



Australian Government

Department of Education, Employment and Workplace Relations

BSBINN801A Lead innovative thinking and practice

Revision Number: 1

BSBINN801A Lead innovative thinking and practice

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	<p>This unit describes the performance outcomes, skills and knowledge required to generate, lead and sustain innovative organisational thinking and practice.</p> <p>The unit also covers generating innovative thinking and creativity to lead sustainable innovative practices; supporting a culture of innovation; and maintaining a sustained approach to innovative thinking and practice.</p> <p>No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.</p>
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Application of the Unit

Application of the unit	<p>This unit applies to individuals who initiate and lead innovation in any industry or community context. Each organisation's thinking and practice will be different depending on its core business, purpose, size, complexity and broader operating context.</p> <p>Leaders encourage innovative thinking and practice in relation to drivers shaping the particular work environment. Managers may use innovative thinking and practice to advance learning and business processes that contribute to organisational strategies, business plans and goals.</p>
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Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.
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Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
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Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Generate innovative thinking and creativity	1.1. Research and use a <i>range of techniques and tools</i> to generate new ideas and thinking 1.2. Research and analyse trends shaping organisation's current and future thinking and practice 1.3. Introduce and promote creative thinking techniques to foster personal and team innovation 1.4. Evaluate <i>overall context</i> for individual and collective innovative thinking and creativity 1.5. Research and analyse specific <i>conditions for innovation</i> and issues that impact on individual and collective innovative thinking and creativity 1.6. Research and review innovation <i>drivers</i> and <i>enablers</i>
2. Lead innovative practices	2.1. Develop personal <i>leadership style</i> to model positive innovative thinking and practice 2.2. Review, challenge and refine own style and practice in relation to modelling and supporting innovation 2.3. Assess and determine the requirements to promote sustainable innovative activity for the operational context and people involved 2.4. Devise and implement most appropriate means to promote knowledge transfer 2.5. Identify, evaluate and manage <i>risks</i> associated with innovation within an organisation
3. Generate and support a culture of innovation	3.1. Introduce and promote innovative practices, processes, products or services appropriate to audience and organisational requirements 3.2. Establish ways to capture, communicate and share innovative ideas and practices 3.3. Initiate and foster communication, consultation and team development approaches that support innovation 3.4. Identify, assess and provide adequate resources for innovation to occur 3.5. Develop and apply strategies to foster a workplace culture capable of encouraging innovation 3.6. Establish <i>mechanisms at system and process</i> level that can support innovation
4. Sustain innovative thinking and practice	4.1. Develop strategies to make innovation an integral part of organisational activity

ELEMENT	PERFORMANCE CRITERIA
	<p>4.2. Develop and monitor processes to ensure ongoing awareness of individual and collective contributions to innovative thinking and practice</p> <p>4.3. Analyse potential barriers and risks to innovation and devise strategies to respond</p> <p>4.4. Analyse and reflect on innovation performance as a basis for developing strategies for improvement</p>

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

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

Required skills

- communication, consultation and negotiation skills to model and lead open and collaborative relationships
- planning and organisational skills to develop, implement and sustain practical strategies for innovation
- problem-solving skills to assess challenges and risks at a strategic level and to develop appropriate responses
- research and analytical skills to work with structurally intricate and conceptually complex innovation texts and broader industry contexts; and to develop materials which deal with complex ideas and concepts
- self-management and learning skills to evaluate and enhance personal effectiveness, and to promote a culture of ongoing learning and development
- team and leadership skills to generate, promote and sustain innovation in an organisational or community setting
- technology skills to use computers for document production and research of innovative practices and theories

Required knowledge

- current and past theories and thinking about innovation and creativity
- leadership styles including the way that different approaches impact on innovation in organisations, and specific approaches that foster innovation
- legislative framework that affects business operations in a given context, including particular legislation with a direct impact on innovation, for example concerning copyright, trademarks, intellectual property, occupational health and safety (OHS)
- management techniques and tools for the encouragement of creative thinking and for turning good ideas and creative thinking into innovation
- organisational and industry context for innovation including overarching mission, objectives and strategies
- relationship between theory and thinking on innovation and creativity, and applied practice
- risk assessment and management strategies in the context of innovation
- social, political, economic and technological developments that determine the broad context for innovation in the relevant workplace context
- theories, processes and practice of organisational transformation and the management of the stages of change
- typical strategic challenges and barriers to innovation within organisations and ways of overcoming these challenges and barriers

