Diploma in Innovation and Change Management

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Diploma in Innovation and Change Management

This is one of a series of progressive management qualifications designed by the Chartered Management Institute. This guide is written primarily of candidates for the qualification, and is focused mainly on the content of the programme and the learning outcomes that will be achieved.

Introduction

This qualification is aimed at managers with responsibility for leading innovation and supporting the implementation of change. It is expected that it will be most appropriate for people with significant experience within their organisation of the opportunities presented by innovation and the need to lead change effectively. The syllabus assumes that candidates will have a good general grounding in management principles, theories and practices.

The programme aims to help the development of both the personal attributes and resources of the manager, as well as their skills and capabilities in leading innovation and change. The candidate will also develop their understanding of:

- Innovation in the business context
- The development of business cases to support innovation initiatives
- Commercialisation strategies

The qualification consists of EIGHT units which all candidates have to take, one of which is a live innovation project.

The other seven units cover:

- The innovation leader
- Innovation within the organisation’s business strategy
- The development of an innovation culture
- The innovation process
- Developing the business case
- Effective innovation leadership
- Commercialisation and market launch

Prior learning

This programme expects candidates to have knowledge and experience of middle management or technical operations to the same level as a middle manager. This will enable candidates to cope with the level, breadth and depth of this qualification. In some instances, candidates may have evidenced prior learning which will enable the centre to determine whether any credit for it can be given against the requirements of this qualification.

Relationship to Management and Leadership National Occupational Standards

The table below shows how the units in this qualification relate to the general knowledge and understanding specifications of the Management and Leadership National Occupational Standards units. At the end of this syllabus, there is an indication of the managerial skills and behaviours which underpin effective performance that you will be able to develop as a result of following the programme. You can find out more about the National Occupational Standards for Management and Leadership and how they can help you develop your management performance in the workplace at www.management-standards.org.uk.
Diploma in Innovation and Change Management

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Assessment

Chartered Management Institute awards are professional qualifications that demand high standards of knowledge, understanding, reasoning and judgement, coupled with clarity of expression. Our approach to assessment for all our qualifications is built on the following principles:

- a) the assessment should, wherever possible, use work-based evidence drawn from the candidate’s own organisational experience
- b) approved centres will have clearly identified how the organisational dimension to the candidate’s evidence and assessment will be incorporated into the assessment process
- c) the assessment process will be sufficiently flexible to allow for the diversity of candidate organisational experience to be used, and will take into account special needs of any candidate for whom work-based evidence will be difficult to obtain
- d) the assessment process will not compromise or present any risk to candidate, organisational or commercial confidentiality
- e) the assessment process will recognise equal opportunity issues, will take due account of the values and ethics of management, and will focus on the application of the concepts of management in practice
- f) the assessments must be valid, reliable and fair

We encourage our Centres to develop approaches to assessment which are flexible to meet the needs of their candidates, but we need to be assured that practice and outcomes are consistent in rigour and quality between centres.

All the learning outcomes will be assessed by the Approved Centre to a specification agreed with the Institute, and checked by the Institute’s External Verifier. The External Verifier will sample candidate work throughout the programme to ensure that all the requirements are met.

For the Diploma in Innovation and Change Management, the Institute requires candidates to complete a management project, of a minimum 4000-4500 words, as part of the Centre assessment programme. You should check with your Centre what the agreed assessment programme is.
Guided Learning Hours

These are used as a notional measure of the substance of a qualification, and help Centres determine what teaching and learning resources are going to be needed to support candidates. They are based on an estimate of the time that might actually be spent by the candidate being taught or instructed, as well as time candidates spend on structured learning such as directed assignments, assessments on the job or supported individual study or practice. So as a candidate you can use these Guided Learning Hours to help you plan the effective use of your time to achieve the unit outcome.

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Qualification total 225

Suggested reading

As a student member of the Institute, you can access a wide variety of help, information, reading lists and management texts, via our website www.managers.org.uk/students.

