



Australian Government

Department of Education, Employment and Workplace Relations

CUVICS05B Lead a team to foster innovation

Release: 1

CUVICS05B Lead a team to foster innovation

Modification History

Not Applicable

Unit Descriptor

<p>Unit descriptor</p>	<p>This competency standard covers the skills and knowledge required to lead a workplace team in ways that foster innovative work practices in any sector of the cultural industries. It covers the skills that are needed by individuals who are leading work teams on individual projects or in work in general.</p> <p>The skills cover the requirements for encouraging innovation within individual team members as well as a team as a whole. They include how to put a team together and keep it working well, how to structure work and monitor its progress, how to ensure that the staff have the information and skills they need and how to apply <i>innovation @ work</i> skills to the leadership role.</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

<p>Application of the unit</p>	<p>This competency standard relates to employees working within a supervisory or management position in any sector of the cultural industries. This may include areas such as galleries, museums, performance spaces, manager of artist-run co-operative, community workshops in remote areas, music studio, film studio, special event organisers, fashion design companies and so on. This may include managing a team within an office, at a temporary site office, studio, back stage and/or front of stage crews, outdoor photoshoot/film location, convention centre, managing an events team, tour crew, a sales team within a marketing department and so on. Examples of how this unit works in practice can be found in the Supporting Information section of the Training Package.</p>
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Licensing/Regulatory Information

Refer to Unit Descriptor

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
<p>1. Provide a model of innovative practice</p>	<p>1.1. The value placed by the organisation on innovation is promoted and reinforced.</p> <p>1.2. Case studies and examples of the use and benefits of innovative work practices within teams are shared with team members.</p> <p>1.3. An example of the way innovation @ work skills can be applied is provided by the team leader.</p> <p>1.4. The <i>qualities of an effective team member</i> are demonstrated by the team leader in working with the team.</p>
<p>2. Organise teams to maximise innovation</p>	<p>2.1. The performance requirements for the team are analysed.</p> <p>2.2. Information is gathered about team members.</p> <p>2.3. Strengths and weaknesses of individual team members are acknowledged.</p> <p>2.4. Team roles are assigned to ensure a match between work requirements and individual team members' capacities.</p> <p>2.5. Team members are selected to foster cross fertilisation of ideas.</p>
<p>3. Organise work assignments within team to facilitate innovative practices</p>	<p>3.1. Work is structured and organised to enable the use of <i>innovation @ work skills</i>.</p> <p>3.2. Work assignments are communicated to team members in ways that encourage and reinforce team based innovation.</p> <p>3.3. Tasks and activities are allocated to ensure the best use of team skills.</p> <p>3.4. Work assignments include timelines that allow for innovation.</p>
<p>4. Provide guidance and coaching to team members on innovation in the workplace</p>	<p>4.1. Team members are encouraged to work collaboratively on work assignments.</p> <p>4.2. Team members are encouraged to share work information, knowledge and experiences in their day-to-day work.</p> <p>4.3. Team members are encouraged to seek external stimuli and knowledge and to set up and maintain networks.</p> <p>4.4. Appropriate guidance is provided to team members on the use of <i>innovation @ work skills</i>.</p> <p>4.5. Team members are coached to ensure they have the</p>

ELEMENT	PERFORMANCE CRITERIA
	enabling skills to implement <i>innovation @ work</i> skills.
5. Monitor the team's ongoing use of <i>innovation @ work</i> skills	5.1. Team members are actively encouraged to reflect on activities and opportunities for improvement and innovation. 5.2. Team activities are evaluated based on feedback from team members, management, clients and other interested people. 5.3. Suggestions for work improvements made by team members are positively received and acted upon where appropriate. 5.4. Reviews of the application of <i>innovation @ work</i> skills are recorded and presented as appropriate. 5.5. The innovation process is reviewed and both positive and negative outcomes are discussed and constructively analysed.
6. Provide feedback on the use of <i>innovation @ work</i> skills	6.1. Team members are debriefed after work, training and evaluation exercises. 6.2. Feedback from review processes are discussed within the group and are used to inform future planning. 6.3. Successful innovations are celebrated in appropriate ways. 6.4. Problems in the use of <i>innovation @ work</i> skills are discussed in a constructive way.

