



TECHNICAL EDUCATION AND SKILLS DEVELOPMENT AUTHORITY

BASIC COMPETENCIES



LEARNING AND INNOVATION SKILLS

DEFINITIONS

BASIC COMPETENCIES

Refer to non-technical skills (knowledge, skills and attitudes) that everybody will need in order to perform satisfactorily at work and in society and are considered portable and transferable irrespective of jobs and industrial settings.

LEARNING AND INNOVATION

Competency which covers knowledge, skills and attitudes required when managing workplace learning & innovation through constructive feedback, continuous improvement and presenting ideas appropriately

NC I**UNIT OF COMPETENCY : SUPPORT INNOVATION****UNIT CODE :****UNIT DESCRIPTOR :** This unit of covers the knowledge, skills and attitudes required to identify, recognize and support innovation.

ELEMENTS	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Identify the need for innovation in your area of work	1.1 Current and future priority outcomes are read against available resources 1.2 Innovative ways of working are measured to achieve outcomes	<ul style="list-style-type: none">• Different potential sources of innovation and new ways to achieve outcomes• Resources required for creativity and innovation• Methods for selecting ideas for further development	<ul style="list-style-type: none">• Identifying different potential sources of innovation and new ways to achieve outcomes• Classifying resources required for creativity and innovation• Identifying methods for selecting ideas for further development

ELEMENTS	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
2. Recognize and support innovative and creative ideas	2.1 Individuals and key people are reinforced to identify innovative ideas to achieve outcomes 2.2 Opportunities within the team are Identified to develop innovation 2.3 Creativity of other people in your area are carried 2.4 Approaches to flexibility and innovation in your area of work are maintained	<ul style="list-style-type: none"> • Different potential sources of innovation and new ways to achieve outcomes • Evaluate methods for selecting ideas for further development • Learn from mistakes • Identify practical implementation of an idea • Provide flexibility but maintain stability • Evaluate workplace procedures 	<ul style="list-style-type: none"> • Identifying different potential sources of innovation and new ways to achieve outcomes • Evaluating methods for selecting ideas for further development • Learning from mistakes • Identifying practical implementation of an idea • Stipulating flexibility and stability • Evaluating workplace procedure
3. Seek agreement for flexible and innovative ways of working	3.1 Flexible and innovative ways of working are reviewed 3.2 Progress to all those involved in its development are notified 3.3 Ideas successfully implemented are ensured to receive recognition 3.4 Practical implementation of any changes that result from innovation are maintained	<ul style="list-style-type: none"> • Different potential sources of innovation and new ways to achieve outcomes • Different methods for motivating people to generate and develop ideas • Resources required for creativity and innovation • Evaluate potential obstacles to and opportunities for creativity and innovation • Ensure that innovations result in best possible value • Evaluate methods for selecting ideas for further development 	<ul style="list-style-type: none"> • Identifying different potential sources of innovation and new ways to achieve outcomes • Applying different methods for motivating people to generate and develop ideas • Identifying resources required for creativity and innovation • Evaluate potential obstacles to and opportunities for creativity and innovation • Applying innovations result in best possible value • Using methods for selecting ideas for further development

<p>4. Support individuals and people to access flexible and innovative ways of working</p>	<p>4.1 Flexible and innovative ideas are encouraged</p> <p>4.2 Information with relevant people are shared for the growth of new ways of working</p> <p>4.3 Obstacles to progress in implementing flexible and innovative ways of working are addressed</p>	<ul style="list-style-type: none"> • Different potential sources of innovation and new ways to achieve outcomes • Different methods for motivating people to generate and develop ideas • Resources required for creativity and innovation • Evaluate potential obstacles to and opportunities for creativity and innovation • Ensure that innovations result in best possible value • Evaluate methods for selecting ideas for further development 	<ul style="list-style-type: none"> • Identifying different potential sources of innovation and new ways to achieve outcomes • Applying different methods for motivating people to generate and develop ideas • Identifying resources required for creativity and innovation • Evaluate potential obstacles to and opportunities for creativity and innovation • Applying innovations result in best possible value • Using methods for selecting ideas for further development
--	---	---	--