Qualifications frameworks and credit transfer

Qualifications at this level:

- recognise the ability to increase the depth of knowledge and understanding of an area of work or study to enable the formulation of solutions and responses to complex problems and situations.
- involve the demonstration of high levels of knowledge, a high level of work expertise in job roles, and competence in managing and training others.
- are appropriate for people working as higher grade technicians, professionals or managers.

Qualifications are at a level equivalent to intermediate Higher Education qualifications such as Diplomas of Higher Education, Foundation and other degrees that do not typically provide access to postgraduate programmes.

The qualification you will achieve on successful completion of this programme is the CMI Diploma in Innovation and Change Management.


Unit MI51 The innovation leader

Overview

This unit is about recognising and managing your current personal resources (particularly knowledge, understanding, skills and experience) and aligning these with the role, requirements and qualities expected of an Innovation Leader within your organisation. From this analysis you are required to produce and regularly review a personal development plan to address any identified gaps.

Aims:

To help you learn how to:

1. Relate your role and personal objectives and values to the mission, strategic objectives and values of the organisation.
2. Review, plan and manage your own development.
3. Set and meet professional and work-related developmental objectives.

Unit content

The innovation leader:

Understanding:

- the role of the Innovation Leader and how it fits with organisational need
- the qualities and interpersonal skills required by the Innovation Leader to carry out the role effectively
- the styles and approaches which encourage effective working relationships
- the alignment of work objectives with organisational need

How to:

- evaluate the current and future requirements of your work-role taking into account the vision and objectives of your organisation and stakeholders
- identify information which is relevant to your work role and professional development
- gain the commitment, trust and support of those with whom you work
- discuss and agree SMART personal work objectives with those you report to and how you will measure progress

Professional development:

Understanding:

- the importance of continuing self-development
- ways in which you can assess your current skills and competence against those required of a Innovation Leader (for example, using benchmarking, 360 feedback, appraisals)
- the range of skills you require for effective performance
- the types of development activities and support open to you
- who you should seek feedback from on your performance and ways to encourage this
How to:

- assess your own current skill levels against those required of an Innovation Leader, using standards and competencies as appropriate
- make opportunities to encourage feedback and use it constructively
- develop your on-going personal action plan with achievable but challenging goals
- review your development progress and update your plan
- analyse your own leadership style

**Learning outcomes**

You will be assessed to ensure that you have met all the learning outcomes.

You will be assessed on your knowledge and understanding of how to:

1. Identify the characteristics of an effective Innovation Leader and define the skills required at the different stages of the management process.
2. In your role as an Innovation Leader:
   - discuss and agree SMART personal work objectives with those you report to
   - demonstrate how your personal work objectives align with the organisation’s strategic need
   - describe how you subsequently plan to measure and review progress against personal work objectives.
3. Using a range of tools and resources to analyse your own knowledge/skills against those required of an Innovation leader, produce and agree, with those you report to, a development plan to address any identified gaps.
4. Review and update your personal work objectives and development plan in light of performance and development activities and any wider changes.
5. Analyse your personal leadership style.
Unit M152 Innovation within the business strategy

Overview

This unit is about organisation’s innovation strategy and how it fits with the organisation’s overall business strategy. It includes developing a clear perspective of the environment in which your organisation operates, and of the opportunities that exist for developing innovation within the organisation.

Aims:

To help you learn how to:

1. Position innovation in your organisation within the wider business strategy.
2. Explore the impact of innovation and business change on the organisation’s activities, mission, vision and values, and financial operation.

