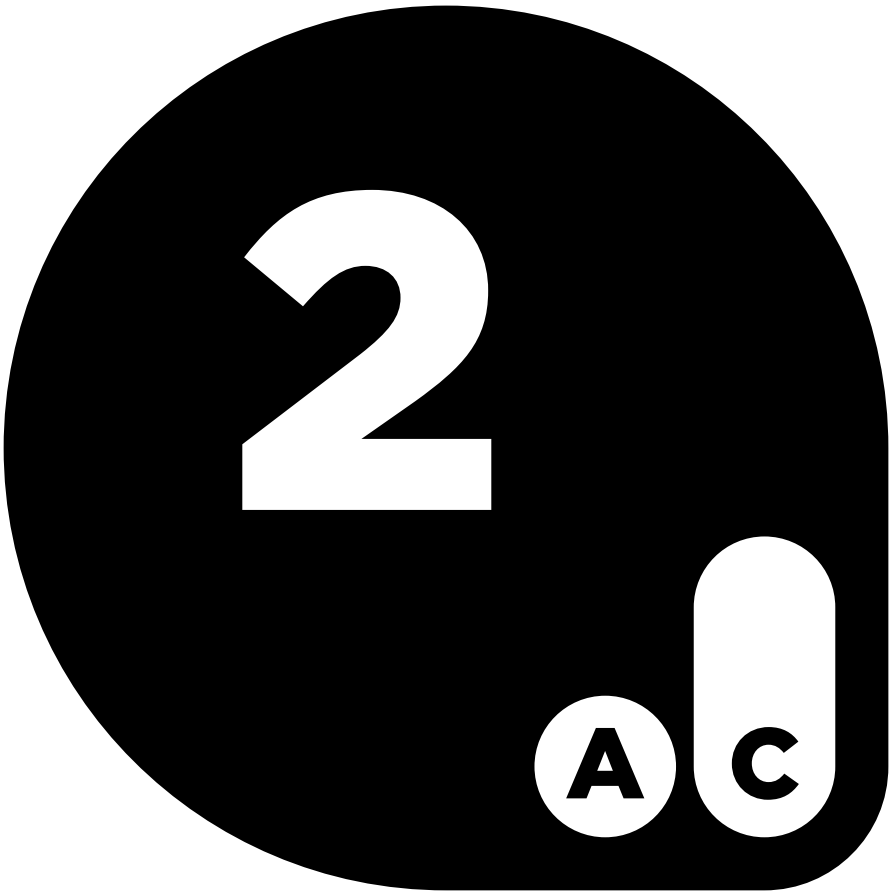
QUALIFICATION SPECIFICATIONS

Institute of Leadership & Management

ILM LEVEL 2 AWARD AND CERTIFICATE IN INNOVATION IN THE WORKPLACE



QS/L2ACIW/0510

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QS/L0AAA/0000

ILM LEVEL 2 AWARD AND CERTIFICATE IN INNOVATION IN THE WORKPLACE (QCF)

[Award Qualification No. – 500/7652/8]
[Certificate Qualification No. – 500/7542/1]

Note: This qualification specification should always be read in conjunction with the "Supporting Notes for ILM VRQs" document which is downloadable from ILM website or it can be accessed via your Quality Manager/External Verifier or from the ILM Customer Services Team by emailing at customer@i-l-m.com

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QUALIFICATIONS OVERVIEW:

ILM Level 2 Award in Innovation in the Workplace		
Purpose of the qualification	Aims to allow practicing and potential team leaders to develop basic knowledge and skills that will improve innovation in the workplace.	
Progression routes	The qualification provides opportunities for progression to other qualifications such as the: • Level 2 Certificate in Innovation in the Workplace • Level 2 Certificate in Team leading • Level 3 Award in Service Improvement • Level 3 Certificate in First Line Management	
Credit Value	4	
Induction	1 hour	
Tutorial Support	At least 1 hour	
Guided Learning Hours (GLH) – this range is based on the guide learning defined for each unit and includes any additional time for induction and tutorial support:	26 hours	
To be completed within	3 years	
Structure	**Mandatory Units**	**Credit Value**
	M2.35 Contributing to innovation and creativity in the workplace	4 credits

ILM Level 2 Certificate in Innovation in the Workplace		
Purpose of the qualification	Aims to allow practicing and potential team leaders to develop knowledge and skills that will improve innovation in the workplace.	
Progression routes	The qualification provides opportunities for progression to other qualifications such as the: • Level 2 Certificate in Team leading • Level 3 Award in Service Improvement • Level 3 Certificate in First Line Management	
Credit Value	13	
Induction	1 hour	
Tutorial Support	At least 1 hour	
Guided Learning Hours (GLH) – this range is based on the guide learning defined for each unit and includes any additional time for induction and tutorial support:	84 hours	
To be completed within	3 years	
Structure	**Mandatory Units**	**Credit Value**
	M2.09 Using information to solve problems	1 credit
	M2.14 Communicating with people outside the work team	1 credit
	M2.18 Business improvement techniques	2 credits
	M2.21 Enterprise awareness	3 credits
	M2.35 Contributing to innovation and creativity in the workplace	4 credits
	M3.02 Understanding changes in the workplace	2 credits

OCCUPATIONAL COMPETENCY REQUIREMENTS FOR THE LEVEL 2 AWARD AND CERTIFICATE IN INNOVATION IN THE WORKPLACE

It is the centres responsibility to ensure that they have competent and suitably qualified staff involved in delivering, quality assuring and/or assessing qualifications.

The table below shows the occupational competence requirements of tutors, internal quality assurors and/or assessors. Given that occupational competence requirements will vary greatly between lower and higher level qualifications, this table will highlight if there is an additional requirement of any qualification specific occupational competency.

Tutors Occupational Competence Requirements	**Evidence Indicators**
A thorough knowledge and understanding of the qualification(s).	• Have a relevant qualification in the subject area that must be at equal or higher level or have an equivalent qualification. • Show evidence of information or documents prepared for learners such as a learner journey plan (SoW), lesson plan, learner guidance notes, tutorial support plan etc. for the ILM qualification. • Show evidence of participation in Continuing Professional Development (CPD) in relation to the relevant field and qualification requirements.
Relevant and credible experience in the field of the relevant qualification.	• Training, development and experience as a tutor, adviser and/or assessor in the team leading or managerial area. • Be able to prove that they have current experience of delivering training appropriate to the level and subject area of these qualifications
A qualification in support of assessment and internal quality assurance.	• Ideally hold a valid and recognised teaching/training qualification.
Internal Quality Assurors and/or Centre Assessors Occupational Competence Requirements	**Evidence Indicators**
A thorough knowledge and understanding of the relevant qualification(s).	• Have a relevant qualification in the subject area that must be at equal or higher level or have an equivalent qualification. • Show evidence of carrying out CPD in order to familiarise themselves with current standards for assessment/verification in the subject area of this qualification.
Relevant and credible experience in the field of the relevant qualification.	• Demonstrate clear evidence of current experience in quality assurance and/or assessment appropriate to the level and subject area of these qualifications
A qualification in support of assessment and/or internal quality assurance.	• Ideally hold an assessment qualification (e.g. TAQA or equivalent)
Experience and a working knowledge of the operational and assessment processes for the relevant qualification.	• Demonstrate an understanding of the organisation's management centric policies, procedures and practices. • Demonstrate knowledge and understanding of ILM's quality assurance policy, procedures and requirements.