For Pilot Implementation

RANGE OF VARIABLES

VARIABLES	RANGE
1. Resources	May include: 1.1 Financial 1.2 Human 1.3 Physical
2. Innovative ways of working	2.1. Self-directed support 2.2. Community based services 2.3. Working within a collaborative arrangement
3. Innovation	3.1 New ideas 3.2 Original ideas 3.3 Different ideas 3.4 Methods or tools

For Pilot Implementation

EVIDENCE GUIDE

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Identified need for innovation in the area of work</p> <p>1.2 Recognized innovative and creative ideas</p> <p>1.3 Pursued agreement for flexible and innovative ways of working</p> <p>1.4 Supported individuals and people to access flexible and innovative ways of working</p> <p>Support individuals and people to access flexible and innovative ways of working These aspects may be best assessed using a range of scenarios what ifs as a stimulus with a walk through forming part of the response. These assessment activities should include a range of problems, including new, unusual and improbable situations that may have happened.</p>
<p>2. Resource Implications</p>	<p>Specific resources for assessment</p> <p>2.1. Evidence of competent performance should be obtained by observing an individual in an information management role within the workplace or operational or simulated environment.</p>
<p>3. Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <p>3.1. Written Test</p> <p>3.2. Interview</p> <p>The unit will be assessed in a holistic manner as is practical and may be integrated with the assessment of other relevant units of competency. Assessment will occur over a range of situations, which will include disruptions to normal, smooth operation. Simulation may be required to allow for timely assessment of parts of this unit of competency. Simulation should be based on the actual workplace and will include walk through of the relevant competency components.</p>
<p>4. Context for Assessment</p>	<p>4.1. In all workplace, it may be appropriate to assess this unit concurrently with relevant teamwork or operation units.</p>

NC II**UNIT OF COMPETENCY : CONTRIBUTE TO WORKPLACE INNOVATION****UNIT CODE :****UNIT DESCRIPTOR :** This unit covers the knowledge, skills and attitudes required to make a pro-active and positive contribution to workplace innovation.

ELEMENTS	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Identify opportunities to do things better	1.1 Be aware of own role in workplace innovation 1.2 Opportunities for improvement identified proactively in own area of work 1.3 Information are gathered and reviewed which may be relevant to ideas and which might assist in gaining support for idea	<ul style="list-style-type: none"> • Roles of individuals in suggesting and making improvements • Positive impacts and challenges in innovation • Types of changes and responsibility 	<ul style="list-style-type: none"> • Identifying roles of individuals in suggesting and making improvements and the importance of pro-active involvement • listing the positive impacts and the challenges of change and innovation • Identifying examples of the types of changes that are within and outside own scope of responsibility
2. Discuss and develop ideas with others	2.1 Identify people who could provide input into ideas for improvements 2.2 Select the best way of approaching people to begin sharing ideas 2.3 Select the best way of approaching people to begin sharing ideas 2.4 Review and select ideas for follow up based on feedback	<ul style="list-style-type: none"> • Types of changes in the individual participation • Improvements or innovations in the implementation • communicate ideas for improvement 	<ul style="list-style-type: none"> • Providing examples of the types of changes that can occur as a result of effective individual participation within own scope of responsibility • Listing of typical reasons why suggested improvements or innovations may not be implemented, including constraints

			<ul style="list-style-type: none"> • Reviewing how to prepare and communicate ideas for improvement to maximize likelihood of support.
<p>3. Discuss and develop ideas with others.</p>	<p>3.1 Take action to implement routine changes in consultation with others and within scope of own responsibility</p> <p>3.2 Take action to implement routine changes in consultation with others and within scope of own responsibility</p> <p>3.3 Present ideas and practical suggestions to the appropriate people about how improvements could be made</p>	<ul style="list-style-type: none"> • Types of changes and effective individual participation • Communicate ideas for improvement 	<ul style="list-style-type: none"> • Providing examples of the types of changes that can occur as a result of effective individual participation within own scope of responsibility • Stating the typical reasons why suggested improvements or innovations may not be implemented, including operational and management constraints • Describing how to prepare and communicate ideas for improvement to maximize likelihood of support.