Unit content

Strategic planning:

Understanding:

- the principles of strategic management and business planning
- the importance of creativity and innovation in strategic management
- the needs and expectation of stakeholders and customers
- your organisation’s ability to respond to market opportunities

How to:

- analyse and manage risk
- develop and plan for contingencies
- measure and review organisational performance
- analyse the wider environment in which your organisation operates

Business innovation and change management:

Understanding:

- the importance and impact of innovation and change on organisations
- the range of legal, political, economic, social and environmental factors which affect and are affected by innovation and change within organisations
- the importance of communication in business innovation and change management
- the barriers to innovation and change
- the impact of the culture of the organisation on change and innovation
- the difference between creativity and innovation

How to:

- identify and review the approaches to innovation within your organisation
- recognise and manage risk in innovation and change
- prioritise objectives for change and communicate these effectively across the organisation
Business operational issues:

Understanding:

- the market in which your organisation operates
- the impact of researching and implementing change and innovation on current business activities
- the need to win the support of colleagues and stakeholders in responding to the need for change and innovation
- the need to monitor and evaluate the impact of change and innovation on the culture and values of the organisation

How to:

- balance new ideas with tried and tested solutions
- balance risk with the desired outcomes
- identify potential risks to operational objectives posed by proposed change and innovation
- develop and maintain effective relationships with colleagues and key stakeholders

Business financial management:

Understanding:

- the organisational systems in use for budgeting and financial control
- where to obtain, and how to evaluate information in order to substantiate and quantify the financial impact of proposed innovation and change on the organisation
- the legal, regulatory and ethical requirements in the sector in respect of financial management and control

How to:

- use financial information from the organisation in developing and promoting innovation and change
- evaluate the financial implications of the change and innovation process
- identify and use external expertise in financial evaluation

Learning outcomes

You will be assessed to ensure that you have met all the learning outcomes.

You will be assessed on your knowledge and understanding of how to:

1. Monitor and evaluate innovation trends and developments inside and outside your organisation.
2. Evaluate your organisation’s current position in relation to change and innovation, and identify critical areas for action.
3. Ensure that innovation is built into the vision and strategy for the organisation.
4. Review current operational activities and identify areas of risk to ongoing activities arising out of possible innovation and change.
5. Evaluate the financial impact on the organisation of change and innovation, and the risk associated with not pursuing change and innovation.
Unit MI53 Developing the culture to stimulate innovation

Overview

This unit is about reviewing the current culture of the organisation, and putting in place strategies and activities to encourage the organisation to embrace the concept of innovation, and to encourage and support the identification of ideas for innovation.

Aims:

To help you learn how to:

1. Encourage the development of an innovation culture.
2. Stimulate innovation.
3. Establish an innovation process for the organisation.

Unit content

Developing the culture for innovation:

Understanding:

- the benefits of innovation to the organisation and its stakeholders
- the key stages in the creative process
- the key stages in the innovation process
- organisational behaviour
- the potential obstacles to innovation

How to:

- encourage communication across your organisation
- identify and review the approach to innovation in your organisation
- identify the key characteristics of the organisation’s current culture, and its strengths and weaknesses in relation to innovation
- approach removing obstacles to innovation

Working with others:

Understanding:

- the importance of communication in the creative process
- the needs of others involved in the innovation strategy and process to engage and fully participate
- the conflicts and differences of views which may arise in respect of the innovation strategy and approach

How to:

- encourage communication across your organisation
- learn from mistakes
- provide constructive feedback to teams and individuals
- recognise the contribution of others to the process
Tools and techniques:

Understanding:

- the different potential sources of ideas for new products and/or service improvements
- the role of potential external expert partners/specialists in generating and developing ideas which might lead to innovation
- the need to protect ideas and innovation

How to:

- select and apply different methods for motivating and encouraging people across the organisation to generate, develop and share ideas
- evaluate the ideas generated

Learning outcomes

You will be assessed to ensure that you have met all the learning outcomes.

You will be assessed on your knowledge and understanding of how to:

1. Evaluate the approach to innovation in your organisation.
2. Motivate people across the organisation to identify ideas for new products and services, which are congruent with the mission, vision and values of the organisation.
3. Support the development of an innovation culture by ensuring that sufficient resource is made available for the generation, development and testing of ideas.
4. Establish a structure to support and sustain an innovation culture within the organisation.
Unit MI54 The innovation process

Overview

This unit is about managing innovation processes, which aid organisations to deliver outputs that meet/exceed stakeholder needs, whilst mindful of associated organisational/legal requirements. Delegates are provided with a structured method for effective project management in the innovation arena, which has been designed to minimise and control the associated risks of applying an innovation strategy.