ASSESSMENT GUIDANCE FOR THE LEVEL 2 AWARD AND CERTIFICATE IN INNOVATION IN THE WORKPLACE

A brief introduction on ILM's Assessment Strategy can be found in S*upporting notes for ILM VRQs*. For detailed information, centres are encouraged to refer to the various assessment guides that are available from the ILM Customer Services Team at *customer@i-l-m.com* or refer to the Centre Manual *(www.i-l-m.com/centres.aspx)*. This segment gives you specific guidance around assessments for the Level 2 Award and Certificate in Innovation in the Workplace.

Appendix B in this document outlines the assessments and mark sheets for the units in this qualification. Centres should use the prescribed assessments. However some flexibility is permitted. In exceptional circumstances and to meet a specific need a centre may deviate from the prescribed assessment subject to prior written approval from ILM. Equal opportunities issues are relevant to all units of study and these aspects should be explicitly addressed in the delivery and assessment of this programme. The table below gives a brief overview of the units and assessment(s):

Units	**Assessment**
M2.09 Using information to solve problems	Work-Based Assignment
M2.14 Communicating with people outside the work team	Work-Based Assignment
M2.18 Business improvement techniques	Work-Based Assignment
M2.21 Enterprise awareness	Work-Based Assignment
M2.35 Contributing to innovation and creativity in the workplace	Work-Based Assignment
M3.02 Understanding changes in the workplace	Work-Based Assignment

Learners are likely to come from a variety of backgrounds, in that they will have had different training and work experiences, differing ambitions and opportunities, centres therefore can encourage learners to select topics for assessment in their own organisation and/or area of work, (or within another organisation if they are currently unemployed or self employed). They should ensure learners are able to present their work as simple and clearly as possible. An approximate word count is given for each assessment. This should only be seen as a guide to help achieve a balanced piece of work.

Centres must ensure that learners adequately complete all sections of the assessment. To ensure all learning outcomes are assessed, section passes have been provided in the assessments. To assist this practice, ILM normally applies a pass mark of 50% in each section as reflecting a minimum pass. Centres must note that compensation between learning outcomes is not allowed in any QCF unit.

A P P E N D I X - A

UNIT SPECIFICATIONS FOR THE LEVEL 2 AWARD AND CERTIFICATE IN INNOVATION IN THE WORKPLACE

Title:	**Contributing to Innovation and Creativity in the workplace (M2.35)**
Level:	2
Credit value:	4

Learning outcomes (the learner will)	**Assessment criteria (the learner can)**
1 Be able to understand what innovation is	1.1 Describe what is meant by innovation 1.2 Identify examples of recent innovation 1.3 Describe the difference between innovation and creativity
2 Be able to understand the different types of innovation and their application within an organisation	2.1 Describe different types of innovation 2.2 Explain where the different types of innovation could be typically applied within an organisation
3 Be able to understand the drivers of innovation	3.1 Explain how external influences impact on the organisation 3.2 Explain the drivers within the organisation that will promote and encourage innovation 3.3 Identify key influences that would promote innovation in the team
4 Be able to understand the conditions that promote and hinder innovation in the workplace	4.1 Explain what organisational culture is 4.2 Explain how an organisation's culture can support or hinder innovation 4.3 Identify barriers to innovation
5 Be able to understand the use of creative thinking in innovation	5.1 Examine creative thinking techniques that will enable innovative thinking in the team
6 Be able to understand the innovation process	6.1 Explain the process of innovation 6.2 Describe the importance of protecting intellectual property 6.2 Explain the importance of record keeping to support the innovation process 6.3 Describe the criteria for successful innovation 6.4 Demonstrate a way of evaluating the validity and potential of creative ideas
7 Be able to understand how to	7.1 Briefly explain how creative ideas can

implement and measure the impact of innovation	be implemented 7.2 Briefly explain how the success of an innovation can be measured
Additional information about the unit	
Unit purpose and aim(s)	The aim of this unit is to enable team members and prospective team leaders to contribute to innovation and creativity in the workplace.
Unit review date	31/12/2014
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS
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)	SFEDI (Business Enterprise) Council for Administration (CfA) for Team Leading
Location of the unit within the subject/sector classification system	Business Management
Name of the organisation submitting the unit	Institute of Leadership and Management
Availability for use	Restricted to ILM
Units available from	01/10/2009
Unit guided learning hours	24
Additional Guidance about the Unit	
Indicative Content:	
1	• A clear and applicable definition of organisational innovation. • A list of recent innovations within their workplace • A clear model of innovation that provides guidance and understanding of the whole process for innovation within organisations
2	• Examples of different types of innovation, e.g. Service innovation, Product innovation, Process innovation

	• Examples of applications of innovation within an organisation
3	• Examples of current and ongoing changes in the world around us resulting from innovation • Assessment of whether these examples of innovation could offer opportunities or threats in the near future • Drivers that promote and encourage innovation
4	• Demonstrate the ability to evaluate organisational culture • Assessment of those elements of the culture that support innovation and those that hinder it • Identify the conditions under which innovation can most favourably occur.
5	• Use of creative thinking techniques, e.g. Brainstorming, Random Word, Six Hats, Assumption Reversal
6	• Use of SWOT analysis, or other process, to evaluate an innovative solution • Demonstrate the ability to evaluate and develop a creative concept and to test its viability • Criteria for successful innovation • Recent list of examples of organisations that have innovated successfully and those that have failed to innovate, demonstrating the implications of not innovating or doing it badly
7	• Supporting someone who has an idea through to innovation • Understanding of different approaches from concept of an idea through development to implementation and evaluation • Measuring the success of innovation

Title:	**Using information to solve problems (M2.09)**
Level:	2
Credit value:	1

Learning outcomes (the learner will)	**Assessment criteria (the learner can)**
1 Use information to solve problems	1.1 Identify a problem in the team or elsewhere in the organisation 1.2 Identify appropriate success criteria 1.3 Use two different methods to gather and/or retrieve information to help solve the problem 1.4 Use a recognised problem solving technique to solve the problem 1.5 Check the problem solution against the success criteria 1.6 Briefly explain how they will plan and implement the solution

Additional information about the unit	
Unit purpose and aim(s)	To develop an understanding of using information to solve problems as required by a practising or potential team or cell leader.
Unit review date	31/12/2014
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: F5 (ICS unit 31), F7 (ICS unit 37)
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)	Council for Administration (CfA)
Location of the unit within the subject/sector classification system	Business Management
Name of the organisation submitting the unit	Institute of Leadership & Management
Availability for use	Restricted to ILM

