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
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| 1. Be able to propose innovative solutions to improve organisational performance
 | 2.12.22.32.4 | Assess an opportunity for innovation and improvement in own organisation Justify the improvement identified, in the context of organisational objectivesUse a range of techniques to generate innovative options to deliver the improvement identifiedEvaluate options for generating the proposed improvement to determine feasibility and viability |
| 1. Be able to lead and manage change within an organisation
 | 3.13.2 | Create a change management plan that is designed to meet stakeholders’ expectationsImplement 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
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| 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
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| 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
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