

Training Package	Business Services (BSB07)	HSC Requirements and Advice
Unit code	Unit title	HSC Indicative Hours
BSBINN301A	Promote innovation in a team environment	30

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to be an effective and pro active member of an innovative team. No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.
Competency field	Creativity and Innovation – Innovation
Application of the unit	This unit applies individuals who play a pro active role in demonstrating, encouraging or supporting innovation in a team environment. The individual may be a team participant or a team leader. The team may ‘make itself’ or be constructed by others. It may have core members and members who participate at certain times or for particular purposes. It may be permanent or temporary, or come together at different times to work on specific projects. The team could consist of a team of contractors/freelancers, permanent staff, clients and service providers, or any combination of these groups. It may operate within an organisation or across several organisations – or simply across a group of individuals. The key focus of the unit is on what makes for an innovative team, what keeps it working well, how the structure of work can make a difference and what skills and knowledge are needed to maximise opportunities for innovation. Where a greater focus on team leadership is required this unit should be combined with units such as BSBLED401A Develop teams and individuals.
Employability skills	This unit contains employability skills.

Evidence Guide			
The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.			
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Context of and specific resources for assessment	Method of assessment	Gather information for assessment
Evidence of the following is <u>essential</u> : <ul style="list-style-type: none"> • active participation in a team where the team takes a pro active and considered approach to innovation and innovative practice • collaborative and open communication within the team • knowledge and understanding of the internal and external factors that contribute to a team becoming and remaining innovative. 	Assessment <u>must</u> ensure: <ul style="list-style-type: none"> • demonstration of skills as part of a team. 	A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit: <ul style="list-style-type: none"> • direct questioning combined with review of portfolios of evidence and third party workplace reports of on the job performance by the candidate • direct observation of team interactions 	Innovation does not occur in isolation. Holistic assessment with other units relevant to the industry sector, workplace and job role is highly recommended.

		Method of assessment cont/d	
		<ul style="list-style-type: none"> • evaluation of reports by the candidate or the team (could be oral or written) discussing the ideas, challenges and opportunities associated with teams, and how they can be more innovative • evaluation of feedback from other people in the team about the candidate's communication approaches and abilities • oral or written questioning to assess knowledge of the characteristics of innovative teams, innovation concepts more broadly and they ways in which innovation can be encouraged • review of jointly established 'ground rules' for how the team will operate. 	

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- communication skills to work collaboratively as part of a team, to provide guidance and support to others, and to participate in open and constructive discussions
- creative thinking skills to generate, explore, test and challenge ideas
- learning skills to stretch boundaries of own knowledge and skills
- literacy skills to analyse a wide range of information from varied sources
- planning and organisational skills to participate in the effective allocation of work in a team context
- problem solving skills to work constructively to overcome issues and challenges of both a practical and conceptual nature and to make ideas become realities
- self management skills to take a pro active team role and to reflect on own performance in modelling and encouraging behaviour that supports innovation.

Required knowledge

- barriers to innovation that can occur within a team and broader barriers that sometimes hinder innovation
- broad concepts of innovation including what innovation is, different types of innovation and the benefits of innovation
- characteristics of teams that are more likely to be innovative and characteristics of broader environments that support and encourage innovation
- different roles that people may play within a team, how this impacts on the way a team works and what it might achieve
- group dynamics in a team.

Element	Performance Criteria	Range Statement
1 Create opportunities to maximise innovation within the team	1.1 Evaluate and reflect on <i>what the team needs and wants to achieve</i> .	<p>The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. <i>Bold italicised</i> wording, if used in the performance criteria, is detailed below.</p> <p>Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts) may also be included.</p> <p><i>What the team needs and wants to achieve</i> may relate to:</p> <ul style="list-style-type: none"> • addressing particular customer feedback • conceiving and implementing a particular project • developing new services or products • generating ongoing ideas within the work unit • improving budgetary performance • improving or changing work conditions • new ideas that impact beyond the workplace (e.g. that have a broader social or community impact).
	1.2 Check out <i>information about current or potential team members' work</i> in the context of developing a more innovative team.	<p><i>Information about current or potential team members' work</i> may relate to:</p> <ul style="list-style-type: none"> • interests • lifestyle preferences • past jobs • technical strengths • work preferences • working styles.
	1.3 Bring people into the team or make suggestions for team members based on what needs to be achieved and the potential for cross fertilising ideas.	
	1.4 Acknowledge, respect and discuss the <i>different ways that different people may contribute</i> to building or enhancing the team.	<p><i>Different ways that different people may contribute</i> may relate to individual strengths around:</p> <ul style="list-style-type: none"> • creating positive energy within the team • fundamental literacy strengths (e.g. particularly strong in visual literacy, written or spoken communication) • generating ideas • networks or spheres of influence • particular ways of thinking • powers of persuasion • problem solving capacities • specific technical skills or knowledge.

Element	Performance Criteria	Range Statement
2 Organise and agree effective ways of working	2.1 Jointly establish <i>ground rules</i> for how the team will operate.	<p><i>Ground rules</i> may relate to:</p> <ul style="list-style-type: none"> • boundaries or lack of boundaries for team activities and ideas • confidentiality • copyright, moral rights or intellectual property • regularity of communication • key roles and responsibilities • time lines • ways of communicating.
	2.2 Agree and communicate responsibilities in ways that encourage and reinforce <i>team-based innovation</i> .	<p><i>Team-based innovation</i> may be encouraged through:</p> <ul style="list-style-type: none"> • accessing training and learning opportunities • enough but not too much guidance and structure • equitable sharing of workload • follow through with ideas • supportive communication.
	2.3 Agree and share tasks and activities to ensure the best use of skills and abilities within the team.	
	2.4 Plan and schedule activities to allow time for thinking, challenging and collaboration.	
	2.5 Establish personal reward and stimulation as an integral part of the team's way of working.	
3 Support and guide colleagues	3.1 Model <i>behaviour that supports innovation</i> .	<p><i>Behaviour that supports innovation</i> may include being:</p> <ul style="list-style-type: none"> • collaborative • equitable • fair • fun • hardworking • reflective • responsible • sympathetic.
	3.2 Seek <i>external stimuli and ideas</i> to feed into team activities.	<p><i>External stimuli and ideas</i> might be from:</p> <ul style="list-style-type: none"> • Australia or overseas • colleagues outside of the team • family and friends • internet

Element	Performance Criteria	Range Statement
		<ul style="list-style-type: none"> • journals • networks or technical experts • other organisations.
	3.3 Pro actively share information, knowledge and experiences with other team members.	
	3.4 Challenge and test ideas within the team in a positive and collaborative way.	
	3.5 Pro actively discuss and explore ideas with other team members on an ongoing basis.	
4 Reflect on how the team is working	4.1 De brief and reflect on activities and on opportunities for improvement and innovation.	
	4.2 Gather and use feedback from within and outside the team to generate discussion and debate.	
	4.3 Discuss the challenges of being innovative in a constructive and open way.	<p>Challenges of being innovative may relate to:</p> <ul style="list-style-type: none"> • budgetary or other resource constraints • competing priorities • organisational culture • problems with breaking old patterns of behaviour or thinking • time pressures.
	4.4 Take ideas for improvement, build them into future activities and communicate key issues to relevant colleagues.	
	4.5 Identify, promote and celebrate successes and examples of successful innovation.	