Units available from	01/01/2008
Unit guided learning hours	5
Additional Guidance about the Unit	
Indicative Content:	
1	• Methods of information gathering, and retrieval from information systems • How to identify information needs for a variety of purposes, such as problem solving and decision making • Use of information to solve problems, make decisions, take corrective action, support or argue a case, or report to internal or external bodies • Basic techniques for problem recognition and resolution • Deciding and using success criteria • The importance of involving team members in problem resolution • Planning and implementing solution

Title:	**Communicating with people outside the work team (M2.14)**
Level:	2
Credit value:	1

Learning outcomes (the learner will)	**Assessment criteria (the learner can)**
1 Understand the importance of effective communication with people outside the team	1.1 Briefly describe one way that they could build effective working relationships with people outside the team
2 Understand how to present a positive impression to those outside the team	2.1 Explain why product/service knowledge is important in presenting a positive impression to those outside the team 2.2 Explain why it is important to observe legal, organisational and ethical rules when providing information to customers of own organisation 2.3 Briefly describe two communication skills that could improve the relationship with people outside the team 2.4 Give one example of a decision that they would refer to someone with more authority in the organisation

Additional information about the unit	
Unit purpose and aim(s)	To develop an understanding of communicating with people outside the team as required by a practising or potential team or cell leader.
Unit review date	31/12/2014
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: D1
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)	Council for Administration (CfA)

Location of the unit within the subject/sector classification system	Business Management
Name of the organisation submitting the unit	Institute of Leadership & Management
Availability for use	Restricted to ILM and City & Guilds
Units available from	01/01/2008
Unit guided learning hours	6

Additional Guidance about the Unit	
Indicative Content:	
1	• Building and maintaining effective working relationships with those outside the team

2	• When to refer outside the team
	• How to create a positive impression
	• Promoting positive relationships with customers
	• Importance of product/service knowledge
	• Communication skills, including:
	  ▪ Questioning
	  ▪ Active listening
	  ▪ Informing
	  ▪ Negotiating
	• Importance of observing legal, organisational and ethical rules on providing information to customers

Title:	**Business improvement techniques (M2.18)**
Level:	2
Credit value:	2

Learning outcomes (the learner will)	**Assessment criteria (the learner can)**
1 Understand the importance of quality and achieving continuous improvement at work	1.1 Explain why quality and continuous improvement are important for any organisation 1.2 Explain two things they could do to encourage the team to continuously improve their performance
2 Know how to use business improvement techniques and tools to continuously improve the workplace	2.1 Identify a problem or need for improvement in the team or own area within the organisation 2.2 Briefly discuss two possible causes of the problem or need for improvement 2.3 Identify a way or improving the product, service or process using at least one recognised business improvement technique and one recognised tool for improvement 2.4 Briefly describe one method they could use to measure the effectiveness of the proposed improvement
3 Understand the principles of cost/benefit analysis	3.1 Describe how they could assess the costs and benefits of the proposed improvement

Additional information about the unit	
Unit purpose and aim(s)	To develop a basic knowledge of business improvement techniques required by a practising or potential team or cell leader.
Unit review date	31/12/2014
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: F5 (ICS unit 31), F7 (ICS unit 37)
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)	Council for Administration (CfA)
Location of the unit within the subject/sector classification system	Business Management
Name of the organisation submitting the unit	Institute of Leadership & Management
Availability for use	Restricted to ILM and City & Guilds
Units available from	01/01/2008
Unit guided learning hours	12

Additional Guidance about the Unit	
Indicative Content:	
1	• The importance of quality and continuous improvement at work • Awareness of product/service standards • Suggestion schemes/role models • Ways of building commitment and loyalty to organisation
2	• Range of techniques available (**two** from Lean Process Improvement, Visual Management, Kaizen, Six Sigma, Quality Circles, Quality Improvement Groups, Benchmarking, and Problem Solving) • Use of tools for improvement (at least **two** from: Cause and Effect/Fishbone Diagrams, Pareto Charts, Process Flow Charts, Scatter Graphs, Control/Run Charts) • Promotion of creative ideas and innovative solutions to problems • Methods to evaluate effectiveness of quality measures • How to evaluate effectiveness of quality measures • What other factors need to be considered in making decisions about a proposed improvement
3	• How to assess the financial costs and benefits of a proposed improvement • What other factors need to be considered in making decisions about a proposed improvement

Title:	**Enterprise awareness (M2.21)**
Level:	2
Credit value:	3

Learning outcomes (the learner <u>will</u>)	**Assessment criteria (the learner <u>can</u>)**
1 Understand the enterprise environment	1.1 Identify an organisation 1.2 Briefly describe the type of organisation, its size and what it does 1.3 Briefly explain the significant external influences (such as competitive and legal factors) on their chosen enterprise
2 Understand finance and enterprise	2.1 Briefly explain what is meant by cash flow and why it is important for their chosen enterprise to control its cash flow
3 Understand resources within enterprise	3.1 Choose <u>one</u> physical resource and explain why it is important for their chosen enterprise to manage the use of this particular resource effectively 3.2 Briefly explain <u>one</u> of the organisation's main legal responsibilities to its people
4 Understand customer focus	4.1 Describe their chosen enterprise's main product or service 4.2 State the main customer or market for this service/product 4.3 Briefly describe how the organisation promotes its products and services
5 Understand internal and external communication methods	5.1 Explain methods that could be used for internal communication and methods that could be used for external communication and state why they would use these methods

Additional information about the unit	
Unit purpose and aim(s)	To provide practising or potential team or cell leaders with the opportunity to demonstrate their awareness of the world of enterprise.
Unit review date	31/12/2014

Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to SFEDI 2006 NOS: UE3/7, LG1, MN1/4, BS1/2, BD2, LG3/4, OP3, WB1/2/3/4/10
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)	SFEDI (Business Enterprise) Council for Administration (CfA) for Team Leading
Location of the unit within the subject/sector classification system	Business Management
Name of the organisation submitting the unit	Institute of Leadership and Management
Availability for use	Restricted to ILM
Units available from	01/01/2008
Unit guided learning hours	24

Additional Guidance about the Unit	
Indicative Content:	
1	• An outline of enterprise structures including franchises and those in the public and voluntary sectors • Stakeholders • Operational functions and structures such as marketing, finance, production, etc • Simple outline of the impact of competitors and the law on enterprise • Support services for enterprise (such as business links, local council and regional development agency)
2	• Difference between income and expenditure • Significance of cash and credit • Simple treatment of the concepts of cash flow and cash flow forecasting • The importance of controlling credit and creditors to ensure the survival of the organisation • The importance of keeping financial and other records (and monitoring the financial status)
3	• Acquisition, maintenance and protection of premises, tools and equipment • Effective use and control of materials and energy within an enterprise

	• Legal responsibilities of enterprise to employees (including health and safety, and diversity)
4	• Areas of strength and possible weakness in communication • Incorporating clarity, logic, accuracy, relevance, conciseness whilst communicating with other team members within the organisation • Effective methods of communication with those in the workplace and for those external to the workplace
5	• Need for information in the organisation • Alternative means of communication, both external and internal to the enterprise • Information systems; manual and computer-based

Title:	**Contributing to Innovation and Creativity in the workplace (M2.35)**
Level:	2
Credit value:	4