For Pilot Implementation

EVIDENCE GUIDE

1. Critical aspects of Competency	Assessment requires evidence that the candidate: 1.1 identified ideas for improvements and used information from a range of sources including other people to review and select ideas to put forward for implementation 1.2 identified ideas are implemented and communicated to seek input from others. 1.3 Implemented routine changes within scope of responsibility.
2. Resource Implications	The following resources should be provided: 2.1 Pens 2.2 Note pads
3. Methods of Assessment	Competency in this unit may be assessed through: 3.1 Interview 3.2 Written Evaluation
4. Context for Assessment	4.1 Competency may be assessed individually in the actual workplace or simulation environment in TESDA accredited institutions

NC III

UNIT OF COMPETENCY : DISCUSS PROBLEMS IN THE USE OF INNOVATION IN A CONSTRUCTIVE WAY

UNIT CODE :

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to review, develop, evaluate and monitor innovative system

ELEMENTS	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Conduct research into organization systems.	1.1. Reasons for incorporating innovation are Identified into 1.2. Organization systems. 1.3. Clarify goals of a new innovative system. 1.4. Research innovative systems in other organizations. 1.5. Analyze current organizational systems to identify gaps or barriers to innovation. 1.6. Identify staff who can support and foster innovation in the new systems.	<ul style="list-style-type: none"> • Principles of new systems • Leadership and management theory • system innovation in the workplace • Various options for the system • Creative thinking techniques 	<ul style="list-style-type: none"> • interpersonal skills to: <ul style="list-style-type: none"> ○ collaborate with others and represent ideas through clear and direct communication ○ ask questions to identify and confirm requirements ○ use language and concepts appropriate to cultural differences ○ use and interpret non-verbal communication • analytical skills to: <ul style="list-style-type: none"> ○ interpret and analyze organizational requirements for work systems ○ evaluate of staff competencies • management skills to: <ul style="list-style-type: none"> ○ plan the implementation of

			<p>new systems</p> <ul style="list-style-type: none"> • organise and implement training and learning activities to prepare team members and managers to implement a new work system • research skills to access information
<p>2. Generate innovative system options.</p>	<p>2.1 Conceptualize ideas for innovative work systems that will foster innovation using individual and group techniques.</p> <p>2.2 Evaluate and discuss the range of ideas with other team members and colleagues.</p> <p>2.3 Select a system idea that meets the workplace requirements and which is both feasible and innovative.</p>	<p>2.1 Principles of new systems</p> <p>2.2 Leadership and management theory</p> <p>2.3 system innovation in the workplace</p> <p>2.4 Various options for the system</p> <p>2.5 Creative thinking techniques</p>	<ul style="list-style-type: none"> • interpersonal skills to: <ul style="list-style-type: none"> ○ collaborate with others and represent ideas through clear and direct communication ○ ask questions to identify and confirm requirements ○ use language and concepts appropriate to cultural differences ○ use and interpret non-verbal communication • analytical skills to: <ul style="list-style-type: none"> ○ interpret and analyze organizational requirements for work systems ○ evaluate of staff competencies • management skills to: <ul style="list-style-type: none"> • plan the implementation of new systems • organise and implement training and learning activities to prepare team members and