Aims:

To help you learn how to:

1. Distinguish the difference between creativity and innovation.
2. Manage the key stages in innovation.
3. Design processes that deliver innovation outcomes based on business goals and aims.

Unit content

Key stages in innovation:

Understanding:

- the difference between creativity and innovation
- the key stages of creativity
- the key stages/milestones of innovation, from stimulating ideas through to market launch
- managing innovation in a business context
- the key functions/activities and environment required to manage an innovation project/programme

How to:

- align the key stages of innovation with organisational aims and objectives
- integrate, where appropriate, the key stages of innovation into the organisation’s current quality processes
- set up a suitable support environment for a specific innovation programme or project to meet stakeholder needs/expectations

Innovation processes:

Understanding:

- the importance of designing innovation systems/processes that deliver outcomes based on business goals and aims, whilst meeting organisational and legal requirements
- the influences that may affect and shape how processes work
- the importance of providing information and support for staff and other shareholders involved
- tools and techniques for sustaining the focus on innovation
How to:

- design/develop and communicate effective innovation systems/processes, which support current organisational quality management approaches
- define innovation process responsibilities
- develop innovation process measures that are efficient and meet organisational/legal requirements
- provide information and support for staff and other stakeholders involved
- manage, record and report risk during innovation activities
- implement and control change in the innovation process
- protect the intellectual property rights of ideas and innovation
- evaluate the success of your innovation activity

Learning outcomes

You will be assessed to ensure that you have met all the learning outcomes.

You will be assessed on your knowledge and understanding of how to:

1. Differentiate between creativity, invention and innovation.
2. Describe the key stages of the innovation process.
3. Establish and operate fair and open methods for generating, considering and selecting initial ideas for further development.
4. Plan and implement an appropriate support structure to support an innovation from inception to market launch.
5. Design/develop efficient and effective innovation systems/processes, which meet organisational and legal requirements/guidelines.
6. Establish and use effective methods to monitor, control, review and improve innovation systems/processes.
7. Embed and sustain the positive impacts of innovation.
Unit MI55 Developing the business case for commercialisation

Overview

This unit is about constructing a business case for sponsor approval. This unit recognises that Innovation Leaders will have to demonstrate a range of project management skills to effectively plan and sell the benefits of an initiative to secure the commitment of relevant stakeholders.

Aims:

To help you learn how to:

1. Establish and operate a fair and open method for considering and selecting initial ideas for further development.
2. Negotiate and define the nature and objective(s) of potential innovative initiatives.
3. Create effective plans to achieve agreed goals and secure sponsor approval.
4. Identify the resources and controls required to initiate the planned innovation, complete with the controls to be employed to ensure initiative delivery will remain on target in times of time, cost and specification.

Unit content

Developing the business case:

Understanding:

- valid, equitable and reliable methods for considering and selecting initial ideas for development

How to:

- establish and operate a fair and open method for reviewing methods for commercialisation
- establish and operate a fair and open system for the selection of innovative ideas
- discuss and agree ways in which selected ideas can be further developed and tested by individuals and teams
- identify those ideas that could be practically implemented, providing help in drawing up and submitting business cases and plans in support of ideas

Agree the scope and definition of the business case for innovation with sponsor:

Understanding:

- the importance of clarifying and agreeing the goals with the sponsor.
- the interests of all stakeholders
- how innovation projects inter-link with and support internal strategic and operational objectives
- how innovation initiatives can be affected by external factors and events
How to:

- define and sell the need, nature, associated market and goals of the business case and the factors that impact on it
- clarify roles, levels of authority
- identify and prioritise risks and constraints
- establish and review the feasibility of the innovative project

