

BSBINN301

Promote Innovation in a Team Environment

Learner Guide Instructions

Who is this document for?

The learner.

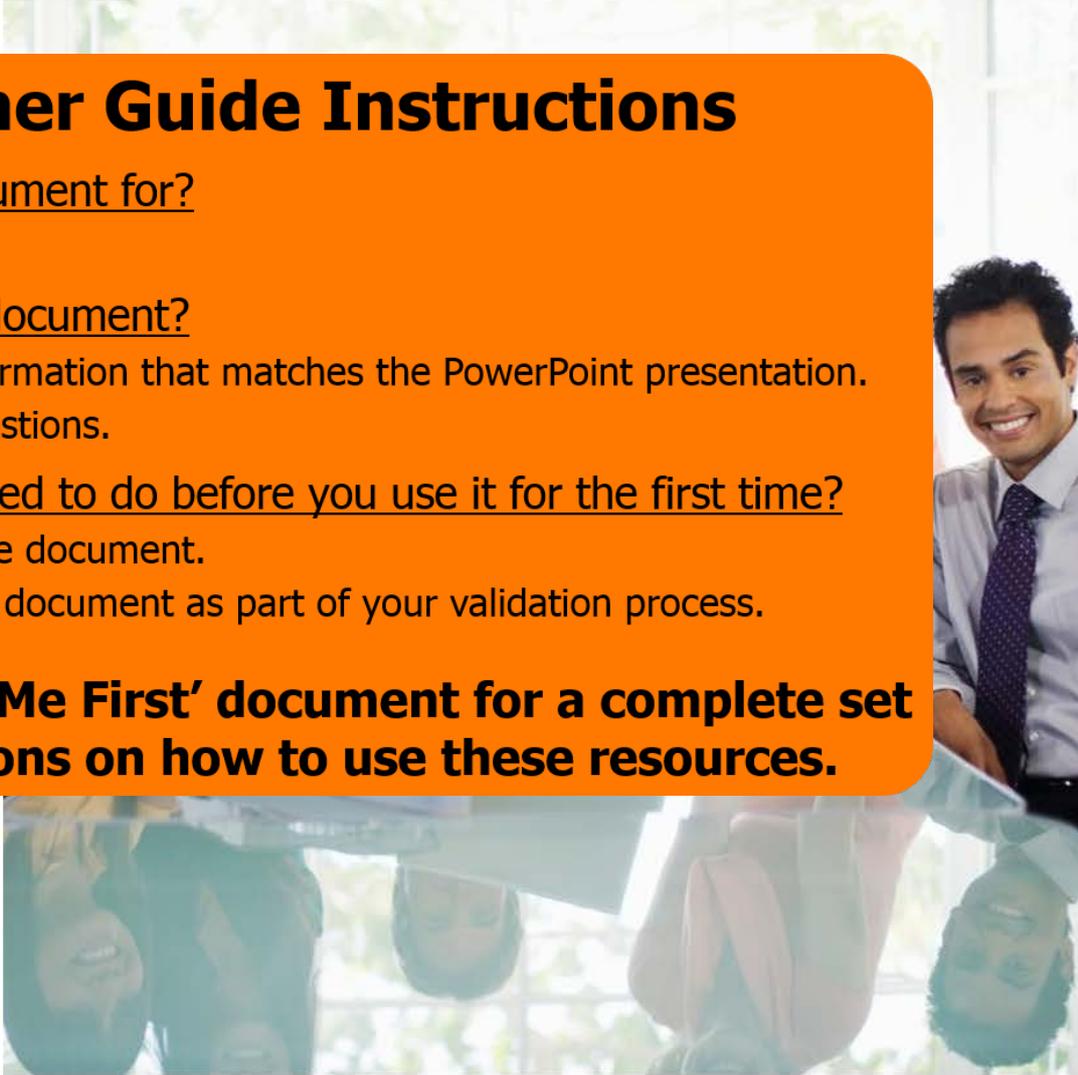
What is in this document?

- Course information that matches the PowerPoint presentation.
- Review questions.

What do you need to do before you use it for the first time?

1. Rebrand the document.
2. Review the document as part of your validation process.

See the 'Read Me First' document for a complete set of instructions on how to use these resources.