Evidence Guide

EVIDENCE GUIDE	
<p>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.</p>	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	<p>Evidence of the following is essential:</p> <ul style="list-style-type: none"> comprehensive understanding and application of key concepts, current theories and processes for promoting innovative thinking and practices in an organisational context critical examination of trends in thinking and emerging practices as they relate to an organisation's current thinking and practices knowledge of social, political, economic and technological developments that determine the broad context for innovation in the relevant workplace context.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> assessment over a sufficient timeframe to allow holistic assessment of the candidate's capacity to lead and sustain innovative thinking and practice opportunities for interaction with others to reflect the collaborative nature of the innovation process access to current organisational documentation and support materials.
Method of assessment	<p>A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:</p> <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 evaluation of reports prepared by the candidate to propose strategies and techniques for building innovative thinking and practice within a given organisational context oral or written questioning to assess knowledge of innovation theory and practice, context for innovation, and factors that affect innovation in a particular organisation.

EVIDENCE GUIDE	
Guidance information for assessment	<p>Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:</p> <ul style="list-style-type: none">• BSBINN601B Manage organisational change• BSBLED701A Lead personal and strategic transformation• BSBLED702A Lead learning strategy implementation• PSPMNGT614A Facilitate knowledge management.

Range Statement

RANGE STATEMENT

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. 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><i>Range of techniques and tools</i> for creative thinking may include:</p>	<ul style="list-style-type: none"> • brainstorming • concept maps • creative thinking matrix • DeBono tools (e.g. six hats) • foresight tools • Kirton Adaptation Innovation Inventory • mindmapping (Buzan) • nominal group technique • scenario analysis.
<p><i>Overall context</i> may include the environment relating to:</p>	<ul style="list-style-type: none"> • culture • electronic and non-physical context • global • local or regional • national • work group or community.
<p><i>Conditions for innovation</i> may span causal factors and issues relating to:</p>	<ul style="list-style-type: none"> • ability to gain and respond to customer feedback • available resources (in all their forms) • business systems • changes to workflow and processes • competency, capability and skills of the workforce • culture and values • economic change • emerging technologies • executive support for innovation • external • globalisation • government regulations, policy or funding initiatives • internal • labour market and industry changes and restructures

RANGE STATEMENT	
	<ul style="list-style-type: none"> • learning culture • management practices • new business models • new markets • organisational sociocultural circumstances and issues (for example, within Indigenous organisations) • research and development focus and support • shift to knowledge economy or new economy • structure and design of work in the organisation • technology change and convergence • vision, core purpose and capabilities.
Drivers are factors or changes that impel innovative practice and may include:	<ul style="list-style-type: none"> • customer expectations • globalisation • market shifts • new legislation (such as compliance) • policies (such as environmental protection) • price and profitability • technology change.
Enablers are factors that help innovation overcome barriers and may include:	<ul style="list-style-type: none"> • breakthroughs • collaboration • culture • development • intellectual property • inventions • management support • profitability • research • resources • responsiveness • skilled workforce • technology.
Leadership style will usually be differentiated by five classical approaches:	<ul style="list-style-type: none"> • autocratic (non-participative) • charismatic flexibility • democratic (participative) • laissez faire (free reign) • paternalistic.
Risks may include:	<ul style="list-style-type: none"> • damage to property/equipment • environmental

RANGE STATEMENT	
	<ul style="list-style-type: none"> • market changes • OHS (including disease) • product failure • professional incompetence • resource deficiencies • systems and process failures.
<p><i>Mechanisms at system and process level</i> may be physical or electronic and relate to:</p>	<ul style="list-style-type: none"> • customer management • human resources • information technology • learning • market • OHS • operations • planning (strategic and corporate) • quality • research and development • risk • resource management • supply chain management • structural and performance hierarchies (strata).

Unit Sector(s)

Unit sector	
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Competency field

Competency field	Creativity and Innovation - Innovation
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Co-requisite units

Co-requisite units		

Co-requisite units		