**Develop plans to achieve goals:**

Understanding:

- the importance of agreeing and communicating the innovation business plan with relevant stakeholders
- innovation project planning tools and models
- contingency planning principles

How to:

- negotiate with relevant people.
- prepare an effective project plan by defining:
  i. what needs to be done in manageable, achievable and measurable terms
  ii. the sequence and schedule of activities needed
  iii. the resource requirements
  iv. the contingencies needed to deal with the identified risks

**Identifying the innovation project resources and control methods:**

Understanding:

- roles, competencies, responsibilities and accountabilities of the project team required to initiate the innovation
- organisational and legal requirements relevant to managing finance and resources
- the need for effective financial and resource control

How to:

- allocate innovation project roles and tasks appropriately
- identify and implement the relevant control method(s)
- control all relevant resources

**Learning outcomes**

You will be assessed to ensure that you have met all the learning outcomes.

You will be assessed on your knowledge and understanding of how to:

1. Establish the aims and objectives of an innovation project and how these support the achievement of the objectives of the organisation or strategic business unit.
2. Develop, in consultation with relevant people, a realistic and thorough business case, which achieves agreed goals by:
   - Selling the need for the innovation and identifying the likely market
   - Identifying potential risks, constraints, and contingencies
   - Specifying the controls to be employed.
3. Discuss and agree the business case with sponsor(s) and any key stakeholders, making changes where necessary.
Unit MI56 Effective innovation leadership

Overview

This unit is about working with colleagues inside and outside your organisation to develop networks to support your current and future work. It is also about providing direction, leadership and encouragement for colleagues involved in innovation and change, and raising the awareness of the organisation as whole of the impact and importance of innovation and effective change management. The unit focuses on the personal and professional communication skills you need to develop and maintain.

Aims:

To help you learn how to:

1. Develop your personal networks.
2. Motivate others to identify and explore ideas for new and improved products and services.
3. Facilitate others across the organisation in the exploration of innovation and change.
4. Communicate effectively and provide positive and valuable feedback.
5. Develop your influencing skills to remove obstacles to innovation and change.
6. Develop your negotiation skills.

Unit content

Developing networks:

Understanding:

- the principles of effective communication and how to apply them to developing personal networks
- the range of different communication styles and how people prefer to communicate
- the benefits for individuals and organisations of networking
- the principles of confidentiality

How to:

- make active use of the information and resources gained through personal networks
- develop guidelines for exchanging information between individuals and organisations

Motivating others:

Understanding:

- the importance of encouraging others to take the lead and ways in which this can be achieved
- the benefits of and how to create and maintain a culture which encourages and recognises creativity and innovation
- a range of different leadership styles and how to select and apply these to different situations and people
How to:

• empower people effectively
• select and apply different methods for encouraging, motivating and supporting people and recognising achievement
• select and successfully apply different methods for communicating with people across your area of responsibility
• get and make use of feedback on your leadership performance

Encouraging innovation:

Understanding:

• the benefits of innovation to the organisation, customers and stakeholders
• the different potential sources of ideas for new products and/or services and improvements
• the importance of communication in innovation and how to encourage communication across your area of responsibility
• the potential obstacles to creativity and innovation and whether and if so how they can be removed

How to:

• identify the current approach to and level of innovation in a particular area, including strengths, weaknesses and obstacles
• select and apply different methods for motivating people to generate and develop ideas
• provide constructive feedback to teams and individuals
• unlock creativity in yourself and others
• learn from mistakes
• recognise the achievements of the originators/developers of ideas
• recognise and manage risk in innovation
• establish and operate fair and open methods for selecting ideas for further development and providing reason why particular ideas are not being taken forward

Learning outcomes

You will be assessed to ensure that you have met all the learning outcomes.