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit.
Required skills
<ul style="list-style-type: none"> • ability to apply <i>innovation @ work</i> skills in own work • interpersonal skills • communication and leadership skills • motivational skills • coaching skills • counselling and consoling skills

REQUIRED SKILLS AND KNOWLEDGE

- conflict resolution skills
- evaluation skills
- ability to give and receive feedback
- listening skills
- matching staff competence to task requirements.

Required knowledge

- a knowledge of *innovation @ work* skills
- an understanding and commitment to innovation
- an understanding of leadership principles
- a knowledge of techniques for evaluating team performance
- an understanding of group dynamics in a team
- knowledge of coaching and learning principles.

Evidence Guide

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.	
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"> the skills and knowledge to provide leadership to a group or work team in a way which encourages the individual and team application of <i>innovation @ work</i> skills within specific job contexts in any sector of the cultural industries.
Context of and specific resources for assessment	<p>Assessment must ensure:</p> <ul style="list-style-type: none"> access to a group or work team.
Method of assessment	<p>The following assessment method is 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 direct observation of the candidate participating in team based innovation activities oral or written questioning to assess knowledge of <i>innovation @ work</i> skills and methods for applying them to team based activities.
Guidance information for assessment	<p>This competency standard could be assessed on its own or in combination with other standards relevant to management functions within a specific context in any sector of the cultural industries.</p> <p>Standards may include:</p> <ul style="list-style-type: none"> CUETEM01C Coordinate production operations BSBINN503A Build and sustain an innovative work environment <p>Please note: the above is a generic list which may apply across the cultural industries. Some of the units may not be included in this particular Training Package.</p>

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>innovation @ work skills are the skills required to come up with and develop new ideas or the new use of an old idea. They are:</p>	<ul style="list-style-type: none"> • collaboration • evaluation • generation of ideas • interpretation • reflection • representation.
<p>Most work activities can benefit from the application of innovation @ work skills including:</p>	<ul style="list-style-type: none"> • coming up with new ideas for products, processes, services, systems, tools, work practices in all fields of work within the cultural industries
<p>The <i>qualities of an effective team member</i> might include the capacity to be:</p>	<ul style="list-style-type: none"> • collaborative • equitable • fair • hardworking • reflective • responsible • sympathetic.
<p>In order to match work activities to the team member, it is important to have <i>information</i> about individuals, which might include:</p>	<ul style="list-style-type: none"> • interests • lifestyle preferences • past jobs • work preferences • working styles.
<p>The team leader can <i>encourage and reinforce</i> team based innovation in many ways, for example:</p>	<ul style="list-style-type: none"> • by allowing follow-through with ideas • by providing enough but not too much guidance and structure • by providing training and learning opportunities • through supportive communication.
<p>Team members may <i>collaborate</i> with:</p>	<ul style="list-style-type: none"> • clients • peers • subject experts • supervisors

RANGE STATEMENT	
	<ul style="list-style-type: none"> • team members • other learners.
<i>External stimuli and knowledge</i> could come from:	<ul style="list-style-type: none"> • journals • networks or technical experts, in Australia or overseas • other organisations • the Internet.
<i>Guidance</i> could include:	<ul style="list-style-type: none"> • coaching • counselling • mentoring • modelling • skills training.
Evidence of the <i>application</i> of <i>innovation @ work</i> skills might include:	<ul style="list-style-type: none"> • feedback from: <ul style="list-style-type: none"> • clients • managers • team members • other staff • work-related statistics and reports.
Successful innovations may be <i>celebrated</i> or rewarded through:	<ul style="list-style-type: none"> • articles in newsletters • positive feedback • presentation to peers and higher management • well-planned group incentive schemes.

Unit Sector(s)

Unit sector	
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Co-requisite units

Co-requisite units		

Competency field

Competency field	Research and Innovation
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