



Australian Government

Department of Education, Employment and Workplace Relations

TAACMQ505B Lead a team to foster innovation

Release: 1

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Modification History

Not applicable.

Unit Descriptor

This unit specifies the competency required to lead a workplace team in ways that foster innovative work practices.

This unit is based on the generic guideline unit **ICS5 Lead a team to foster innovation**, and has been contextualised to reflect the **TAA04 Training and Assessment Training Package** context.

Application of the Unit

This unit addresses the skills that are needed by individuals who are leading work teams on individual projects or work in general.

It includes the skills and knowledge required to put a team together, from the perspective of innovation. This unit also involves structuring work to ensure innovative processes are being used, and to ensure that personnel have the information and skills to apply **innovation at work skills** (refer to the Range Statement for a definition of this term).

In the context of the vocational education and training environment, the team may be involved in designing a learning program, developing learning products, delivering training or providing other services to learners/clients. The team leader may use innovation skills to lead the team into new and creative ways of training, assessing, developing materials, undertaking projects or supporting clients.

The competency specified in this unit is typically required by lead trainers/facilitators, program/training coordinators and training managers, leaders and supervisors.

This unit could be undertaken in conjunction with **BSBWOR502A Ensure team effectiveness**, which focuses on team leadership.

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Not applicable.

Employability Skills Information

This unit contains employability skills.

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.

Elements and Performance Criteria

Elements and Performance Criteria

Element	Performance Criteria
1 Provide a model of innovative practice	1.1 The value of innovation to team effectiveness is promoted and reinforced within the organisation through modelling and application
	1.2 Research is undertaken to extend knowledge and produce examples of the use and benefits of innovative work practices
	1.3 Examples of how innovation at work skills can be applied in a team context are based on innovation
2 Organise teams to maximise innovation	2.1 The performance requirements for a specific work activity/project/function are analysed
	2.2 Information is gathered about potential team members and identified strengths and weaknesses are acknowledged
	2.3 Team members are selected to create the right mix of expertise, skills, knowledge to support an innovative approach to the work activity/project/function
	2.4 Team roles are assigned to ensure a match between work requirements and individual team members' capacities
3 Organise work to facilitate innovative practices	3.1 The purpose of the team and its responsibilities are communicated in ways that encourage and reinforce team-based innovation
	3.2 Work is organised to enable the application of innovation at work skills, including time
	3.3 Work is allocated to ensure the maximum use of

- individual and team skills/knowledge and transfer of skills/knowledge to others
- 4 **Provide guidance and monitor innovation at work practices**
- 4.1 Appropriate **guidance** is provided to team members on the use of innovation at work skills
- 4.2 Team members are encouraged to work collaboratively on **teamwork activities** which use innovation at work skills
- 4.3 Team members are actively **encouraged** to reflect on team activities and to identify opportunities for improvement and innovation
- 4.4 Suggested improvements are positively received and acted upon, where appropriate
- 5 **Review the use of innovation at work skills in a team environment**
- 5.1 The application of innovation at work skills is **reviewed** and outcomes are recorded and presented, as appropriate
- 5.2 Team members are debriefed and feedback from team members is sought to inform future planning
- 5.3 Innovations are **communicated** in appropriate ways
- 5.4 Barriers to using innovation at work skills are documented and recommendations for changes to organisational systems, policies and procedures are made where relevant and appropriate

Required Skills and Knowledge

Not applicable.

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

To demonstrate competency against this unit candidates must be able to provide evidence that they have the skills and knowledge to provide leadership to a group or work team in a way which encourages the individual and team application of innovation at work skills for a specific work activity/project/function.