You will be assessed on your knowledge and understanding of how to:

1. Develop and maintain personal networks of contacts which meet your current and future needs, and establish boundaries of confidentiality between yourself and members of your personal networks.
2. Create and maintain a culture within your area of responsibility which encourages and recognises creativity and innovation.
3. Select and apply a range of leadership styles to appropriate situations and people.
4. Motivate and support people, within your area of responsibility, to achieve their innovation objectives and provide recognition when they are successful.
5. Identify and periodically review the approach to and level of innovation in your area of responsibility.
Unit MI57 Commercial realisation and market launch

Overview

This unit is about ensuring innovative ideas are commercially realised, through effective strategy and planning.

Aims

To help you learn how to:

1. Develop an effective commercialisation strategy.
2. Develop an effective marketing plan to launch the innovation.
3. Put performance measures in place, which support the business and marketing plan.

Unit content

Commercialisation:

Understanding:

- the principles underpinning the management of commercialisation
- the different models that can be used for commercialisation
- the importance of planning for the management of commercialisation
- the setting of objectives and key performance indicators
- tools and techniques for negotiation, preparing and monitoring budgets
- the impact of financial and regulatory frameworks on commercialisation
- the concept of financial control
- internal & external partnerships/supply chains

How to:

- recommend and justify the strategy to achieve the commercialisation
- gain approval for the chosen strategy
- plan the implementation of the chosen strategy
- set and monitor progress against key performance indicators/milestones
- secure commercial agreement with an internal and external partner
- develop financial strategies for the commercialisation of the innovation and maximise opportunities
- identify the contingencies needed to deal with the identified risks

Marketing planning:

Understanding:

- the nature and objectives of marketing plan and the factors which impact on it
- the need for effective marketing activity and resource control
- the importance of agreeing and recording a marketing plan for an innovation with relevant people
- marketing planning tools and models
- the roles, competencies, responsibilities and accountabilities of the marketing team and its internal and external associates
- organisational, supplier, client/customer and legal requirements relevant to the marketing plan
How to:

- manage and encourage the communication process with your stakeholders
- plan the effective implementation of marketing
- negotiate with relevant people
- prepare an effective marketing plan
- allocate project roles and tasks appropriately:
  i. what needs to be done in manageable, achievable and measurable terms
  ii. the sequence and schedule of activities needed
  iii. the marketing resource requirements
- allocate marketing team roles and tasks to the plan appropriately
- establish and review the feasibility of the marketing plan
- identify and implement relevant control method(s)

**Learning outcomes**

You will be assessed to ensure that you have met all the learning outcomes.

You will be assessed on your knowledge and understanding of how to:

1. Develop a strategy for the commercialisation of an innovation.
2. Discuss ways of exploiting the financial opportunities of the innovation, and methods of negotiating financial support for it.
3. Develop measures and methods for monitoring and evaluating the success of the commercialisation strategy.
4. Identify and pursue opportunities to work in partnership with external experts and/or other organisations, recognising potential intellectual property right implications.
5. Develop marketing objectives from the results of a market analysis, then establish and review the feasibility of options to meet those objectives.
6. Prepare a marketing plan for a specified innovation and explain how you would manage its implementation and control.
Unit MI58 Innovation project development and management

Overview

This unit is about your role in developing and championing innovation projects within your area of responsibility. It will help you develop your understanding of how innovation uses project management as a technique to achieve the best outcomes.

Aims

To help you learn how to:

1. Appreciate the role of projects and project management within innovation and within your organisation at a strategic level.
2. Develop and use a business case to support project achievement.
3. Establish suitable governance, support structures and success criteria for projects.
4. Devise, implement and manage projects which fit with the organisation’s innovation strategy, and achieve workable conclusions.
5. Review the effectiveness of innovation projects.