			managers to implement a new work system research skills to access information
3. Develop plan for the innovative system.	<p>3.1 .Analyze the organizational structure to identify the impact of the new system on people, resources and finances.</p> <p>3.2 Consult staff throughout the organization who will be involved with, or affected by, the new system.</p> <p>3.3 Clarify financial impact of the new system and allocate funds and resources.</p> <p>3.4 Develop marketing or promotional strategy to educate the organization on the new system.</p> <p>3.5 Evaluate competencies of staff who will use the system and plan a learning and development strategy.</p>	<p>3.1 Principles of new systems</p> <p>3.2 Leadership and management theory</p> <p>3.3 System innovation in the workplace</p> <p>3.4 Various options for the system</p> <p>3.5 Creative thinking techniques</p>	<ul style="list-style-type: none"> • interpersonal skills to: <ul style="list-style-type: none"> ○ collaborate with others and represent ideas through clear and direct communication ○ ask questions to identify and confirm requirements ○ use language and concepts appropriate to cultural differences ○ use and interpret non-verbal communication • analytical skills to: <ul style="list-style-type: none"> ○ interpret and analyze organizational requirements for work systems ○ evaluate of staff competencies • management skills to: <ul style="list-style-type: none"> • plan the implementation of new systems • organise and implement training and learning activities to prepare team members and managers to implement a new work system research skills to access information

<p>4. Trial the innovative work system.</p>	<p>4.1 Present innovative system to staff and gather preliminary feedback</p> <p>4.2 4.2. Trial new system with a group within the organization.</p> <p>4.3 4.3. Monitor and take action to streamline the trial where required.</p>	<p>4.1 Principles of new systems</p> <p>4.2 Leadership and management theory</p> <p>4.3 system innovation in the workplace</p> <p>4.4 Various options for the system</p> <p>4.5 Creative thinking techniques</p>	<ul style="list-style-type: none"> • interpersonal skills to: <ul style="list-style-type: none"> ○ collaborate with others and represent ideas through clear and direct communication ○ ask questions to identify and confirm requirements ○ use language and concepts appropriate to cultural differences ○ use and interpret non-verbal communication • analytical skills to: <ul style="list-style-type: none"> ○ interpret and analyze organizational requirements for work systems ○ evaluate of staff competencies • management skills to: <ul style="list-style-type: none"> • plan the implementation of new systems • organise and implement training and learning activities to prepare team members and managers to implement a new work system • research skills to access information
<p>5. Review the trial of the innovative system.</p>	<p>4.4 Review the innovative system in relation to its goals and the ways in which it fosters</p>	<ul style="list-style-type: none"> • Principles of new systems • Leadership and management 	<ul style="list-style-type: none"> • interpersonal skills to: <ul style="list-style-type: none"> ○ collaborate with others and represent ideas through clear and

	<p>innovation in the workplace.</p> <p>4.5 Adjust the innovative system to reflect evaluation feedback.</p>	<p>theory</p> <ul style="list-style-type: none"> • system innovation in the workplace • Various options for the system • Creative thinking techniques 	<p>direct communication</p> <ul style="list-style-type: none"> ○ ask questions to identify and confirm requirements ○ use language and concepts appropriate to cultural differences ○ use and interpret non-verbal communication • analytical skills to: <ul style="list-style-type: none"> ○ interpret and analyze organizational requirements for work systems ○ evaluate of staff competencies • management skills to: <ul style="list-style-type: none"> • plan the implementation of new systems • organise and implement training and learning activities to prepare team members and managers to implement a new work system • research skills to access information
--	---	--	---

EVIDENCE GUIDE

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p>
--	--

	<p>1.1 establishes the reasons why innovative systems are required</p> <p>1.2 establishes the goals of a new innovative system</p> <p>1.3 analyses current organizational systems to identify gaps and barriers to innovation</p> <p>1.4 generates a number of options for innovative systems, seeks feedback, evaluates ideas and selects an appropriate idea to develop further</p> <p>1.5 develops a plan to implement the new system, including staff required, financial impact, marketing and the evaluation of competencies</p> <p>1.6 trials and monitors the innovative work system</p> <p>1.7 reviews the trial of the innovative work system and makes adjustments to reflect evaluation feedback, knowledge management systems and future planning.</p>
2. Resource Implications	<p>The following resources should be provided:</p> <p>2.1 Pens</p> <p>2.2 Note pads</p>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Interview</p> <p>3.2 Written Evaluation</p> <p>3.3 Third-party reports from a supervisor</p> <p>3.4 Review of portfolios of evidence</p>
4. Context for Assessment	<p>4.1 Competency may be assessed individually in the actual workplace or simulation environment in TESDA accredited institutions</p>

NC IV

UNIT OF COMPETENCY : MANAGE INNOVATION AND CONTINUOUS

IMPROVEMENT

UNIT CODE :

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes required to sustain and develop an environment in which improvement, innovation and learning are promoted and rewarded.

