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**Overview**

This standard is about encouraging and supporting the identification and practical implementation of innovative ideas from your team/department. You are required to motivate and support them to not only achieve the team and their personal objectives but also to look for ways of improving team or organisational performance. You will be required to think creatively with your team/department, and to set and agree individual objectives. You will help them solve technical problems, monitor their progress against the objectives you set, and provide feedback and guidance on their innovative ideas.

Successful organisations encourage all staff to come up with ideas that can improve performance. Having supervisors/managers who bring this out in their staff are an essential in achieving this.

Your responsibilities will require you to comply with organisational policy and procedures for the encouragement of team problem solving and innovative activities undertaken. You will be expected to work with a minimum of supervision, taking personal responsibility for your own actions and for the quality and accuracy of the work that you and your team carry out.

Your underpinning knowledge will be sufficient to provide a sound basis for your work, and will enable you to adopt an informed approach for the introduction of new ideas. You will have an understanding of the leadership skills used, in adequate depth to provide a sound background for carrying out the activities to the required specification.

Who is this standard for

This standard is for senior technicians and those who have assumed some line management responsibility.

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**Performance  
criteria**

- You must be able to:
- P1 ensure that your work is carried out in accordance with workplace procedures to protect yourself and others
  - P2 motivate members of your team/department to identify ideas for new products/services and process improvements
  - P3 respond enthusiastically to ideas identified by members of your team/department, and provide constructive feedback
  - P4 encourage members of your team/department to share, discuss and work together in developing initial ideas
  - P5 identify and pursue opportunities to work with other teams/departments to generate and develop ideas
  - P6 discuss and agree with members of your team/department those ideas which should be developed further, how they should be developed and the required resources
  - P7 provide ongoing support, encouragement and resources to members of your team/department who are developing and testing ideas, and help to remove any identified obstacles
  - P8 agree the practical implementation of ideas, based on the identified benefits, risks and required resources, when you have the authority to do so
  - P9 support members of your team/department in submitting formal proposals and plans, for the practical implementation of ideas, to other people for approval
  - P10 oversee practical implementation of ideas by your team/department, and monitor and report on progress
  - P11 ensure that the originators and developers of any ideas which are successfully implemented receive recognition for their achievement
  - P12 communicate the required information about the work done, to authorised people, in accordance with departmental and organisational procedures

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**Knowledge and  
understanding**

**You need to know  
and understand:**

- K1 the health and safety requirements of the area/team in which you are carrying out the activities
- K2 the legal and regulatory frameworks within which you are working and the implications of failing to comply with either
- K3 the lines of communication and responsibilities in your department, and their links with the rest of the organisation
- K4 the limits of your own authority and to whom you should report if you have problems that you cannot resolve
- K5 the organisational policy and strategy for innovation
- K6 the organisational guidelines and procedures for developing and implementing new ideas
- K7 the benefits of innovation to your team, to the overall organisation and to its customers
- K8 how to make time available for identifying and developing ideas
- K9 how to motivate people to generate and develop ideas
- K10 how to provide constructive feedback on ideas to individuals
- K11 the importance of good communication for innovation, and how to encourage it across your team
- K12 the potential obstacles to creativity, and how they can be minimised
- K13 the importance of giving constructive feedback on initial ideas
- K14 how initial ideas might be further developed and tested
- K15 how to recognise and manage risk in innovation
- K16 how to develop formal proposals and plans for the practical implementation of an idea, and how to support others in doing this
- K17 how to develop creativity in yourself and others
- K18 the resources required for creativity and innovation, particularly time
- K19 how to encourage your team/department to learn from mistakes associated with new ideas
- K20 how to recognise the achievements of the originators/developers of ideas which have been successfully implemented

## COGLS326(SQA Unit Code-H6GC 04)

Encourage problem solving and innovation in life sciences and related industries



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