Unit content

Effective management of the innovation process:

Understanding:

• why it is important to develop an effective innovation process management environment
• how to use effective methodologies to manage and structure innovation

How to:

• effectively resource and manage innovation projects to meet planned outcomes

Understanding:

• the importance of periodic and final review of all innovation project aspects
• the need to sustain stakeholder support through all project stages
• that innovation projects may not always result in the attainment of a workable innovation

How to:

• incorporate review into innovation project planning
• steer and manage innovation projects to appropriate conclusion
• manage stakeholder and other interested party commitment and expectations of the outcomes of innovation projects
Learning outcomes

You will be assessed to ensure that you have met all the learning outcomes.

You will be assessed on your knowledge and understanding of how to:

1. Set up a suitable project management structure for a specific innovation project.
2. Implement an innovation project, to achieve the required outcomes and steer the project through to its conclusion.
3. Define relevant performance measures to monitor success of the innovation project.
4. Review and evaluate your own contribution to the effectiveness of an innovation project.
Skills you will need to develop to put your learning into practice

• Thinking strategically
• Communicating
• Influencing and persuading
• Leading by example
• Planning
• Problem-solving
• Managing conflict
• Evaluating
• Reviewing
• Prioritising
• Contingency planning
• Information management
• Thinking systematically
• Balancing competing needs and interests
• Leadership
• Analysing
• Acting assertively
• Decision-making
• Negotiating
• Questioning
• Time management
• Team building
• Benchmarking
• Risk management
• Delegating
• Networking
• Involving others
• Innovating
• Setting objectives
• Building consensus
• Presenting information
• Thinking creatively
• inspiring

Behaviours you will need to develop to put your learning into practice

• You recognise changes in circumstances promptly and adjust plans and activities accordingly
• You make time available to support others
• You give feedback to others to help them improve their performance
• You identify and raise ethical concerns
• You make appropriate information and knowledge available promptly to those who need it and have a right to it
• You encourage others to share information and knowledge within the constraints of confidentiality
• You show sensitivity to stakeholders’ needs and manage these effectively
• You show a clear understanding of different customers and their needs
• You treat individuals with respect and act to uphold their rights
• You show integrity, fairness and consistency in decision making
• You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes
• You find practical ways to overcome barriers
• You encourage and support others to take decisions autonomously
• You show integrity, fairness and consistency in decision making
• You inspire others, championing work to achieve common goals
• You balance risks against the benefits that may arise from taking risks
• You constructively challenge the status quo and seek better alternatives
• You act within the limits of your authority
• You give people opportunities to provide feedback and you respond appropriately
• You clearly agree what is expected of others and hold them to account
• You articulate a vision that generates excitement, enthusiasm and commitment
• You inspire others, championing work to achieve common goals
• You show sensitivity to stakeholders’ needs and interests and manage these effectively
• You use a range of leadership styles appropriate to different people and situations
• You identify the implications or consequences of a situation
• You take and implement difficult and/or unpopular decisions, if necessary
• You find practical ways to overcome barriers
• You present information clearly, concisely, accurately and in ways that promote understanding
• You are vigilant for potential risks
• You set demanding but achievable objectives for yourself and others
• You work towards a clearly defined vision of the future
• You identify the implications or consequences of a situation
• You make time available to support others
• You recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people’s energy towards a common goal
• You recognise the achievements and the success of others
• You prioritise objectives and plan work to make best use of time and resources
• You show an awareness of your own values, motivations and emotions
• You take pride in delivering high quality work
• You are vigilant for possible risks and hazards
• You encourage and support others to make the best use of their abilities
• You use a range of leadership styles appropriate to different people and situations
• You create a sense of common purpose
• You make best use of available resources and pro-actively seek new sources of support when necessary
• You take personal responsibility for making things happen
• you address multiple demands without losing focus or energy
• You keep people informed of plans and developments
• You monitor the quality of work and progress against plans and take appropriate corrective action, where necessary
• You identify a range of elements in a situation and how they relate to each other
• You take repeated or different actions to overcome obstacles and respond positively and creatively to setbacks
• You focus personal attention on specific details that are critical to achieving successful results
• You identify systemic issues and trends and recognise their impact upon current and future work
• You take opportunities when they arise to achieve longer-term aims