LEARNER GUIDE

BSBINN301 Promote Innovation in a Team Environment

Learner Name:	
Learner ID:	
Learner Contact Number:	
Learner Email Address:	
Date Training Commenced:	

This Book Contains:

- Course Information.
- Review Questions.

Evaluation Copy Only

Table of Contents

1.1 Introduction	4
1.2 What is Innovation?	5
1.2.1 Benefits of Innovation.....	5
Review Questions.....	5
1.3 Evaluate Goals and Develop an Innovative Team	6
1.3.1 Identifying and Evaluating Team Goals	6
1.3.2 Developing an Innovative Team	7
1.3.2.1 Interests.....	7
1.3.2.2 Lifestyle Preferences.....	8
1.3.2.3 Past Jobs.....	8
1.3.2.4 Technical Strengths and Weaknesses	8
1.3.2.5 Work Preferences.....	8
1.3.2.6 Working Styles.....	9
1.3.3 Building the Team	9
1.3.4 Managing Group Dynamics.....	10
1.3.5 Recognising People's Contributions	10
1.3.5.1 Team Leader.....	11
1.3.5.2 Team Manager.....	11
1.3.5.3 Team Diplomat	11
1.3.5.4 Team Creative	11
1.3.6 Encouraging Team Innovation.....	12
1.3.7 Promoting Effective Communication.....	12
1.3.7.1 Formal Communication.....	13
1.3.7.2 Informal Communication.....	13
Review Questions.....	14
2.1 Establish Ground Rules and Responsibilities	16
2.1.1 Setting Operational Ground Rules.....	17
2.1.2 Sharing and Allocating Tasks.....	17
2.1.3 Reinforcing Team-Based Innovation	18
Review Questions.....	19
2.2 Schedule Activities and Establish Reward Principles	19
2.2.1 Scheduling Team Activities.....	20
2.2.2 Providing Reward and Stimulation	20
Review Questions.....	21
3.1 Support Innovation and Share Ideas	23
3.1.1 Modelling Behaviour and Self-Management	23
3.1.2 Seeking External Stimuli and Ideas.....	24
3.1.3 Sharing Knowledge and Experience	25
Review Questions.....	26
3.2 Challenge and Discuss Ideas	28
3.2.1 Testing Team Ideas.....	28
3.2.2 Team Discussions.....	29
Review Questions.....	30
4.1 Evaluate Activities and Discuss Challenges	32
4.1.1 Debriefing the Team.....	32
4.1.2 Gathering and Using Feedback	33
4.1.3 Discussing the Challenges of Innovation	33
Review Questions.....	34
4.2 Communicate Ideas and Celebrate Innovation	35
4.2.1 Using Ideas for Improvements	36
4.2.2 Celebrating Successful Innovation	36
Review Questions.....	37

1.1 Introduction

Welcome to this unit, **BSBINN301 Promote Innovation in a Team Environment**, which describes the performance outcomes, skills and knowledge required to be an effective and pro-active member of an innovative team.

The materials in this unit are aimed at individuals who are pro-active in demonstrating, encouraging or supporting innovation in a team environment. They may be managers, formal or informal team leaders, or team participants.

This unit will look at how each individual can contribute to the effectiveness of the innovation process within the team.



It will also focus on what makes an innovative team, that is:

- ◆ What keeps it working well.
- ◆ How the structure of work can make a difference.
- ◆ What skills and knowledge are needed to maximise opportunities for innovation.

The team may 'make itself' or be constructed by others. It may have core members and members who participate at certain times or for particular purposes. It may be permanent or temporary, or come together at different times to work on specific projects.

Teams could include any combination of participants, organisations or individuals working to achieve a specific goal.

As such participants in the team could include:

- ◆ Contractors.
- ◆ Freelancers.
- ◆ Staff members.
- ◆ Clients.
- ◆ Service providers.



1.2 What is Innovation?



Innovation is the process of thinking outside the box. It means looking at a situation and being able to recognise different aspects, options and opportunities that will allow your team to either:

- ◆ Become more efficient.
- ◆ Become more productive.
- ◆ Improve quality of the product.
- ◆ Increase competitiveness of the product.
- ◆ Increase market share for the product.

Innovation deals almost exclusively with improving already accepted methods or processes, rather than developing entirely new products.