Evidence Requirements

Required knowledge includes:

innovation at work skills

leadership qualities

techniques for evaluating team performance

group dynamics in a team setting

the qualities of an effective team member

adult learning principles

relevant policy, legislation, codes of practice and national standards including Commonwealth and state/territory legislation, for example:

duty of care as it relates to coordinating personnel and learning

the industrial relations system, industry/workplace relations, and industrial awards/enterprise agreements

anti-discrimination including equal opportunity, racial vilification and disability discrimination

vocational education and training

occupational health and safety (OHS) relating to leading a team to foster innovation, including:

OHS obligations of the training and/or assessment organisation, the trainer/facilitator and learner

legislative requirements for information and

consultation relevant to safety
elements of an OHS management system as it applies to a training and/or assessment organisation
nature of OHS risks that should be addressed by a training and/or assessment organisation

Required skills and attributes include:

a commitment to innovation
numeracy skills to:
calculate and plan team activities/projects/functions

language and communication skills to:
communicate and promote team-based innovation
use language flexibly to suit audience and purpose, to plan and influence others
establish a supportive environment to encourage risk taking
give and receive feedback
listening skills

application and modelling of innovation at work skills in own work
interpersonal skills
communication and leadership skills
motivational skills
coaching skills
counselling and consoling skills
conflict resolution skills
evaluation skills
matching personnel competency to task requirements

Products that could be used as evidence include:

report on the review of an innovation process, outlining both positive and negative outcomes
examples of innovative work practices implemented within work teams, including

	benefits to the individual, team and organisation
	report on rewarded and promoted innovative ideas that were implemented and used within the organisation
	reports of research on innovative work practices
Processes that could be used as evidence include:	how and why team members were selected to maximise innovative outcomes
	how and when team activity outcomes were discussed with team members
	how and when innovative ideas have been rewarded and encouraged
Resource implications for assessment include:	time constraints
	access to work team and real or simulated work activity/project/function
	access to other personnel
The collection of quality evidence requires that:	assessment must address the scope of this unit and reflect all components of the unit i.e. the Elements, Performance Criteria, Range Statement, Evidence Guide, Employability Skills
	a range of appropriate assessment methods/evidence gathering techniques is used to determine competency
	evidence must be gathered in the workplace wherever possible. Where no workplace is available, a simulated workplace must be provided
	the evidence collected must relate to a number of performances assessed at different points in time and in a learning and assessment pathway these must be separated by further learning and practice
	assessment meets the rules of evidence
	a judgement of competency should only be made when the assessor is confident that the required outcomes of the unit have been achieved and that consistent performance has been demonstrated

Specific evidence requirements must include:

selecting a team for a work activity/ project/ function that comprises of the right mix of expertise, knowledge and skills

developing and leading innovative work practices within a team

modelling the application of innovation at work skills

organising work activities/projects/functions to support innovative practices and outcomes

communicating feedback to individuals on effective innovation outcomes on completed work activity/ project/function

Integrated assessment means that:

this unit can be assessed alone or as part of an integrated assessment activity involving relevant units in the **TAA04 Training and Assessment Training Package**. Suggested units include but are not limited to:

TAADEL502B Facilitate action learning projects

TAADEL504B Lead and coordinate training services

TAADES504B Develop and evaluate e-learning resources

TAAASS501B Lead and coordinate assessment systems and services

TAATAS503B Manage contracted work

BSBWOR502A Ensure team effectiveness.

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.

Innovation at work skills are:

the skills required to develop new ideas or the new use of old ideas. The concept relates to the following six skills, represented in the unit **TAAENV404B Develop innovative ideas at work**:

interpretation

generation

collaboration

representation

reflection

evaluation

Information gathered about team members includes:

work preferences

areas of expertise

vocational skills

past jobs

interests

working styles

lifestyle preferences

Guidance may include:

coaching techniques

mentoring techniques

counselling

skills training

modelling

communication including feedback

Teamwork activities may include:

developing and implementing new ideas for:
products

processes
services
systems
tools
individual and team work practices

Encouragement may include:

supportive communication
allowing follow-through with ideas
providing enough but not too much guidance and structure
providing training and learning opportunities

Reviews may include:

feedback from team members or other personnel
feedback from clients or work-based managers
work related statistics and reports

Communicated innovations may be through:

dissemination of reports, electronically or in hard copy
internal/external presentation
articles in internal/external newsletters

Unit Sector(s)

Not applicable.

Competency Field

Coordination, Management and Quality