ELEMENTS	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Review programs, systems and processes.	1.1 Strategies are established to monitor and evaluate performance and sustainability of key systems and processes 1.2 Undertake detailed analyses of supply chains, and operational, product and service delivery systems 1.3 Performance measures are Identified, and assessment tools and techniques, and evaluate their effectiveness 1.4 Performance reports and variance are analyzed from plans for key result areas of the organization 1.5 Changing trends and opportunities are Identified and analyzed relevant to the organization 1.6 Advice from specialists is seek, where appropriate, to identify technology and electronic commerce opportunities	1.1 Techniques in systems thinking and process 1.2 Basic Project Management Techniques 1.3 Principles of change management 1.4 Psychology of change management 1.5 Strategies and techniques for recommending changes	1.1 Planning and implementing strategies 1.2 Analyzing, evaluating and integration of facts 1.3 Practicing analytical thinking 1.4 Demonstrating strategies and techniques in recommending changes and in managing changes in the workplace

<p>2. Develop options for continuous improvement</p>	<p>2.1 Groups are briefed on performance improvement strategies and innovation as an essential element of competition</p> <p>2.2 Creative climate and organizational learning are fostered by promoting interaction within and between work groups</p> <p>2.3 New ideas and entrepreneurial behaviour are encouraged, tested and recognized</p> <p>2.4 Failure of an idea are accepted during trialing and recognize, celebrate and embed success into systems</p> <p>2.5 Risk management and cost-benefit analysis are Undertook for each option or idea approved for trial</p> <p>2.6 Innovations through agreed organizational processes are approve</p>	<p>1.1 Cost-benefit analysis method</p> <p>1.2 Creativity and innovation theories and concepts</p> <p>1.3 Quality management and continuous improvement theories</p> <p>1.4 Practical Risk management concepts</p>	<p>2.1 Computing cost-benefit</p> <p>2.2 Practicing creativity and innovation</p> <p>2.3 Applying continuous improvement</p> <p>2.4 Applying risk management</p>
<p>3. Implement innovative processes</p>	<p>3.1 Continuous improvement and sustainability are promoted as essential to doing business</p> <p>3.2 Impact of change and consequences are addressed for people and implement transition plans</p> <p>3.3 Objectives, timeframes, measures and communication plans are ensured in</p>	<p>3.1 Knowledge management system</p> <p>3.2 Developing risk management techniques and control systems</p> <p>3.3 Evaluating impact of changes and developing action plans</p> <p>3.4 Techniques in implementing innovative change in</p>	<ul style="list-style-type: none"> • Applying knowledge management • Describing best practices • Demonstrating competence in evaluating extent of changes and efficacy of set action plans

	<p>place to manage implementation</p> <p>3.4 Contingency plans in are implemented in the event of non-performance</p> <p>3.5 Failure by prompt investigation and analysis are followed up of causes and managed emerging challenges and opportunities</p> <p>3.6 Learnings from activities are captured and managed to inform future work</p> <p>3.7 Continuous improvement are regularly evaluated systems and processes</p> <p>3.8 Costs and benefits of innovations and improvements are communicated to relevant groups and individuals</p>	<p>the workplace</p>	
--	---	----------------------	--

