16. How to recognise the achievements of the originators/developers of ideas that 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 who to submit formal proposals and plans to.
4. The needs of your customers.
5. Opportunities to work with other teams in your organisation.

UNIT SUMMARY

What is the unit about?

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.

Who is the unit for?

The unit is recommended for first line managers and middle managers.

Links to other units

This unit is linked to units **B6. Provide leadership in your area of responsibility**, **C1. Encourage innovation in your team** and **C3. Encourage innovation in your organisation** in the overall suite of National Occupational Standards for Management and Leadership.

Skills

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

- Communicating
- Leadership
- Problem-solving
- Thinking creatively
- Learning
- Motivating
- Reviewing
- Inspiring
- Analysing
- Decision-making
- Providing feedback
- Information management
- Involving others
- Valuing and supporting others
- Risk management

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Identify and, periodically, review the approach to and level of innovation within your area of responsibility.
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.
3. Respond enthusiastically to ideas from individuals or teams and provide constructive feedback.
4. Establish and operate a fair and open method for considering and selecting initial ideas for further development.
5. Discuss and agree ways in which selected ideas can be further developed and tested by individuals or teams.
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.
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.
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.
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.
10. Recruit and select creative 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.

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 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 constructively challenge the status quo and seek better alternatives.
9. You act within the limits of your authority.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

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 recognise 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 identify sustainable resources and ensure their effective use to support creativity and innovation.
19. How to learn from mistakes.
20. How to recognise the achievements of the originators/developers of ideas that have been successfully implemented.

Industry/sector specific knowledge and understanding

1. The sector(s) in which your organisation works.
2. Information sources on innovation in your sector(s).
3. Current and emerging political, economic, social, technological, environmental and legal developments in the sector(s) and in related sectors.

Context specific knowledge and understanding

1. Your organisation's strategy, if it has one, for innovation.
2. The approach to and level of innovation in your area of responsibility.
3. The role of innovation in your organisation's culture.
4. Organisational guidelines and procedures for developing and implementing ideas.
5. The limits of your authority.
6. The needs of your customers.

UNIT SUMMARY

What is the unit about?

This unit is about encouraging and supporting the identification and practical implementation of ideas across your organisation. The initial ideas will primarily come from people working for your organisation, although you will be expected to look beyond the organisation for opportunities to identify and develop ideas, 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. across the organisation or those of customers or suppliers.

For the purposes of this unit, an '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.

Who is the unit for?

The unit is recommended for senior managers.

Links to other units

This unit is linked to units **B7. Provide leadership for your organisation**, **B9. Develop the culture of your organisation**, **C2. Encourage innovation in your area of responsibility**, **E4. Promote the use of technology within your organisation** and **F12. Improve organisational performance** in the overall suite of National Occupational Standards for Management and Leadership.

Skills

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

- Communicating
- Providing feedback
- Leadership
- Thinking strategically
- Problem-solving
- Inspiring
- Thinking creatively
- Motivating
- Analysing
- Making decisions
- Networking
- Monitoring
- Involving others
- Valuing and supporting others
- Reporting
- Evaluating

