SFJPG1.2
Encourage innovation in your area of responsibility

Overview

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

1. new products and/or services
2. improvements to existing products and/or 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.

The `area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

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

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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 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 practically implemented, 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 whether and, if so, 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 other

K17   the resources required for creativity and innovation, particularly time

K18   how to identify sustainable resources and ensure their effective use to support creativity and innovation

K19   how to learn from mistakes

K20   how to recognise the achievements of the originators/developers of ideas that have been successfully implemented

Industry/sector specific knowledge and understanding

You need to know and understand:

K21   the sector(s) in which your organisation works

K22   information sources on innovation in your sector(s)

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K23 current and emerging political, economic, social, technological, environmental and legal developments in the sector(s) and in related sectors

Context specific knowledge and understanding

You need to know and understand:

K24 your organisation's strategy, if it has one, for innovation
K25 the approach to and level of innovation in your area of responsibility
K26 the role of innovation in your organisation's culture
K27 organisational guidelines and procedures for developing and implementing ideas
K28 the limits of your authority
K29 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 constructively challenge the status quo and seek better alternatives.
9. You act within the limits of your authority.

Skills

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

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