EVIDENCE GUIDE

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.1 Analyzed and evaluated systems and performance in key areas of the organization and identify opportunities for improvement, seeking advice from experts as appropriate</p> <p>1.2 Promoted the value of creativity, innovation and sustainability and recognize successes</p> <p>1.3 Supported the testing and trialing of new ideas and undertake risk management and cost-benefit analysis for options</p> <p>1.4 Planned for and implemented improvements using organization's processes for approvals, project management and change management</p> <p>1.5 Facilitated effective contributions to and communications about continuous improvement and innovation</p> <p>1.6 Captured insights, experiences and ideas for improvements and incorporate them into the organization's knowledge</p>
--	--

	management systems and future planning.
2. Resource Implications	<p>The following resources should be provided:</p> <p>2.1 Pens</p> <p>2.2 Note pads</p>
3. Methods of Assessment	<p>Competency in this unit may be assessed through:</p> <p>3.1 Interview</p> <p>3.2 Written Evaluation</p> <p>3.3 Case analysis</p>
4. Context for Assessment	<p>4.1 Competency may be assessed individually in the actual workplace or simulation environment in TESDA accredited institutions</p>

NC V

UNIT OF COMPETENCY : LEAD AND PRESENT IDEAS AND PRACTICAL SUGGESTION TO THE APPROPRIATE PEOPLE ABOUT HOW IMPROVEMENTS COULD BE MADE

UNIT CODE :

UNIT DESCRIPTOR : This unit covers the knowledge, skills and attitudes

required to lead a workplace team in an innovative work practices

ELEMENTS	PERFORMANCE CRITERIA <i>Italicized terms</i> are elaborated in the Range of Variables	REQUIRED KNOWLEDGE	REQUIRED SKILLS
1. Organize team to maximize innovation.	1.1 Performance is analyzed based on the performance requirements of the team . 1.2 Information is gathered about team members . 1.3 Strengths and weaknesses are acknowledged of individual team members. 1.4 Team roles are assigned to ensure a match between work requirements and individual team members' capacities. 1.5 Team members are selected to foster cross-fertilization of ideas.	1.1 Roles of individuals in suggesting and making improvements 1.2 Positive impacts and challenges in innovation 1.3 Types of changes and responsibility 1.4 Team development and management 1.5 Group development concepts (overview)	1.1 Identifying roles of individuals in suggesting and making improvements and the importance of pro-active involvement 1.2 listing the positive impacts and the challenges of change and innovation 1.3 Identifying examples of the types of changes that are within and outside own scope of responsibility 1.4 Demonstrate skills in team dynamics and group development
2. Select team members to foster cross-fertilization of ideas	2.1 Work is structured and organized work enable innovation. 2.2 Communicate work assignments to team members in ways that encourage and reinforce team based innovation. 2.3 Tasks and activities are allocated to ensure the best use of team skills. 2.4 Work assignments are ensured that include timelines that allow for innovation.	2.1 Types of changes in the individual participation 2.2 Improvements or innovations in the implementation 2.3 Developing high functioning teams: strategies and techniques 2.4 Motivation among individuals: practical strategies and techniques	2.1 Providing examples of the types of changes that can occur as a result of effective individual participation within own scope of responsibility 2.2 Listing of typical reasons why suggested improvements or innovations may not be implemented, including constraints 2.3 Reviewing how to prepare and communicate ideas for improvement to maximize likelihood