Learning outcomes (the learner will)	**Assessment criteria (the learner can)**
1 Be able to understand what innovation is	1.1 Describe what is meant by innovation 1.2 Identify examples of recent innovation 1.3 Describe the difference between innovation and creativity
2 Be able to understand the different types of innovation and their application within an organisation	2.1 Describe different types of innovation 2.2 Explain where the different types of innovation could be typically applied within an organisation
3 Be able to understand the drivers of innovation	3.1 Explain how external influences impact on the organisation 3.2 Explain the drivers within the organisation that will promote and encourage innovation 3.3 Identify key influences that would promote innovation in the team
4 Be able to understand the conditions that promote and hinder innovation in the workplace	4.1 Explain what organisational culture is 4.2 Explain how an organisation's culture can support or hinder innovation 4.3 Identify barriers to innovation
5 Be able to understand the use of creative thinking in innovation	5.1 Examine creative thinking techniques that will enable innovative thinking in the team
6 Be able to understand the innovation process	6.1 Explain the process of innovation 6.2 Describe the importance of protecting intellectual property 6.2 Explain the importance of record keeping to support the innovation process 6.3 Describe the criteria for successful innovation 6.4 Demonstrate a way of evaluating the validity and potential of creative ideas

7 Be able to understand how to implement and measure the impact of innovation	7.1 Briefly explain how creative ideas can be implemented 7.2 Briefly explain how the success of an innovation can be measured
Additional information about the unit	
Unit purpose and aim(s)	The aim of this unit is to enable team members and prospective team leaders to contribute to innovation and creativity in the workplace.
Unit review date	31/12/2014
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS
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)	SFEDI (Business Enterprise) Council for Administration (CfA) for Team Leading
Location of the unit within the subject/sector classification system	Business Management
Name of the organisation submitting the unit	Institute of Leadership and Management
Availability for use	Restricted to ILM
Units available from	01/10/2009
Unit guided learning hours	24
Additional Guidance about the Unit	
Indicative Content:	
1	• A clear and applicable definition of organisational innovation. • A list of recent innovations within their workplace • A clear model of innovation that provides guidance and understanding of the whole process for innovation within organisations

2	• Examples of different types of innovation, e.g. service innovation, product innovation, process innovation • Examples of applications of innovation within an organisation
3	• Examples of current and ongoing changes in the world around us resulting from innovation • Assessment of whether these examples of innovation could offer opportunities or threats in the near future • Drivers that promote and encourage innovation
4	• Demonstrate the ability to evaluate organisational culture • Assessment of those elements of the culture that support innovation and those that hinder it • Identify the conditions under which innovation can most favourably occur
5	• Use of creative thinking techniques, e.g. Brainstorming, Random Word, Six Hats, Assumption Reversal
6	• Use of SWOT analysis, or other process, to evaluate an innovative solution • Demonstrate the ability to evaluate and develop a creative concept and to test its viability • Criteria for successful innovation • Recent list of examples of organisations that have innovated successfully and those that have failed to innovate, demonstrating the implications of not innovating or doing it badly
7	• Supporting someone who has an idea through to innovation • Understanding of different approaches from concept of an idea through development to implementation and evaluation • Measuring the success of innovation

Title:	**Understanding change in the workplace (M3.02)**
Level:	3
Credit value:	2

Learning outcomes (the learner will)	**Assessment criteria (the learner can)**
1. Understand change in an organisation	1.1 Explain the benefits of innovation and change for the organisation 1.2 Identify the barriers to change and innovation in the workplace and explain practical ways of overcoming these barriers 1.3 Explain why communication is important in successful implementation of change
2. Understand the effects of change on people and finance in an organisation	2.1 Explain possible human and financial effects of change upon people, departments and the organisation

Additional information about the unit	
Unit purpose and aim(s)	To develop knowledge and understanding of understanding change as required by a practising or potential first line manager.
Unit review date	31/12/2014
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: C5
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)	Council for Administration (CfA)
Location of the unit within the subject/sector classification system	Business Management
Name of the organisation submitting the unit	Institute of Leadership & Management

Availability for use	Restricted to ILM and WAMITAB
Units available from	01/01/2008
Unit guided learning hours	11

Additional Guidance about the Unit	
Indicative Content:	
1	• The benefits of change and the consequences of not changing • The role of change in the survival and prosperity of organisations • Concepts of creativity and innovation and their significance for organisational success and change management • The role of communication in successful implementation of change • Barriers to change and innovation – how to identify them and other difficulties in implementing change • Means of overcoming barriers and difficulties including unfreezing and freezing techniques • Methods to monitor and control progress of change against plan, including use of Gantt charts, network planning
2	• Change fatigue and its adverse effects • Ways to organise and co-ordinate resources and activities to achieve planned change • Simple introduction to the difference between fixed and variable costs • Direct and indirect aspects of change – human and financial effects upon other people, departments and organisations

A P P E N D I X - B

ASSESSMENTS FOR THE LEVEL 2 AWARD AND CERTIFICATE IN INNOVATION IN THE WORKPLACE

WORK-BASED ASSIGNMENT: UNIT M2.35

Centre Number:	**Centre Name:**
Learner Registration No:	**Learner Name:**

TASK

This assignment is designed to enable you to understand how a team leader (or aspiring team leader) can contribute to innovation and creativity in the workplace.

You will need to demonstrate an understanding of innovation and the innovation process as well as the factors that drive and inhibit innovation, and you will also need to be able to understand the use of creative thinking in innovation and explain ways of implementing and measuring the impact of innovation.

You should, where possible, use your own workplace as the basis for this assignment, but you may use another team within the organisation or another organisation as your focus if you have relevant experience elsewhere.

You might expect to complete this assignment in around 2000 words; expected range 1500 to 2500 words.

Please use the headings shown below when writing up your Assignment	**Assessment Criteria**
Background Briefly identify your organisation and your role within it for the purpose of this assignment.	• This aspect is not assessed, but is designed to help the assessor understand the context of the information you provide throughout the remainder of this assignment
Understanding innovation 'Innovation' is becoming more and more important as organisations try to become better at what they do in order to provide better services or products to compete more effectively. However, innovation is sometimes confused with other terms such as invention and creativity, so it is important to be clear as to what innovation really means. • Describe what is meant by innovation • Describe the difference between innovation, and creativity. (You might consider using the Sinclair C5, LAZER, solar-powered cars, Aqua Vehicles, etc. as examples) There are many examples of innovation that we come across every day, including the iPod, mobile phone, online video downloads, Toyota Prius. • Identify examples of recent innovation. (Try to find other examples, and provide examples from your own place of work if possible) *(min 7 marks required from 14 available)*	• Described what is meant by innovation • Described the difference between innovation and creativity • Identified examples of recent innovation