- Risk management
- Reviewing
- Information management
- Learning
- Reflecting

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Identify and, periodically, review the approach(es) to and level of innovation in your organisation.
2. Ensure that the organisation has a specific strategy in relation to innovation and that this fits with the overall vision, values, objectives and plans of the organisation.
3. Communicate the innovation strategy across the organisation and to other relevant parties.
4. Motivate people across the organisation to identify ideas for new products and/or services and improvements and other potential sources of ideas and encourage the sharing of this information.
5. Respond enthusiastically to ideas and provide constructive feedback to the originators.
6. Ensure that resources, particularly time, are made available across the organisation for the initial generation, further development and testing of ideas and help to remove any identified obstacles.
7. Identify and pursue opportunities for your organisation to work in partnership with external experts and/or in partnership with other organisations to generate and develop ideas.
8. Establish a culture across the organisation which encourages people to take acceptable risks in pursuing innovation and to make and learn from mistakes.
9. Evaluate business cases and plans for the practical implementation of ideas and approve those which appear viable and monitor and review their progress.
10. Establish systems for measuring innovation within the organisation and provide information on organisational performance to relevant parties.
11. Encourage the sharing of knowledge and information across the organisation on issues to do with creativity and innovation.
12. Ensure, across the organisation, 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 encourage and support others to take decisions autonomously.
4. You seek out and act on new business opportunities.
5. You display a curiosity to learn and try out new things.
6. You make time available to support others.
7. You balance risks against the benefits that may arise from taking risks.
8. You anticipate likely future scenarios based on a realistic analysis of trends and developments.
9. You constantly challenge the status quo and seek better alternatives.
10. You use communication styles that are appropriate to different people and situations.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. The benefits of innovation to the organisation, its customers and other stakeholders.
2. The difference between creativity and innovation.
3. How to identify and review the approach(es) to and level of innovation in your organisation 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 develop an organisational strategy for innovation, what it should cover and how to communicate it across the organisation.
5. How to select and apply different methods for motivating and encouraging people across the organisation to generate, develop and share ideas.
6. The different potential sources of ideas for new products and/or services and improvements.
7. Methods for identifying and pursuing opportunities to work in partnership with external experts and/or in partnership with other organisations on the generation and development of ideas.
8. The importance of communication in the creative process and how to encourage communication across your organisation.
9. The importance of design in innovation.
10. The potential obstacles to innovation and whether/how they can be removed.
11. The key stages of the creative process.
12. The key stages of the innovation process.
13. How to learn from mistakes and ways of embedding this in the culture of an organisation.
14. How to recognise and manage risk in innovation and encourage others to take acceptable risks in pursuing innovation.

15. How to provide constructive feedback on ideas to teams and individuals.
16. The range of ways in which initial ideas can be further developed and tested.
17. How to identify and work with external specialists and experts and/or in partnership with other organisations to generate and develop ideas which might lead to innovation.
18. The resources and support required for creativity and innovation, particularly time.
19. How to identify sustainable resources and ensure their effective use to support creativity and innovation.
20. How to protect ideas and innovation.
21. How to evaluate business cases and plans for the practical implementation of ideas and approve those which appear viable.
22. How to recognise the achievements of the originators/developers of ideas that have been successfully implemented.
23. How to establish systems for measuring and reporting on innovation within the organisation and providing information on organisational performance to relevant parties.

Industry/sector specific knowledge and understanding

1. The sector(s) in which your organisation works.
2. Possible opportunities to work in partnership with external experts and/or in partnership with other organisations on the generation and development of ideas.
3. Information sources on innovation in your sector(s).
4. Current and emerging political, economic, social, technological, environmental and legal developments in the sector(s) and in related sectors.

Context specific knowledge and understanding

1. The organisation's specific strategy in relation to innovation.
2. The approach(es) to and level of innovation in your organisation.
3. The role of innovation in your organisation's culture and how to build on this.
4. Organisational guidelines and procedures for developing and implementing ideas.
5. The needs of your customers.
6. The overall vision, values, objectives and plans of the organisation.
7. Your organisation's key stakeholders and any other relevant parties interested in innovation.
8. Systems for measuring innovation in your organisation.

UNIT SUMMARY

What is the unit about?

Change, in its various forms, is happening more often within organisations. The driving force for change may be external or internal to the organisation or a mixture of both. It may be a reaction to events or an attempt to improve the organisation for the future including its growth as a business.

This unit reflects the need, in many situations, for someone to take control and provide a lead within the overall organisation or part of an organisation for a specific change or a wider programme of change. It involves selling the vision in terms of what the change is aiming to achieve and supporting the people involved in the practicalities of making the vision a reality.

Who is the unit for?

The unit is recommended for middle managers and senior managers.