1.2.1 Benefits of Innovation

Innovation can, depending on its nature, bring many potential benefits, such as:

- ◆ Quicker production times.
- ◆ Safer working conditions.
- ◆ Extended markets for products.
- ◆ Improved processes.
- ◆ Better products.
- ◆ Better service.



Innovation is the way a business stays in front of its competitors.

Review Questions

1.	a) What is innovation? b) What are 3 potential benefits of innovation?	<input type="checkbox"/>
a)		
b)		
1.		
2.		
3.		

1.3 Evaluate Goals and Develop an Innovative Team

Before you can foster an innovative team, it is essential that you are aware of what the team needs and wants to achieve, i.e. you need to identify and evaluate the team's goals.



1.3.1 Identifying and Evaluating Team Goals



Depending on the enterprise or business you are working in, team goals may include:

- ◆ Addressing customer feedback.
- ◆ Conceiving and implementing a project.
- ◆ Developing new services or products.
- ◆ Generating ongoing ideas within the team and workplace.
- ◆ Improving budgetary performance.
- ◆ Improving or changing work conditions.
- ◆ New ideas that impact beyond the workplace (e.g. socially or community impact).

The goals of your team can be identified in a variety of ways such as:

- ◆ Team briefs or instructions.
- ◆ Standing instructions or procedures.
- ◆ Operational manuals.
- ◆ Group discussions and decisions.





Reflecting on the team's mission and what it wants to achieve will allow participants to evaluate whether the identified goals are achievable and how they should be prioritised. The team will also be able to determine the best way to achieve the goals or to assess how effectively they are currently being met.

Once you and your colleagues have identified your team goals and reflected on their achievement, you can then start to encourage innovative thinking about the goals.

In trying to develop a more innovative team, it is useful to try to broaden your understanding of current or potential participants to see how they fit and what they can bring to the group.

1.3.2 Developing an Innovative Team

To understand more about the team members you will need some information about their work, interests and history.

These details can be sourced through:

- ◆ Discussions with the individual.
- ◆ Reference checks.
- ◆ Discussions with past managers and team members.
- ◆ Examining personnel records, if permitted under company policies.



Information that may help to develop an innovative team could include:

- ◆ Interests.
- ◆ Lifestyle preferences.
- ◆ Past jobs.
- ◆ Technical strengths and weaknesses.
- ◆ Work preferences.
- ◆ Working styles.

1.3.2.1 Interests

Information about people's interests will allow you to identify individuals with experience or an interest in the project or team goals. People who are interested in the end product or process will be more engaged within the team environment.



1.3.2.2 Lifestyle Preferences

Lifestyle preferences could include preferences for team activities or individual pursuits. When examining lifestyle preferences always refer to your organisational anti-discrimination policies to ensure you are not inadvertently contravening them.



1.3.2.3 Past Jobs



Looking at past jobs can show how people have worked within teams before, and what type of knowledge or experience they may be able to offer.

1.3.2.4 Technical Strengths and Weaknesses



Determining technical strengths and weaknesses can help you gauge where the person will be best placed within the team, i.e. what role they should take.

1.3.2.5 Work Preferences

Work preferences could include people's preferred working days, shifts or hours due to family or other commitments. It could also indicate preferences for working with particular areas or departments.



1.3.2.6 Working Styles



Working styles will have the most bearing on the formation of the team. Someone who doesn't work well with others, for instance, would not make an ideal team member. Individual working styles should be balanced to ensure the best possible mix that complements each member and the team as a whole.

The ultimate aim of checking information about team members is to develop an innovative group that can function as a team, not as a group of individuals working together.

Having sought information about current or potential team members, you can now start building the team.

1.3.3 Building the Team

As a team leader or team participant, you can bring people into the team or make suggestions for members you think could work well. You could also recommend individuals for certain roles and responsibilities within the team.

These decisions will be based on what needs to be achieved and the potential for cross-fertilising ideas.



Remember, you are aiming to build a team that:

- ◆ Works well together.
- ◆ Has good team dynamics.
- ◆ Encourages and explores ideas and innovations.
- ◆ Can develop an idea through discussions and input from all team members.

Discussions and input from all team members is often referred to as **cross-fertilisation of ideas**. This refers to the process of taking an idea, discussing it, developing it and making the original idea stronger, better, and more complete.