Types of innovation Examples of innovation can be found in all types of organisation. The Wii games console is an example of an innovative product; low-cost airlines such as EasyJet are examples of innovation in a service, and innovations such as the internet and digital photography apply to all sectors of the economy. Innovation can be applied to any organisational process, from dealing with suppliers' right through to selling to customers and providing customer service. • Describe different types of innovation, and explain where the different types of innovation could be applied in an organisation *(min 5 marks required from 10 available)*	• Described different types of innovation • Explained where the different types of innovation could be typically applied within an organisation
Drivers of innovation Innovation may take place as a result of something happening outside the organisation that is affecting, or will affect, the organisation in some way. These external influences could be global, national, regional, or even local. Examples of external influences might include economic changes such as an economic downturn, social changes such as changing attitudes to smoking and awareness of the environment, changes in the population, and technical advances such as the internet. • Using your own organisation as an example, explain how external influences impact on the organisation You now need to consider what is required for innovation to take place within your organisation. Are new systems or processes required, for example, or do managers and teams need to be more aware of innovation? • Explain the drivers that need to be in place if innovation is to be promoted and encouraged in your organisation The team level is very important for innovation, and it is important that innovation is promoted within teams. Team leaders have a particular responsibility to promote innovation, and you need to identify what is required to promote innovation in your team. • Identify key influences that would promote innovation in the team. *(min 10 marks required from 20 available)*	• Explained how external influences impact on the organisation • Explained the drivers within the organisation that will promote and encourage innovation • Identified key influences that would promote innovation in the team

Conditions that promote and hinder innovation in the workplace The way in which an organisation is organised, and its rules, procedures and beliefs, form part of what is known as 'organisational culture'. • Explain organisational culture. (It might help your explanation if you provide examples from your own organisation.) Organisational culture affects the way things are done in any organisation, and organisational culture may support, hinder or slow down, or even prevent innovation. • Explain how an organisation's culture can support or hinder innovation, and identify barriers to innovation. (Use examples from your own organisation, where possible.) *(min 8 marks required from 16 available)*	• Explained what organisational culture is • Explained how an organisation's culture can support or hinder innovation • Identified barriers to innovation
Creative thinking in innovation Creativity is the process by which we come up with new ideas, and the ability to think creatively is fundamental to innovation. Creative thinking skills can be learned and developed, and it is important to understand ways in which creative thinking can be encouraged in the team. • Examine creative thinking techniques that will enable innovative thinking in the team. (Examples might include brainstorming and assumption reversal) *(min 5 marks required from 10 available)*	• Examined creative thinking techniques that will enable innovative thinking in the team
The innovation process The innovation process enables organisations to develop innovation by capturing, developing and evaluating new ideas. You are required to: • Explain what is meant by the process of innovation • Describe why it is important to protect new ideas (You might look at the use of, for example, copyrights, trademarks and patents.) • Explain the importance of record keeping to support the innovation process. (For example, the taking of taking notes for intellectual protection.) • Describe the criteria for successful innovation. What will an innovation need to do in order to be successful?	• Explained the process of innovation • Described the importance of protecting intellectual property • Explained the importance of record keeping to support the innovation process • Described the criteria for successful innovation • Demonstrated a way of evaluating the validity and potential of creative ideas

What, for example, are the benefits of the innovation to the customer or to the organisation?) • Demonstrate a way of evaluating the validity and potential of creative ideas. (Examples might include SWOT analysis and 'six hats') You should use examples from your own workplace, where possible. *(min 10 marks required from 20 available)*	
Implementing and measuring the success of innovation You now need to consider how creative ideas might be implemented, and then go on to explain how to measure the success of an innovation. (You may wish to measure success against the criteria described in the previous section.) • Briefly explain how creative ideas can be implemented • Briefly explain how the success of an innovation can be measured *(min 5 marks required from 10 available)*	• Briefly explained how creative ideas can be implemented • Briefly explained how the success of an innovation can be measured
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MARK SHEET: M2.35

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Criteria	Strengths	Areas for Improvement	Assr mark	QA mark
Background • Organisation and own role within it are briefly identified				
Understanding innovation • Described what is meant by innovation • Described the difference between innovation and creativity • Identified examples of recent innovation			/ 14 marks (min 7)	
Types of innovation • Described different types of innovation • Explained where the different types of innovation could be typically applied within an organisation			/ 10 marks (min 5)	

Drivers of innovation • Explained how external influences impact on the organisation • Explained the drivers within the organisation that will promote and encourage innovation • Identified key influences that would promote innovation in the team			/20 marks (min 10)	
Conditions that promote and hinder innovation in the workplace • Explained what organisational culture is • Explained how an organisation's culture can support or hinder innovation • Identified barriers to innovation			/ 16 marks (min 8)	
Creative thinking in innovation • Examined creative thinking techniques that will enable innovative thinking in the team			/ 10 marks (min 5)	
The innovation process • Explained the process of innovation • Described the importance of protecting intellectual property • Explained the importance of record keeping to support the innovation process • Described the criteria for successful innovation • Demonstrated a way of evaluating the validity and potential of creative ideas			/ 20 marks (min 10)	

Implementing and measuring the success of innovation • Briefly explained how creative ideas can be implemented • Briefly explained how the success of an innovation can be measured			/ 10 marks (min 5)	

Assessor's decision		**Quality assurance use**	
Total marks	**Outcome** ***(circle as applicable)***	**Total marks**	**Outcome** ***(circle as applicable)***
Total 50 + overall, AND minimum in each section	**PASS/REFERRAL**	**Total 50 + overall, AND minimum in each section**	**PASS/REFERRAL**
Section referral if applicable:		**Date of IQA check:**	
Name of assessor:		**Name of IQA:**	
Assessor signature and date:		**IQA signature:**	
ILM EV signature:		**Date externally verified (where applicable):**	

WORK-BASED ASSIGNMENT: M2.09

Centre Number:	**Centre Name:**
Learner Registration No:	**Learner Name:**

TASK

One of the key roles for effective Team Leaders is to participate in the identification and solution of problems in the workplace.

This task requires you to demonstrate how you would do this. You might expect to complete this task in around 300 words; expected range 250 to 500 words.

Please use the headings shown below when writing up your Assignment	**Assessment Criteria**
Using information to solve problems Identify a problem that your team or others in the organisation face and: • Briefly state the problem and outline the likely causes of the problem (10 marks) • Identify appropriate success criteria (10 marks) • Explain two methods that could be used to gather information to help solve the problem (10 marks) • Show how you use a recognised problem solving technique to generate solutions to solve the problem (30 marks) • Check your final solution against the success criteria (10 marks) • Briefly explain how you will plan and implement the solution (30 marks) *(min 50 out of 100 marks available)*	• A problem in the team or elsewhere in the organisation is identified • Appropriate success criteria are identified • Two different methods to gather and/or retrieve information to help solve the problem are used • A recognised problem solving technique to solve the problem is used • The problem solution is checked against the success criteria • How the solution will be planned and implemented is briefly explained

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MARK SHEET: M2.09

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Criteria	Strengths	Areas for Improvement	Assr mark	QA mark
Using information to solve problems • A problem in the team or elsewhere in the organisation is identified (10 marks) • Appropriate success criteria are identified (10 marks) • Two different methods to gather and/or retrieve information to help solve the problem are used (10 marks) • A recognised problem solving technique to solve the problem is used (30 marks) • The problem solution is checked against the success criteria (10 marks) • How the solution will be planned and implemented is briefly explained (30 marks)			/100 Marks (min 50)	

