

FM4N 04 (CFAMLC1) Encourage Innovation in Your Team

Overview

What this Unit is 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.

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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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Performance Criteria

You must be able to:

- 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.

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Behaviours

You will exhibit the following 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.

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Knowledge and Understanding

You need to know and understand:

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.

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Knowledge and Understanding

You need to know and understand:

Industry/sector specific Knowledge and Understanding

- 1 Sector-specific legislation, regulations, guidelines and codes of practice relating to equality, diversity and inclusion.
- 2 Equality, diversity and inclusion issues and developments which are particular to the industry or sector.
- 3 Information sources on equality, diversity and inclusion in the industry or sector including those at an international level.

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Knowledge and Understanding

You need to know and understand:

Context specific Knowledge and Understanding

- 1 The overall vision, values, objectives, plans and culture of the organisation.
- 2 The planning and decision-making processes within the organisation.
- 3 Your organisation's current and potential customers and their needs.
- 4 The diversity of your organisation's workforce.
- 5 Appropriate comparators for reviewing the diversity of your organisation's workforce.
- 6 Other relevant parties with an interest in equality, diversity and inclusion in your organisation.
- 7 The organisation's written equality, diversity and inclusion policy and action plan and how they are communicated to people who work for the organisation and to other relevant parties.
- 8 Mechanisms for consulting with people who work for the organisation or their representatives on equality, diversity and inclusion issues.
- 9 Employment policies and practices within the organisation — including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
- 10 Organisations to benchmark against in terms of their approach to promoting diversity and inclusion.
- 11 Sources of specialist expertise in relation to equality, diversity and inclusion used by your organisation.
- 12 Systems in place for effective monitoring, reviewing and reporting on progress in relation to equality of opportunity, diversity and inclusion.

Evidence Requirements

To achieve this Unit you will need to ensure that your evidence covers all Performance Criteria, behaviours and Knowledge and Understanding.

The following table provides you with possible examples of evidence.

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Evidence Requirements

PC	Evidence of Performance Criteria: ♦ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
Examples of creative ideas and innovation that you have enabled your team to generate or propose:					
PC1 PC2 PC3 PC4 PC5 PC6 PC8 PC10 PC11 PC12	♦ notes, reports and other materials emanating from creative ideas generation sessions that you have led your team and others to produce	1, 2, 3, 4, 6, 7	1, 2, 3, 4, 5, 7, 8, 9, 11, 12, 14, 15	1, 2,3	2, 3, 8, 10, 11, 12
	♦ proposals that your team has made for innovative products, services or processes	4, 5, 6, 7, 8	2, 6, 7, 8, 9, 10, 11, 12	1, 2,3	1, 2, 3, 4, 5, 6, 8, 10
	♦ notes of meetings you have had with, or presentations you have made to, managers customers, suppliers and others	1, 2, 3, 5, 6, 7	1, 2, 6, 7, 8, 9, 10, 11	1, 2,3	1, 2, 3, 5, 8, 10, 11
	♦ personal statement (reflections on your role in leading or encouraging the team to be creative and develop innovative products, services or processes)	1, 4, 5, 6, 7	1, 2, 3, 4, 7, 8, 9, 10, 11, 12, 13, 14	1, 2, 3	1, 2, 3, 4,5, 6, 7, 8, 9, 10, 11, 12
	♦ witness statements (commentaries on your role in leading or encouraging the team to be creative and develop innovative products, services or processes)	1, 4, 5, 6, 7	-	-	-
Examples and recognitions of innovations that your team has proposed that have been implemented:					
PC3 PC4 PC6 PC7 PC9 PC11 PC12	♦ innovative product, service or process specifications arising from proposals made by your team	1, 7	1, 8, 9, 10, 11, 13, 14, 15	1, 2, 3	1, 2, 3, 4, 8, 10, 11, 12
	♦ action plans to introduce innovative products, services or processes	1, 2, 3, 4, 5, 6	1, 6, 9, 10, 11, 13, 14, 15	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
	♦ records of prizes, bonuses, awards and other recognition that the team and its members have received for developing innovative products, services or processes	2, 3, 8	4, 15	1, 2, 3	7, 9, 10
	♦ personal statement (reflections on your role in leading the team in introducing innovative products, services or processes that they have proposed)	1, 4, 5, 6, 7	1, 2, 3, 6, 7, 8, 9, 10, 11, 13, 14, 15, 16	1, 2, 3	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12
	♦ witness statements (commentaries on your role in leading the team in introducing innovative products, services or processes that they have proposed)	1, 2, 3, 4, 6, 7, 8	-	-	-

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Candidate Recording Form

No	Description of Evidence	Performance Criteria												Behaviours							
		1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8

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Notes/Comments

The candidate has satisfied the assessor and internal verifier that the performance evidence has been met.

Candidate's signature _____ **Date** _____

Assessor's signature _____ **Date** _____

Internal verifier's signature _____ **Date** _____