

UNIT CODE	PSPGEN069
UNIT TITLE	Foster leadership and innovation
APPLICATION	<p>This unit describes the performance outcomes, skills and knowledge required to foster leadership and innovative work practices in others.</p> <p>This unit applies to those working in generalist and specialist roles within the public sector. Those undertaking this unit would work autonomously consulting others as required, performing complex tasks in a range of familiar and unfamiliar contexts.</p> <p>The skills in this unit must be applied in accordance with Commonwealth and State or Territory legislation, Australian standards and industry codes of practice.</p> <p>No occupational licensing, certification or specific legislative or certificate requirements apply to this unit at the time of publication.</p>
PREREQUISITE UNIT	Nil
COMPETENCY FIELD	General
UNIT SECTOR	

ELEMENTS	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Provide a model of innovative practice	1.1 Promote and reinforce the value placed on leadership and innovation by the organisation. 1.2 Identify and share within workgroups effective leadership styles and the benefits of innovative work practices. 1.3 Identify leaders who demonstrate a range of leadership styles and provide workgroup members with opportunities to learn from them. 1.4 Model and encourage innovative work practices in the workgroup. 1.5 Identify and address barriers to innovation with the workgroup.

2. Organise workgroups to develop innovation and leadership	<p>2.1 Analyse performance requirements for the workgroup.</p> <p>2.2 Gather information about workgroup members.</p> <p>2.3 Identify strengths and weaknesses of individual workgroup members in a manner that takes account of cultural and individual differences.</p> <p>2.4 Assign workgroup roles to match individual capacities and leadership styles.</p> <p>2.5 Assign workgroup members in a manner that fosters sharing of ideas.</p>
3. Organise work assignments to facilitate innovation	<p>3.1 Structure and allocate work to support innovation.</p> <p>3.2 Communicate work assignments to workgroup members in ways that encourage and reinforce group based innovation.</p> <p>3.3 Allocate tasks and activities to ensure the best use of workgroup skills.</p> <p>3.4 Include timeframes and resources that allow for innovation in work assignments.</p>
4. Support workgroup to develop leadership and innovation	<p>4.1 Encourage workgroup members to work collaboratively on work assignments and in their day to day work.</p> <p>4.2 Encourage workgroup members to seek external stimuli and knowledge and to set up and maintain networks that support the development of leadership and innovation.</p> <p>4.3 Provide guidance to workgroup members on the use of innovation skills in ways suited to their current knowledge and experience.</p> <p>4.4 Encourage workgroup members to take a leadership role at different times throughout work assignments in accordance with their strengths or development needs.</p> <p>4.5 Coach workgroup members to ensure they have the skills to underpin the development of leadership and innovation skills.</p>
5. Monitor innovation and leadership development	<p>5.1 Encourage workgroup members to reflect on activities and opportunities for innovation.</p> <p>5.2 Evaluate workgroup activities based on feedback.</p> <p>5.3 Encourage and implement suggestions for work improvements made by workgroup.</p> <p>5.4 Record and present reviews of the application of innovation and leadership skills.</p> <p>5.5 Review the development process and discuss and analyse outcomes constructively.</p>
6. Provide feedback on innovation and leadership development	<p>6.1 Discuss and use feedback from review processes to inform future innovation and leadership planning.</p> <p>6.2 Acknowledge different leadership styles and their value in providing inspiration or closure at various points in the innovative process.</p> <p>6.3 Celebrate successful innovations.</p> <p>6.4 Discuss and resolve problems in the use of innovation skills.</p>

FOUNDATION SKILLS

Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.

Initiative and enterprise skills to:	<ul style="list-style-type: none"> develop new and innovative ideas through exploration, evaluation, analysis and critical thinking
Teamwork skills to:	<ul style="list-style-type: none"> use inclusive and collaborative techniques to share, promote and convey complex information about new ideas and systems within the workplace and leadership and innovation in work practices.
UNIT MAPPING INFORMATION	This unit supersedes and is equivalent to PSPGEN069 Foster leadership and innovation
LINKS	Companion Volume Implementation Guide

TITLE	Assessment Requirements for PSPGEN069 Foster leadership and innovation
PERFORMANCE EVIDENCE	<p>Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit in the context of the job role, and must demonstrate evidence of performance of each of the following on at least one occasion:</p> <ul style="list-style-type: none"> apply legislation, regulations and policies relating to the public sector provide leadership and delegation apply innovation in own work communicate with a diverse workforce including listening, giving and receiving feedback and conflict resolution mentor and motivate others undertake evaluation match staff competence to task requirements.

KNOWLEDGE EVIDENCE	<p>Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:</p> <ul style="list-style-type: none"> public sector legislation including WHS and environment, regulations, policies, procedures and guidelines relating to the public sector innovation and its application in the workplace leadership principles techniques for evaluating workgroup activities group dynamics coaching practices to develop leadership and innovation skills the use of feedback in planning processes mentoring and motivating others conflict resolution techniques.
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ASSESSMENT CONDITIONS	<p>Skills must be demonstrated in the workplace or in a simulated environment that reflects workplace conditions.</p> <p>Simulated assessment environments must simulate the real-life working environment where the skills and knowledge within this unit would be utilised, with all the relevant equipment and resources of that working environment.</p> <p>Assessment must ensure access to:</p> <ul style="list-style-type: none">■ legislation, policy, procedures and protocols relating to the public sector. <p>Assessors must satisfy the Standards for Registered Training Organisations' requirements for assessors.</p>
LINKS	Companion Volume Implementation Guide