Assessor's decision		**Quality assurance use**	
Total marks	**Outcome** ***(circle as applicable)***	**Total marks**	**Outcome** ***(circle as applicable)***
Total 50 + overall, AND minimum in each section	**PASS/REFERRAL**	**Total 50 + overall, AND minimum in each section**	**PASS/REFERRAL**
Section referral if applicable:		**Date of IQA check:**	
Name of assessor:		**Name of IQA:**	
Assessor signature and date:		**IQA signature:**	
ILM EV signature:		**Date externally verified (where applicable):**	

WORK BASED ASSIGNMENT: M2.21

Centre Number:	**Centre Name:**
Learner Registration No:	**Learner Name:**

TASK

To complete this assignment you need to demonstrate your knowledge of an organisation with which you are familiar. The organisation may be the organisation in which you are employed or it could be an organisation where you act as a volunteer either on a waged or unwaged basis. To complete this assignment you will need to describe the organisation in terms of its size, how it controls its cash flow, how it manages its resources, its legal responsibilities, its product/services and how the organisation promotes that product or service, and the communication methods that could be used.

You might expect to complete this assignment in around 800 words, expected range 750 to 1000 words.

Please use the headings shown below when writing up your assignment	**Assessment Criteria**
Understand the enterprise environment and finance • Identify by name the organisation you have chosen to describe. • Briefly describe what type of organisation it is. • Briefly describe the size of the organisation and what it does. • Briefly explain the significant external influences (competitive and legal factors) that may affect the organisation. • Briefly explain what is meant by cash flow. • Briefly explain why it is important for your chosen organisation to control its cash flow. *(min 20 marks required from 40 available)*	• An organisation is identified • The type of organisation, its size, and what it does is briefly described • Significant external influences (such as competitive and legal factors) are briefly explained • Cash flow is briefly explained • The importance of controlling cash flow is briefly explained

Understand resources and customer focus within the enterprise • Choose <u>one</u> physical resource and briefly explain why it is important that your chosen organisation effectively manages the physical resource you have chosen. • Briefly explain <u>one</u> of the organisation's main legal responsibilities to its people • Briefly describe the main product or service of your chosen organisation. • State the main customer or market for this product or service. • Briefly describe how the organisation promotes its product or service. *(min 20 marks required from 40 available)*	• <u>One</u> physical resource is chosen and the importance of managing this resource effectively is briefly explained • <u>One</u> of the organisation's main legal responsibilities to its people is briefly explained • The enterprise's main product or service is described • The main customer or market for the product or service is stated • The way in which the organisation promotes its product or service is briefly described
Understand internal and external communication methods • Briefly explain one method of external communication that the organisation could use and state why the organisation would use this method. • Briefly explain one method of internal communication that the organisation could use and state why the organisation would use this method. *(min 10 marks required from 20 available)*	• Methods of external and internal communication that can be used are explained • Why these methods of external and internal communication are used is stated
By submitting I confirm that this assessment is my own work	

MARK SHEET: M2.21

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Criteria	Strengths	Areas for Improvement	Assr Mark	QA mark
Understand the enterprise environment and finance • An organisation is identified • The type of organisation, its size, and what it does is briefly described • Significant external influences (such as competitive and legal factors) are briefly explained • Cash flow is briefly explained • The importance of controlling cash flow is briefly explained			/40 marks (min 20)	
Understand resources and customer focus within the enterprise • <u>One</u> physical resource is chosen and the importance of managing this resource effectively is briefly explained • <u>One</u> of the organisation's main legal responsibilities to its people is briefly explained • The enterprise's main product or service is described • The main customer or market for the product or service is stated • The way in which the organisation promotes its product or service is briefly described			/40 marks (min 20)	

Understand internal and external communication methods • Methods of external and internal communication that can be used are explained • Why these methods of external and internal communication are used is stated			/20 marks (min 10)	

Assessor's decision		**Quality assurance use**	
Total marks	**Outcome** ***(circle as applicable)***	**Total marks**	**Outcome** ***(circle as applicable)***
Total 50 + overall, AND minimum in each section	**PASS/REFERRAL**	**Total 50 + overall, AND minimum in each section**	**PASS/REFERRAL**
Section referral if applicable:		**Date of IQA check:**	
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WORK BASED ASSIGNMENT: M2.14

Centre Number:	**Centre Name:**
Learner Registration No:	**Learner Name:**

TASK

Building and maintaining effective working relationships with those outside the team is a key requirement of a team leader. When completing this task you will need to identify who your internal and external customers are, and the situations in which you need to effectively communicate with them.

You might expect to complete this task in around 300 words; expected range 250 to 500 words.

Please use the headings shown below when writing up your assignment	**Assessment Criteria**
Understanding the importance of effective communication with people outside the team • Briefly describe one way that you could ensure that effective communication with people outside the team is used to build effective working relationships *(min 10 marks required from 20 available)*	• One way the team leader can build effective working relationships with people outside the team is briefly described
Understanding how to present a positive impression to those outside the team • Briefly explain why it is important that product and service knowledge is needed when answering customers' queries and problems. Illustrate this with an example from your own experience • Explain the main organisational, legal and ethical rules that dictate how you communicate with your customers and why it is important that these rules are observed. • Briefly describe two communication skills that are needed to improve relationships with your customers in your own work environment • Explain how your understand your own limit of authority by giving one example of a decision that you would need to refer to a line manager *(min 40 marks required from 80 available)*	• The importance of product and service knowledge in presenting a positive impression to those outside the team is explained • The importance of observing legal organisational and ethical rules when providing information to customers is explained • Two communication skills that could improve the relationship with people outside the team are briefly described • One example of a decision that would be referred to someone with more authority in the organisation is given
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MARK SHEET: M2.14

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Criteria	Strengths	Areas for Improvement	Assr mark	QA mark
Understanding the importance of effective communication with people outside the team • One way the team leader can build effective working relationships with people outside the team is described			/ 20 marks (min 10)	
Understanding how to present a positive impression to those outside the team • The importance of product and service knowledge in presenting a positive impression to those outside the team is explained • The importance of observing legal organisational and ethical rules when providing information to customers is explained • Two communication skills that could improve the relationship with people outside the team are briefly described • One example of a decision that would have to be referred to someone with more authority in the organisation is given			/ 80 marks (min 40)	

Assessor's decision		**Quality assurance use**	
Total marks	**Outcome** ***(circle as applicable)***	**Total marks**	**Outcome** ***(circle as applicable)***
Total 50 + overall, AND minimum in each section	**PASS/REFERRAL**	**Total 50 + overall, AND minimum in each section**	**PASS/REFERRAL**
Section referral if applicable:		**Date of IQA check:**	

Name of assessor:	**Name of IQA:**
Assessor signature and date:	**IQA signature:**
ILM EV signature:	**Date externally verified (where applicable):**

WORK BASED ASSIGNMENT: UNIT M2.18

TASK

As part of your role as a Team Leader you will have responsibility for the product or service that your organisation delivers to both its internal and external customers. To complete this assignment you are required to describe how you and your team tackled a problem within your organisation, within your team's area of responsibility in order to bring about an improvement. In your response to this assignment your will need to explain why quality/continuous improvement is important to an organisation, how you and your team brought about an improvement and how you measured the costs and benefits to your organisation of the proposed improvement.

