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| Title: | **Developing a culture to support innovation and improvement** |
| Level: | **4** |
| Credit value: | **3** |
| Unit guided learning hours | **12** |
| Learning outcomes (the learner will) | Assessment criteria (the learner can) |
| 1. Understand an organisation’s culture
 | 1.11.21.3 | Describe the underlying culture within the organisation Explain how this influences the management style and team structureExplain own responsibility in promoting the organisation’s vision and helping to shape the culture |
| 1. Understand the importance of values in underpinning the culture for innovation and improvement
 | 2.12.22.3 | Explain how your own values and beliefs affect how you deal with change and innovationExplain own responsibility to manage your personal behaviour, actions and words to reinforce an innovation and change cultureExplain the importance of being aware of other’s needs, feelings and motivations to minimise the resistance to change and innovation |
| 1. Understand the roles of different functions in supporting innovation and change
 | 3.13.23.3 | Identify possible tasks of the innovator during the innovation processExplain the role of managers during the innovation process Explain the role of senior members of the organisation in defining the strategy for innovation and encouraging potential innovation activity |
| 1. Know how to develop a culture that supports the growth and implementation of ideas
 | 4.14.24.3 | Describe how to encourage individuals to think innovatively and contribute ideas in the work placeExplain the importance of giving constructive feedback to innovators in order to sustain their energy and input Explain how to provide the support and guidance needed to implement ideas |
| 1. Understand the importance of risk management in creating a culture that supports creativity and innovation
 | 5.15.25.35.4 | Describe how to recognise and manage risk in innovationExplain how to develop the organisational culture so that people are risk aware but prepared to take acceptable risks in undertaking activitiesExplain the importance of communicating information on identified risks to relevant people across the organisationExplain the need to comply with legal requirements, industry regulations, organisational policies and professional codes when dealing with innovation activity |
| 1. Understand the important role of communication during the innovation process
 | 6.16.26.36.4 | Explain the importance of establishing and communicating a clear and well understood vision of the future for your team and/or area of responsibility resulting from an innovation activityExplain the purpose of an elevator pitch to secure sponsorship for innovation ideasDescribe the key actions required when developing an effective business case promoting the benefits of an innovation idea in order to secure ongoing support from sponsors and the work teamExplain the importance of communicating outcomes of innovation activities to maintain momentum and interest |
| **Additional information about the unit** |  |
| Unit purpose and aim(s) | To develop knowledge and understanding of culture to support innovation and improvement as required by a practising or potential first line manager. |
| Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate) | Links to Management & Leadership 2008 NOS: B6 |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) |  |
| Support for the unit from a sector skills council or other appropriate body (if required) | Council for Administration (CfA) |
| Equivalencies agreed for the unit (if required) |  |
| Location of the unit within the subject/sector classification system | 15.3 – Business Management |
| **Additional Guidance about the Unit** |
| **Indicative Content:** |
| 1 | * Types of organisational culture and how they are manifest in terms of structure of teams and management style
* Concepts of values and vision and their relevance to the first line manager role
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| 2 | * Different management styles and the effects they have on the culture of a business
* The importance of valuing diversity to support innovation activity
* Understanding what resistance to change is and how to work with it
* The importance of management commitment to ensure sustainability
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| 3 | * The two key phases of innovation activity – exploration and exploitation
* Preferences and limitations of innovators
* Providing the space to innovate
* The role of senior management in setting a strategy for innovation
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| 4 | * The factors that motivate people (Maslow’s hierarchy of needs / Herzberg’s motivation and hygiene factors)
* The challenges and benefits of introducing reward and recognition systems to support creativity and innovation
* The use of simple tools to evaluate and validate ideas so as to provide balanced feedback for innovators
* Developing an effective business case to promote the innovation idea
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| 5 | * Stage gate processes and how they support decision making
* The importance of defining when to stop and walk away
* Creating an environment that is aligned to ‘learning from mistakes’
* The importance of Intellectual Property and Intellectual Property Rights
* Controlling trials and experimentation to minimise risks
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| 6 | * The role of communication in motivating others
* Engaging staff by sharing the vision
* Building momentum by communicating the benefits and success of quick wins
* Gaining the support of key sponsors by presenting your ideas / concepts in a limited time frame
* How to develop a business case to clarify the benefits of your ideas / concepts
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