



Institute of Leadership  
& Management

# super**series**

## Managing Creativity and Innovation in the Workplace

FIFTH EDITION

Published for the  
Institute of Leadership & Management



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## Series preface

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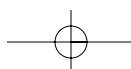
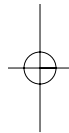
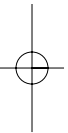
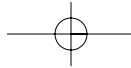
Whether you are a tutor/trainer or studying management development to further your career, Super Series provides an exciting and flexible resource to help you to achieve your goals. The fifth edition is completely new and up-to-date, and has been structured to perfectly match the Institute of Leadership & Management (ILM)'s new unit-based qualifications for first line managers. It also harmonizes with the 2004 national occupational standards in management and leadership, providing an invaluable resource for S/NVQs at Level 3 in Management.

Super Series is equally valuable for anyone tutoring or studying any management programmes at this level, whether leading to a qualification or not. Individual workbooks also support short programmes, which may be recognized by ILM as Endorsed or Development Awards, or provide the ideal way to undertake CPD activities.

For learners, coping with all the pressures of today's world, Super Series offers you the flexibility to study at your own pace to fit around your professional and other commitments. You don't need a PC or to attend classes at a specific time – choose when and where to study to suit yourself! And you will always have the complete workbook as a quick reference just when you need it.

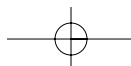
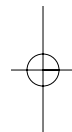
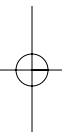
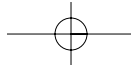
For tutors/trainers, Super Series provides an invaluable guide to what needs to be covered, and in what depth. It also allows learners who miss occasional sessions to 'catch up' by dipping into the series.

Super Series provides unrivalled support for all those involved in first line management and supervision.



## Unit specification

<b>Title:</b>	<b>Managing creativity and innovation in the workplace</b>	<b>Unit Ref:</b>	<b>M3.06</b>
<b>Level:</b>	<b>3</b>		
<b>Credit value:</b>	<b>1</b>		
<b>Learning outcomes</b>	<b>Assessment criteria</b>		
<i>The learner will</i>	<i>The learner can (in an organization with which the learner is familiar)</i>		
1. Understand the importance of creativity and innovation for the organization	1.1	Use a technique to encourage creative ideas amongst team members	
	1.2	Explain barriers to creative thinking and resistance to innovation within the team	
	1.3	Explain how to gain the commitment of others in moving creative ideas forward	
	1.4	Evaluate creative and innovative ideas and make reasoned recommendations to managers and others	



# Workbook introduction

## 1 ILM Super Series study links

This workbook addresses the issues of *Managing Creativity and Innovation in the Workplace*. Should you wish to extend your study to other Super Series workbooks covering related or different subject areas, you will find a comprehensive list at the back of this book.

## 2 Links to ILM qualifications

This workbook relates to the learning outcomes of Unit M3.06 Managing creativity and innovation in the workplace from the ILM Level 3 Award, Certificate and Diploma in First Line Management.

## 3 Links to S/NVQs in management

This workbook relates to the following Unit of the Management Standards which are used in S/NVQs in Management, as well as a range of other S/NVQs:

C2. Encourage innovation in your area of responsibility



## 4 Workbook objectives

Creativity and innovation have become much more significant issues for all organizations over the last few years. This is a reflection of the increasingly competitive market that all organizations operate in, whether they are in the private, public or voluntary sector. This innovation has been driven by the increasing rate at which new technologies have appeared, the greater wealth of people in developed countries particularly, and changing social patterns.

People will try out new products and services more readily, and organizations have to improve their processes constantly to meet customer demand and manage their costs. Far too many organizations have seen themselves as impregnable until a new organization arrives and they find themselves struggling.

In this workbook we will look at innovation and its closely related idea, creativity. We will examine how creativity leads into innovation, what you can do to encourage creative ideas and assess your organization's readiness to accept these ideas, and what you need to do to implement them.

### 4.1 Objectives

By the time you have completed the workbook you should be able to:

- distinguish between creativity and innovation;
- recognize the increasing importance of creativity and innovation in organizational success;
- appreciate some of the different techniques that can help you to lead people through a creative ideas generation process;
- select an appropriate creative approach to developing innovations in your organization;
- implement innovative ideas in your organization.

## 5 Activity planner

Activities 6 and 7 ask you to look at your organization's approach to R&D. You may want to explore this at work now, so that you can start collecting material as soon as possible.



These and several other Activities may provide the basis of evidence for your S/NVQ portfolio. All Portfolio Activities and the Work-based assignment are signposted with this icon.