You might expect to complete this assignment in around 500 words; expected range 450 to 650 words

Please use the headings shown below when writing up your assignment	**Assessment Criteria**
Understand the importance of quality and achieving continuous improvement at work. • Briefly explain why quality and continuous improvement are important to any organisation • Identify and briefly explain <u>two</u> things that, in your role as team leader, you could do to encourage your team to continuously improve their performance *(min 15 marks required from 30 available*	• The importance to an organisation of quality and continuous improvement is explained • <u>Two</u> things a team leader can do to encourage the team to continuously improve their performance are explained
Know how to use business improvement techniques and tools to continuously improve the workplace • Identify a problem or a need for improvement within the team or within your team's area of responsibility within your organisation – the problem or need for improvement should relate to a product, or a service or a process • Briefly discuss <u>two</u> possible causes of the problem or the need for improvement • Identify at least <u>one</u> recognised business improvement technique and at least <u>one</u> recognised tool for improvement • Briefly describe <u>one</u> method that you and your team could use to measure the effectiveness of your proposed improvement. *(min 25 marks required from 50 available)*	• A problem or need for improvement within the team or within own area of responsibility within the organisation is identified • <u>Two</u> possible causes of the problem or the need for improvement or are briefly discussed • At least <u>one</u> recognised business improvement technique and at least <u>one</u> recognised tool for improvement is identified • <u>One</u> method of measuring the effectiveness of the proposed improvement is briefly described

Understand the principles of the cost/benefit analysis • Briefly describe how you and your team could assess the costs and the benefits of the improvement you have proposed. *(min 10 marks required from 20 available)*	• Assessing the costs and benefits of the proposed improvement is briefly described.
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MARK SHEET WORK BASED ASSIGNMENT UNIT M2.18

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Criteria	Strengths	Areas for Improvement	Assr mark	QA mark
Understand the importance of quality and achieving continuous improvement at work • The importance to an organisation of quality and continuous improvement is explained • Two things a team leader can do to encourage the team to continuously improve their performance are explained			/ 30 marks (min 15)	
Know how to use business improvement techniques and tools to continuously improve the workplace • A problem or need for improvement within the team or within own area of responsibility within the organisation is identified • Two possible causes of the problem or the need for improvement or are briefly discussed • At least one recognised business improvement technique and at least one recognised tool for improvement is identified • One method of measuring the effectiveness of the proposed improvement is briefly describe			/ 50 marks (min 25)	

Understand the principles of the cost/benefit analysis. • Assessing the costs and benefits of the proposed improvement is briefly described.			/ 20 marks (min 10)	

Assessor's decision		**Quality assurance use**	
Total marks	**Outcome** ***(circle as applicable)***	**Total marks**	**Outcome** ***(circle as applicable)***
Total 50 + overall, AND minimum in each section	**PASS/REFERRAL**	**Total 50 + overall, AND minimum in each section**	**PASS/REFERRAL**
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WORK-BASED ASSIGNMENT: UNIT M2.35

TASK

This assignment is designed to enable you to understand how a team leader (or aspiring team leader) can contribute to innovation and creativity in the workplace.

You will need to demonstrate an understanding of innovation and the innovation process as well as the factors that drive and inhibit innovation, and you will also need to be able to understand the use of creative thinking in innovation and explain ways of implementing and measuring the impact of innovation.

You should, where possible, use your own workplace as the basis for this assignment, but you may use another team within the organisation or another organisation as your focus if you have relevant experience elsewhere.

You might expect to complete this assignment in around 2000 words; expected range 1500 to 2500 words.

Please use the headings shown below when writing up your Assignment	**Assessment Criteria**
Background Briefly identify your organisation and your role within it for the purpose of this assignment.	• This aspect is not assessed, but is designed to help the assessor understand the context of the information you provide throughout the remainder of this assignment
Understanding innovation 'Innovation' is becoming more and more important as organisations try to become better at what they do in order to provide better services or products to compete more effectively. However, innovation is sometimes confused with other terms such as invention and creativity, so it is important to be clear as to what innovation really means. • Describe what is meant by innovation • Describe the difference between innovation, invention and creativity. (You might consider using the Sinclair C5, LAZER, solar-powered cars, Aqua Vehicles, etc. as examples) There are many examples of innovation that we come across every day, including the iPod, mobile phone, online video downloads, Toyota Prius. • Identify examples of recent innovation. (Try to find other examples, and provide examples from your own place of work if possible) *(min 7 marks required from 14 available)*	• Describe what is meant by innovation • Describe the difference between innovation, invention and creativity • Identify examples of recent innovation

Types of innovation Examples of innovation can be found in all types of organisation. The Wii games console is an example of an innovative product; low-cost airlines such as EasyJet are examples of innovation in a service, and innovations such as the internet and digital photography apply to all sectors of the economy. Innovation can be applied to any organisational process, from dealing with suppliers right through to selling to customers and providing customer service. • Describe different types of innovation, and explain where the different types of innovation could be applied in an organisation *(min 5 marks required from 10 available)*	• Describe different types of innovation • Explain where the different types of innovation could be typically applied within an organisation
Drivers of innovation Innovation may take place as a result of something happening outside the organisation that is affecting, or will affect, the organisation in some way. These external influences could be global, national, regional, or even local. Examples of external influences might include economic changes such as an economic downturn, social changes such as changing attitudes to smoking and awareness of the environment, changes in the population, and technical advances such as the internet. • Using your own organisation as an example, explain how external influences impact on the organisation You now need to consider what is required for innovation to take place within your organisation. Are new systems or processes required, for example, or do managers and teams need to be more aware of innovation? • Explain the drivers that need to be in place if innovation is to be promoted and encouraged in your organisation The team level is very important for innovation, and it is important that innovation is promoted within teams. Team leaders have a particular responsibility to promote innovation, and you need to identify what is required to promote innovation in your team. • Identify key influences that would promote innovation in the team. *(min 10 marks required from 20 available)*	• Explain how external influences impact on the organisation • Explain the drivers within the organisation that will promote and encourage innovation • Identify key influences that would promote innovation in the team