Links to other units

This unit is closely linked to units **B6. Provide leadership in your area of responsibility**, **B7. Provide leadership for your organisation**, **B9. Develop the culture of your organisation**, **C5. Plan change**, and **C6. Implement change** in the overall suite of National Occupational Standards for Management and Leadership.

Skills

Listed below are the main generic 'skills' that need to be applied in leading change. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Leadership
- Communicating
- Decision-making
- Motivating
- Delegating
- Negotiating
- Influencing
- Problem-solving
- Valuing and supporting others
- Setting objectives
- Prioritising

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Communicate your vision of the future, the reasons for the change and associated benefits to everyone involved.
2. Encourage everyone involved to welcome change as an opportunity.
3. Make sure the people responsible for planning and implementing change understand their responsibilities and have the necessary influence and power.
4. Set and prioritise objectives for the change.
5. Identify strategies for achieving the vision and communicate them clearly to everyone involved.
6. Support people through the change process.
7. Communicate progress to everyone involved and celebrate achievement.
8. Identify and deal with obstacles to change.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You give people opportunities to provide feedback and you respond appropriately.
2. You clearly agree what is expected of others and hold them to account.
3. You articulate a vision that generates excitement, enthusiasm and commitment.
4. You inspire others, championing work to achieve common goals.
5. You show sensitivity to stakeholders' needs and interests and manage these effectively.
6. You use a range of leadership styles appropriate to different people and situations.
7. You identify the implications or consequences of a situation.
8. You take and implement difficult and/or unpopular decisions, if necessary.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. The main models and methods for leading organisational change, and their strengths and weaknesses.
2. The relationship between transformational and transactional change.
3. Theory and application of the change/performance curve.
4. Principles and application of risk assessment.
5. Different leadership styles and behaviours, their strengths and how to use the appropriate style for different circumstances.
6. How to make critical decisions.
7. The political, bureaucratic and resource barriers to change, and the techniques for dealing with these.
8. Different methods of communication and their relevant strengths and weaknesses in various circumstances.
9. The main techniques for solving problems and how to apply them.
10. Stakeholder expectations and how they influence the change process.

Industry/sector specific knowledge and understanding

1. Your organisation's current position in the sector and market in which it operates, compared with its main competitors, relevant to the change programme.
2. The range of information sources that are relevant to your sector, and related sectors, in which the organisation operates.
3. Current and emerging political, economic, social, technological, environmental and legal developments in the sector and in related sectors.

Context specific knowledge and understanding

1. Your vision for the future, the reasons for change, the risks and expected benefits.
2. Those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.
3. Employees' knowledge, skills and attitudes.
4. How long it will take to make the changes.
5. The culture of the organisation and the implications this has for the change process.
6. Your organisation's communication channels, both formal and informal.

UNIT SUMMARY

What is the unit about?

This unit is about the planning that is needed to make a specific change or put into practice a programme of change. It involves developing a strategy to make the change that is needed, taking note of barriers, risks and the need to put appropriate monitoring and communication systems in place.

Who is the unit for?

The unit is recommended for first line managers, middle managers and senior managers.

Links to other units

This unit is closely linked to units **B6. Provide leadership in your area of responsibility**, **B7. Provide leadership for your organisation**, **B9. Develop the culture of your organisation**, **C4. Lead change** and **C6. Implement change organisation** in the overall suite of National Occupational Standards for Management and Leadership.

Skills

Listed below are the main generic 'skills' that need to be applied in planning change. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Planning
- Analysing
- Team-building
- Negotiating
- Obtaining feedback
- Influencing
- Problem-solving
- Monitoring
- Risk management
- Contingency-planning
- Information management
- Decision-making

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Identify the procedures, systems, structures and roles that need to be changed, and assess the gap between their current and required future state.
2. Identify and assess barriers to change.
3. Develop strategies and plans that set out the way forward.
4. Assess the risks and benefits associated with the strategies and plans and develop contingency arrangements.

