Units contributing to

City & Guilds Level 5

Award, Certificate, Diploma and Extended Diploma in Leadership and Management (8607)

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| Title: | | **Leading innovation and change** | | |
| Level: | | 5 | | |
| Credit value: | | 5 | | |
| Learning outcomes (the learner will) | | | Assessment criteria (the learner can) | |
| 1. Understand the need for innovation and change management within an organisation | | | * 1. Explain the importance of innovation for own organisation   2. Explain the importance of managing change within own organisation | |
| 1. Be able to propose innovative solutions to improve organisational performance | | | 2.1  2.2  2.3  2.4 | Assess an opportunity for innovation and improvement in own organisation  Justify the improvement identified, in the context of organisational objectives  Use a range of techniques to generate innovative options to deliver the improvement identified  Evaluate options for generating the proposed improvement to determine feasibility and viability |
| 1. Be able to lead and manage change within an organisation | | | 3.1  3.2 | Create a change management plan that is designed to meet stakeholders’ expectations  Implement the change management plan, monitoring progress against agreed targets |
| **Additional information about the unit** | | |  | |
| Unit purpose and aim(s) | | | To develop understanding and ability of leading innovation and change as required by a practising or potential middle manager. | |
| Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate) | | | Links to MSC 2004 NOS: B1, C2, C4, C5, C6, D2, F3, F8 | |
| Assessment requirements or guidance specified by a sector or regulatory body (if appropriate) | | |  | |
| Support for the unit from a sector skills council or other appropriate body (if required) | | | Management Standards Centre (MSC) | |
| Location of the unit within the subject/sector classification system | | | Business Management | |
| Unit guided learning hours | | | 24 | |
| **Additional Guidance about the Unit** | | | | |
| **Indicative Content:** | | | | |
| 1 | * Innovation and business performance * Financial and social benefits of innovation * Radical and incremental innovation * Innovation as a form of competitive advantage * Need for effective management of change * Continuous Improvement Techniques * The difference between Kaizen (continuous or incremental change) and breakthrough change (eg business process re-engineering) * Leadership and change, transactional/transformational leadership and other leadership models relevant to change * Concepts of creativity and innovation and the conditions and processes required to encourage them | | | |
| 2 | * Need for environmental scanning and organisational analyses (PESTLE, core competencies, SWOT, etc) * The nature and role of vision in the change process * Techniques for critical decision-making * Methods of determining feasibility and viability of opportunities and options, and of contingency planning * Problem solving and decision-making techniques including the use of quantitative and qualitative information * Identification of human and financial factors in the consideration of change * Techniques for monitoring and evaluating outcomes of change * Methods of assessing the risks and uncertainties associated with proposed changes | | | |
| 3 | * Stakeholder mapping * Ways to identify stakeholders in change, and the benefits and costs to stakeholders, in order to overcome resistance * Skills and competencies required to manage innovation and change * Principles and practices associated with managing creativity and innovation * Direct and indirect effects upon other people, departments and organisations * Ways to organise and co-ordinate resources and activities to achieve planned change, including use of Gantt charts and network planning as tools for planning change * The role of communication in overcoming barriers and other difficulties | | | |