Conditions that promote and hinder innovation in the workplace The way in which an organisation is organised, and its rules, procedures and beliefs, form part of what is known as 'organisational culture'. • Explain organisational culture. (It might help your explanation if you provide examples from your own organisation.) Organisational culture affects the way things are done in any organisation, and organisational culture may support, hinder or slow down, or even prevent innovation. • Explain how an organisation's culture can support or hinder innovation, and identify barriers to innovation. (Use examples from your own organisation, where possible.) *(min 8 marks required from 16 available)*	• Explain what organisational culture is • Explain how an organisation's culture can support or hinder innovation • Identify barriers to innovation
Creative thinking in innovation Creativity is the process by which we come up with new ideas, and the ability to think creatively is fundamental to innovation. Creative thinking skills can be learned and developed, and it is important to understand ways in which creative thinking can be encouraged in the team. • Examine creative thinking techniques that will enable innovative thinking in the team. (Examples might include brainstorming and assumption reversal) *(min 5 marks required from 10 available)*	• Examine creative thinking techniques that will enable innovative thinking in the team
The innovation process The innovation process enables organisations to develop innovation by capturing, developing and evaluating new ideas. You are required to: • Explain what is meant by the process of innovation • Describe why it is important to protect new ideas (You might look at the use of, for example, copyrights, trademarks and patents.) • Explain the importance of record keeping to support the innovation process. (For example, the taking of taking notes for intellectual protection.) • Describe the criteria for successful innovation. What will an innovation need to do in order to be successful? What, for example, are the benefits of the innovation to the customer or to the organisation?)	• Explain the process of innovation • Describe the importance of protecting intellectual property • Explain the importance of record keeping to support the innovation process • Describe the criteria for successful innovation • Demonstrate a way of evaluating the validity and potential of creative ideas

• Demonstrate a way of evaluating the validity and potential of creative ideas. (Examples might include SWOT analysis and 'six hats') You should use examples from your own workplace, where possible. *(min 10 marks required from 20 available)*	
Implementing and measuring the success of innovation You now need to consider how creative ideas might be implemented, and then go on to explain how to measure the success of an innovation. (You may wish to measure success against the criteria described in the previous section.) • Briefly explain how creative ideas can be implemented • Briefly explain how the success of an innovation can be measured *(min 5 marks required from 10 available)*	• Briefly explain how creative ideas can be implemented • Briefly explain how the success of an innovation can be measured
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MARK SHEET: WORK BASED ASSIGNMENT UNIT M2.35

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Criteria	Strengths	Areas for Improvement	Assr mark	QA mark
Background • Organisation and own role within it are briefly identified				
Understanding innovation • What is meant by innovation is described • The difference between innovation, invention and creativity is described • Examples of recent innovation are identified			/ 14 marks (min 7)	
Types of innovation • Different types of innovation are described • Where the different types of innovation could be typically applied within an organisation is explained			/ 10 marks (min 5)	
Drivers of innovation • How external influences impact on the organisation is explained • The drivers within the organisation that will promote and encourage innovation are explained • Key influences that would promote innovation in the team are identified			/20 marks (min 10)	

Conditions that promote and hinder innovation in the workplace • Organisational culture is explained • How an organisation's culture can support or hinder innovation is explained • Barriers to innovation are identified			/ 16 marks (min 8)	
Creative thinking in innovation • Creative thinking techniques that will enable innovative thinking in the team are examined			/ 10 marks (min 5)	
The innovation process • The process of innovation is explained • The importance of protecting intellectual property is described • The importance of record keeping to support the innovation process is explained • The criteria for successful innovation are described • A way of evaluating the validity and potential of creative ideas is demonstrated			/ 20 marks (min 10)	
Implementing and measuring the success of innovation • How creative ideas can be implemented is briefly explained • How the success of an innovation can be measured is briefly explained			/ 10 marks (min 5)	

Assessor's decision		**Quality assurance use**	
Total marks	**Outcome** ***(circle as applicable)***	**Total marks**	**Outcome** ***(circle as applicable)***
Total 50 + overall, AND minimum in each section	**PASS/REFERRAL**	**Total 50 + overall, AND minimum in each section**	**PASS/REFERRAL**
Section referral if applicable:		**Date of IQA check:**	
Name of assessor:		**Name of IQA:**	
Assessor signature and date:		**IQA signature:**	
ILM EV signature:		**Date externally verified (where applicable):**	

WORK BASED ASSIGNMENT: UNIT M3.02

TASK

This task is about the benefits of innovation and change and barriers to change, the importance of communication in implementing innovation and change, and the human and financial effects of innovation and change.

Look at a change that has taken place in the recent past in the organisation, and using this example explain:

- the benefits of this change to your organisation
- the barriers to the change and practical ways that these were/or could have been overcome
- how well the change was communicated to people in the workplace
- the possible human and financial effects that the change had upon people, departments and the organisation

You might expect to complete this Work-Based Assignment in around 1500 words; expected range 1000 to 2000 words.

Please use the headings shown below when writing up your Assignment	**Assessment Criteria**
Background Briefly identify your organisation and your role within it for the purpose of this assignment	This aspect is not assessed, but is designed to help the assessor understand the context of the information you provide throughout the remainder of this assignment
Understand change in an organisation Innovation and change can have a number of benefits for the organisation, but there are sometimes barriers in an organisation that make innovation and change difficult to implement. It is also important when implementing change to communicate what is happening. You are required to: • Explain the benefits of innovation and change for the organisation • Identify the barriers to change and innovation in the workplace and explain practical ways of overcoming these barriers • Explain why communication is important in successful implementation of change *You should use examples from your own workplace, where possible* *(min 30 marks required from 60 available)*	• Explain the benefits of innovation and change for the organisation • Identify the barriers to change and innovation in the workplace and explain practical ways of overcoming these barriers • Explain why communication is important in successful implementation of change

Understand the effects of change on people and finance in an organisation Implementing innovation and change may affect the way in which things are done in your team, your department, or even the organisation. The effects may be financial (e.g. savings may gained as result of the innovation or change), they may be human (e.g. changes in methods of working), or they may be both financial *and* human. • Using examples from your workplace where feasible, explain the possible human and financial effects of change upon people, departments and the organisation *(min 20 marks required from 40 available)*	• Explain possible human and financial effects of change upon people, departments and the organisation
By submitting I confirm that this assessment is my own work	

MARK SHEET WORK-BASED ASSIGNMENT UNIT M3.02:

Centre Number:	Centre Name:
Learner Registration No:	1. Learner named below confirms authenticity of submission. 2. ILM uses learners' submissions – on an anonymous basis – for assessment standardisation. By submitting, I agree that ILM may use this script on condition that all information which may identify me is removed. However, if you are unwilling to allow ILM use your script, please refuse by ticking the box: □

Criteria	Strengths	Areas for Improvement	Assr mark	QA mark
Background • Context of the assignment is provided				
Understand change in an organisation • The benefits of innovation and change for the organisation are explained • The barriers to change and innovation in the workplace are identified and practical ways of overcoming these barriers are explained • Why communication is important in successful implementation of change is explained			/60 marks (min 30)	
Understand the effects of change on people and finance in an organisation • Possible human and financial effects of change upon people, departments and the organisation are explained			/40 marks (min 20)	

Assessor's decision		**Quality assurance use**	
Total marks	**Outcome** ***(circle as applicable)***	**Total marks**	**Outcome** ***(circle as applicable)***
Total 50 + overall, AND minimum in each section	**PASS/REFERRAL**	**Total 50 + overall, AND minimum in each section**	**PASS/REFERRAL**
Section referral if applicable:		**Date of IQA check:**	
Name of assessor:		**Name of IQA:**	

Assessor signature and date:	**IQA signature:**
ILM EV signature:	**Date externally verified (where applicable):**