			<p>of support</p> <p>2.4 Facilitate group management techniques for high performance expectations</p> <p>2.5 Motivate members and colleagues in achieving specific goals</p>
<p>3. Provide guidance and coaching to a team members on innovation in the workplace</p>	<p>3.1 Team members are encouraged to work collaboratively on work assignments.</p> <p>3.2 Team members are encouraged to share work information, knowledge and experiences in their day-to-day work.</p> <p>3.3 Team members are encouraged to seek external stimuli and knowledge and to set up and maintain networks.</p> <p>3.4 Guidance is provided to team members on the use of innovation in the workplace.</p> <p>3.5 Team members are coached to ensure they have the enabling skills to implement innovation in the workplace.</p>	<p>3.1 Performance Coaching Principles</p> <p>3.2 Mentoring principles</p> <p>3.3 Evaluating efficacy of coaching and mentoring</p> <p>3.4 Innovative strategies and techniques for winning teams</p>	<ul style="list-style-type: none"> • Providing examples of the types of changes that can occur as a result of effective individual participation within own scope of responsibility • Stating the typical reasons why suggested improvements or innovations may not be implemented, including operational and management constraints • Describing how to prepare and communicate ideas for improvement to maximize likelihood of support. • Conducting coaching and mentoring to subordinates and colleagues • Evaluating and linking coaching and mentoring to performance
<p>4. Provide a model of innovative work practice.</p>	<p>4.1 Case studies and examples are shared of the use and benefits of innovative work practices within</p>	<p>4.1 Conceptual framework development</p> <p>4.2 Managing and</p>	<ul style="list-style-type: none"> • Developing paradigms for innovative practices; applying open-mindedness in the

	<p>teams with team members.</p> <p>4.2 Examples are ensured of the way innovative skills can be applied in the workplace are provided by the team leader.</p> <p>4.3 Qualities of an effective team member are demonstrated, as team leader in working with the team.</p> <p>4.4 Value placed by the organization on innovation are promoted and reinforced</p>	<p>maintaining innovative mindset in the workplace</p> <p>4.3 Learning to learn skills</p>	<p>workplace</p> <ul style="list-style-type: none"> • Modelling encouraging behaviors necessary to cultivate innovative framework • Demonstrating skills in managing and maintaining innovative practices in the workplaces
<p>5. Monitor the team's ongoing use of innovative work practices.</p>	<p>5.1 Team members actively encouraged to reflect on team activities and opportunities for improvement and innovation.</p> <p>5.2 Team activities are evaluated based on feedback from team members, management, clients and other interested people.</p> <p>5.3 Suggestions for work improvements are received in a positive manner, and act on them where appropriate.</p> <p>5.4 Evidence are reviewed and recorded of the application of innovative work skills, and present findings.</p> <p>5.5 Innovation process are reviewed and discussed and analyzed both in positive and</p>	<p>5.1 Team introspection and evaluation strategies and techniques</p> <p>5.2 Managing feedbacks and performance success and pitfalls</p> <p>5.3 Responding to feedbacks and accepting criticisms</p> <p>5.4 Developing action plans for innovative performance</p>	<p>5.1 Demonstrating skills in evaluating one's performance and relating it to group performance</p> <p>5.2 Managing feedbacks for performance improvements</p> <p>5.3 Developing strategic plans for innovative changes</p>

	negative outcomes.		
6. Provide feedback on the use of innovative work skills.	6.1. Debrief team members after work and training and evaluation exercises. 6.2. Discuss feedback from review processes within the team and use it to inform future planning. 6.3. Innovations and reward are celebrated by the team. 6.4. Problems are discussed in the use of innovation in a constructive way.	6.1 Briefing and debriefing techniques 6.2 Solution-focused Coaching interviews: techniques 6.3 Motivational theories and application	6.1 Demonstrate skill in conducting and managing coaching interviews for feedback giving, receiving toward performance improvement 6.2 Apply motivational theories to develop high performance teams 6.3 Provide clear-cut feedback to individuals in making effective and efficient application of innovation and learning in the workplace

RANGE OF VARIABLES

VARIABLES	RANGE
1. Team	May include : 1.1 small work team 1.2 store team 1.3 corporate team.
2. Information	May include: 2.1 work preferences 2.2 past jobs 2.3 interests 2.4 working styles 2.5 lifestyle preferences.
3. Team members	May include: 3.1 come from a variety of social, cultural or ethnic backgrounds 3.2 vary in literacy and numeracy skills 3.3 vary in competencies.
4. Methods used to communicate	May include: 4.1 writing a proposal 4.2 building a model