Cross-fertilisation of ideas is valuable for developing team ownership of the idea, process and end goals of the group. Consultation and discussion amongst members will help the team to come up with ideas for ways of achieving its goals or improving strategies to do so.



1.3.4 Managing Group Dynamics

A well-balanced team will be able to achieve more than the same people working individually. A strong, effective team will have a tight group dynamic that enables all members to function together at a high level.

In contrast, a team that is not well balanced or does not gel will not easily achieve the required goals or activities.



Group dynamics need to be managed closely, but from a distance, which seems like a contradiction. On the one hand, you need to be watching closely to see who is working well and who may be exhibiting signs of stress, and be prepared to intervene (managing closely). On the other hand, that intervention should only occur when necessary (maintaining distance).

Each individual member will contribute to building and enhancing the team in a variety of ways. These contributions need to be acknowledged, respected and discussed openly.

1.3.5 Recognising People's Contributions

Some of the different ways that people might contribute to your team could include:

- ◆ Creating positive energy within the team.
- ◆ Fundamental literacy strengths (e.g. particularly strong in visual literacy, written or spoken communication).
- ◆ Generating ideas.
- ◆ Networks or spheres of influence.
- ◆ Particular ways of thinking.
- ◆ Powers of persuasion.
- ◆ Problem-solving capacities.
- ◆ Specific technical skills or knowledge.





Each team participant will adopt roles that best suit their individual personality and temperament. These roles may include:

- ◆ Team Leader.
- ◆ Team Manager.
- ◆ Team Diplomat.
- ◆ Team Creative.

1.3.5.1 Team Leader

This person may or may not be the designated team leader, but can still lead decisions and discussions within the team.



1.3.5.2 Team Manager

This person has a designated role of managing or directing the team.



1.3.5.3 Team Diplomat

This person is the one who will attempt to keep everyone working together in harmony.



1.3.5.4 Team Creative

The creative person is the one who is most likely to initiate an innovative idea, but will need the rest of the team to help develop it.

Many other roles exist within teams depending upon the project, the organisation and the personalities of the people involved. By having a good mix of styles and characteristics, you will be able to develop teams that work well together and bring strength, resilience and innovation to the team.



1.3.6 Encouraging Team Innovation

When developing your team, you need the right combination of characteristics and skills amongst participants. A group with a diversity of skills, abilities and personalities has a greater chance of becoming a team that is high functioning, effective and innovative.

Teams that are comprised primarily of members with the same skill sets will tend to stagnate due to the lack of differences of opinion and points of view.

Teams that respect and encourage diversity, creativity and innovation are the teams that will be innovative.



Common characteristics of innovative teams include:

- ◆ Diversity.
- ◆ Respect.
- ◆ Creativity.
- ◆ Curiosity.
- ◆ Communication.
- ◆ Eagerness to explore possibilities.
- ◆ Relaxed focus.

Participants that are relaxed, curious and enjoy the project are most likely to develop innovations that move the team beyond expectations.

1.3.7 Promoting Effective Communication

Communication within the team is essential to ensuring the proposed strategies and activities are going to achieve the set goals.

Effective communication involves the ability to:

- ◆ Speak clearly and confidently.
- ◆ Give people your full attention.
- ◆ Maintain eye contact (except when it is culturally inappropriate).
- ◆ Listen carefully and actively.
- ◆ Ask open questions.
- ◆ Control your tone of voice.
- ◆ Use appropriate body language.
- ◆ Observe other people's body language.



Communication amongst participants can be formal or informal at different times but it should always enhance the ability of the team to function, resolve problems and achieve goals.

1.3.7.1 Formal Communication



Formal communication involves the use of printed or electronic media to present information to the team such as:

- ◆ Memos and letters.
- ◆ Documents, e.g. relevant reports and publications.
- ◆ Policies and procedure documents.
- ◆ Web pages, intranet, social media, email.

1.3.7.2 Informal Communication

This takes place in the form of face-to-face interaction between team members in less “official” conversations, meetings or discussions.

Any decisions or issues raised during these informal talks should always be presented for discussion to the group as a whole, and documented, where appropriate.



Effective communications skills will enable all team members to:

- ◆ Collaborate on the project.
- ◆ Provide guidance and support to each other.
- ◆ Participate in open and constructive discussions.
- ◆ Ensure smooth working relations with each other.
- ◆ Conduct negotiations and conflict resolution.