5. Make sure your plans include short-term 'wins' as well as longer-term deliverables.
6. Develop systems for monitoring and assessing progress.
7. Develop a communication strategy for the change process that allows people to give feedback.
8. Identify training and support needs and plan how to meet these.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You find practical ways to overcome barriers.
2. You present information clearly, concisely, accurately and in ways that promote understanding.
3. You are vigilant for potential risks.
4. You give people opportunities to provide feedback and you respond appropriately.
5. You set demanding but achievable objectives for yourself and others.
6. You work towards a clearly defined vision of the future.
7. You identify the implications or consequences of a situation.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. The main models and methods for managing change effectively, and their strengths and weaknesses.
2. Effective planning techniques.
3. Theory and application of the change/performance curve.
4. Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.
5. How to assess the risks and benefits associated with strategies and plans.
6. The importance of contingency planning and how to do so effectively.
7. How to make critical decisions.
8. The political, bureaucratic and resource barriers to change, and the techniques that deal with these.
9. Stakeholder expectations and how they influence the process.

Industry/sector specific knowledge and understanding

1. Your organisation's current position in the sector and market in which it works, compared with its main competitors, relevant to the change programme.
2. The range of information sources that are relevant to the sector, and related sectors, in which your organisation operates.
3. Current and emerging political, economic, social, technological, environmental and legal developments in the sector and in related sectors.

Context specific knowledge and understanding

1. Your vision for the future, the reasons for change, the risks and expected benefits.
2. Business critical activities and interdependencies.
3. Those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.
4. Your organisation's communication channels, both formal and informal.

UNIT SUMMARY

What is the unit about?

This unit is about putting into practice the strategy and associated plans for a specific change or programme of change. This involves putting in place the necessary resources and supporting systems, including monitoring and communications, to turn the 'vision' into a practical reality.

Who is the unit for?

The unit is recommended for people in first line, middle and senior management and leadership roles.

Links to other units

This unit is closely linked to **B6. Provide leadership in your area of responsibility**, **B7. Provide leadership for your organisation**, **C4. Lead change** and **C5. Plan change** in the overall suite of National Occupational Standards for Management and Leadership.

Skills

Listed below are the main generic 'skills' that need to be applied in implementing change. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Delegation
- Negotiating
- Influencing
- Managing conflict
- Problem-solving
- Stress management
- Planning
- Assessing
- Monitoring
- Decision-making
- Valuing and supporting others

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Put into practice the strategies and plans for change in line with the available resources.
2. Design new work processes, procedures, systems, structures and roles to achieve the vision behind the change.
3. Identify, assess and deal with problems and barriers to change.
4. Monitor, document and communicate progress to all involved.
5. Recognise and reward people and teams who achieve results.
6. Maintain the momentum for change.
7. Make sure change is effective and meets the requirements of the organisation.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You find practical ways to overcome barriers.
3. You present information clearly, concisely, accurately and in ways that promote understanding.
4. You make time available to support others.
5. You clearly agree what is expected of others and hold them to account.
6. You recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal.
7. You work towards a clearly defined vision of the future.
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 main models and methods for managing change effectively, and their strengths and weaknesses.
2. Theory and application of the change/performance curve.
3. Theory and understanding of teams, including an understanding of team-building techniques and how to apply them.
4. How to manage reward systems.
5. Problem-solving techniques.
6. The political, bureaucratic and resource barriers to change, and the techniques that deal with these.
7. How to identify development and other support needs and ways in which these needs can be met.
8. How to manage expectations during change.

Industry/sector specific knowledge and understanding

1. Your organisation's current position in the market in which it works, compared with its main competitors, relevant to the change programme.
2. The range of information sources that are relevant to the sector, and related sectors, in which your organisation operates.

Context specific knowledge and understanding

1. Your vision for the future, the reasons for change, the risks and expected benefits.
2. Business critical activities and interdependencies.
3. Those factors (for example, strategy, procedures, policies and structure) that need to be changed, and the associated priorities and reasons.
4. Your organisation's communication channels, both formal and informal.