	<ul style="list-style-type: none"> 4.3 showing a film 4.4 presenting a talk 4.5 preparing a report 4.6 drawing a diagram
5. Encourage and reinforce <i>team-based innovation</i>	<p>May include:</p> <ul style="list-style-type: none"> 5.1 allowing follow-through with ideas 5.2 providing enough but not too much guidance and structure 5.3 providing training and learning opportunities.
6. External stimuli and knowledge	<p>May come from:</p> <ul style="list-style-type: none"> 6.1 technical experts 6.2 other organisations 6.3 journals 6.4 the internet 6.5 networks
7. Qualities of an effective team member	<p>May include capacity to be:</p> <ul style="list-style-type: none"> 6.1 fair 6.2 responsible 6.3 collaborative 6.4 reflective 6.5 sympathetic 6.6 equitable 6.7 hardworking
8. Guidance	<p>May include:</p> <ul style="list-style-type: none"> 8.1 coaching 8.2 mentoring 8.3 counselling 8.4 skills training 8.5 modelling.
9. Qualities of an effective team member	<ul style="list-style-type: none"> 9.1 May include: 9.2 fair 9.3 responsible 9.4 collaborative 9.5 reflective 9.6 sympathetic 9.7 equitable 9.8 hardworking.
10. Feedback	<ul style="list-style-type: none"> 9.9 May include

	<p>9.10 verbally</p> <p>9.11 in writing</p> <p>9.12 through presentations</p> <p>9.13 at informal and formal meetings.</p>
11. Clients	<p>9.14 May include:</p> <p>9.15 new and existing clients</p> <p>9.16 internal or external clients</p> <p>9.17 customers with a range of social, cultural and ethnic backgrounds and physical and mental abilities</p> <p>9.18 customers with routine or special needs.</p>
12. Suggestions for work improvements	<p>9.19 May include”</p> <p>9.20 supervisors</p> <p>9.21 team members</p> <p>9.22 peers</p> <p>9.23 clients</p> <p>9.24 the learners</p> <p>9.25 subject experts.</p>
13. Evidence	<p>9.26 May include:</p> <p>9.27 feedback from team members or other staff</p> <p>9.28 feedback from clients or work-based managers</p> <p>9.29 work-related statistics and reports.</p>
14. Training and evaluation	<p>9.30 May include:</p> <p>9.31 relate to:</p> <p>9.32 existing staff competencies</p> <p>9.33 level of competencies required by staff</p> <p>9.34 be supervised by:</p> <p>9.35 supervisor or manager</p> <p>9.36 training coordinator</p> <p>9.37 external consultant.</p>
15. Rewards	<p>9.38 May include</p> <p>9.39 positive feedback presentation to peers and higher management</p> <p>9.40 prizes</p> <p>9.41 certificates</p> <p>9.42 positive reinforcement through articles in newsletters.</p>

EVIDENCE GUIDE

<p>1. Critical aspects of Competency</p>	<p>Assessment requires evidence that the candidate:</p> <p>1.8 Organized team to maximize innovation, including gathering information on team members, assigning team roles and selecting team members</p> <p>1.9 Organized work assignments within team to foster innovation</p> <p>1.10 Provided guidance and coaching to team members on innovation in the workplace</p> <p>1.11 Provided a model of innovative work practice</p> <p>1.12 Monitored the team's ongoing use of innovative work practice.</p>
<p>2. Resource Implications</p>	<p>The following resources should be provided:</p> <p>2.1 Pens</p> <p>2.2 Note pads</p>
<p>3. Methods of Assessment</p>	<p>Competency in this unit may be assessed through:</p> <p>3.1 Interview</p> <p>3.2 Written Evaluation</p> <p>3.3 verbal questioning to assess knowledge and understanding</p> <p>3.4 review of portfolios of evidence and third-party workplace reports of on-the-job performance.</p> <p>3.5 Sensitivity techniques</p> <p>3.6 Group facilitation</p>
<p>4. Context for Assessment</p>	<p>4.1 Competency may be assessed individually in the actual workplace or simulation environment in TESDA accredited institutions</p>