Skills for innovation

What next for your team?

Hello again...

Thanks for downloading and completing our Skills for Innovation tool. We hope you found it a useful and reflective exercise!

The tool is just the first step in understanding the impact your team's competencies and attitudes have on how you operate in practice; this document contains further activities that complement the app. They will support you and your team to explore in more depth the role that competencies and attitudes play in your projects, the synergy of your team, and how they shape and inform your actions.

This document is made up of two activities, each of which has a different purpose:

ACTIVITY 1: REFLECTING ON TEAM COMPETENCIES

This activity brings the process your team undertook through the app into the real world. While the app helps you reflect on and identify your own competencies and attitudes in relation to the rest of your team, the real value lies in having a dialogue between team members and undergoing a more in-depth 360 degree group assessment. This will help you to identify, as a team:

1. The gap between what individuals 'think' their strengths are compared to what the rest of the team observes as being their strengths in daily practice (stimulating conversations around barriers individuals may face in actioning their skills).
2. What observable competency gaps you have as a team, in order to identify which could be developed.

ACTIVITY 2: IDENTIFYING COMPETENCIES IN PROJECTS

This reflective activity is project specific and examines in more detail how your team's different competencies and attitudes come into play, exploring where and in what ways they manifest themselves during a project. This will enable you, as a team, to recognise how (and in what ways) certain competencies benefit the project, and how their absence might be restrict and limit its progress. This activity should be carried out during a current project, or on a very recently completed project.

# 1. Reflecting on team competencies

As a team you have now carried out a self assessment of your competencies, identifying what your personal perspectives are around the team's strength and weaknesses. This activity is useful for gaining an initial awareness of the ways in which you all perceive yourselves and your abilities, but it doesn't accurately articulate how you demonstrate these skills and attitudes in practice. By carrying out the Competency Assessment activity with your team, you can begin to identify which skills manifest themselves on a daily basis, discerning which skills are being utilised and which are not, as well as providing a 360 degree assessment of all team members.

MATERIALS YOU WILL NEED

Team summary from app
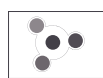
Printout of the Competency Framework

Sticky dots (plus marker pens)

Tape (or blue tack)

PREPARATION

Identify your facilitator: This person doesn't need specific knowledge of innovation approaches, just the ability to keep the conversation on track and moving forward.

Make time and space: Ensure that you have sufficient time to get the most from this activity. We recommend at least one hour.

Prepare the materials: Print out and pin up the Competency Framework (Appendix 1) ideally at A2 size. Have your app generated 'team summary' info to hand.

STEP 1:

Gathering around the Competency Framework, the facilitator selects one team member to begin with, and asks the rest of the team what 3 attitudes from the list this individual displays most frequently/strongest when conducting their work. Encourage examples to be given (i.e. when they were observed). The individual then shares the attitudes they personally listed during the app self-assessment (use the summary if necessary). Are they the same or different? Discuss and agree, as a group, which are most representative and place the dots/draw a coloured dot next to the relevant attitude on the Framework. Repeat for each individual.
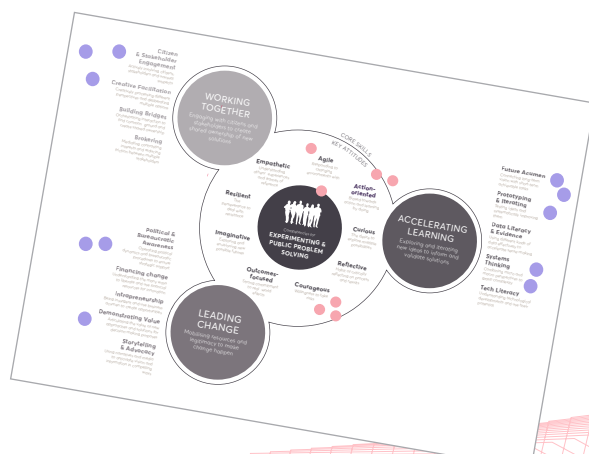
STEP 2:

In a similar way to the attitudes activity, have the team identify the 3 strongest or most frequently demonstrated competencies they see in each individual. Again, add these competencies (as decided upon as a group) to the Competency Framework.

STEP 3:

Consider the completed Competency Framework against the team summary produced by the app. The facilitator should support a group discussion using the following prompting questions:

- How did the self perceived attitude and competency strengths and weaknesses differ from those generated by the group? Why do you think this is?
- Are there any capacities that are present in the team that are not being utilised?
- What might be the barriers/conditions causing this? (i.e. is this affected by role responsibilities, time, autonomy, other team members with the same skills?)
- Where are the gaps? Are these an issue for the team? In what ways might you address these gaps?

2.Identifying competencies in projects

This reflection involves completing a 'project journey mapping' activity in order to support a deeper discussion around where competencies are manifesting themselves in your daily work (or similarly if the lack of a competency is an issue). This activity makes your project tangible, and helps you to pinpoint the moments where

things failed, stalled, or took a turn in the wrong direction. Using this approach, you can begin to discuss what attitude or competency (or lack of) may have contributed to this occurrence, helping to clarify on a practical level which may be prudent to develop.
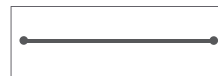
MATERIALS YOU WILL NEED

Team summary from tool
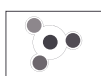
Printout of the Competency Framework

Post-its and marker pens

Printout of (or self drawn) journey map

PREPARATION

Identify your facilitator: This person doesn't need specific knowledge of innovation approaches, just the ability to keep the conversation on track and moving forward.

Make time and space: Ensure that you have sufficient time to get the most from this activity. We recommend at least one hour.

Prepare the materials: Print out and pin up the Competency Framework for reference. Place your project journey map somewhere you can all access it. Have your app generated 'team summary' info to hand.

STEP 1:
On post-its, write out the key moments of the project (one per post-it). Moments such as: when were the key decisions made, when did activities occur, when did members join or leave, when did collaborations take place, when were changes in direction made, etc.?
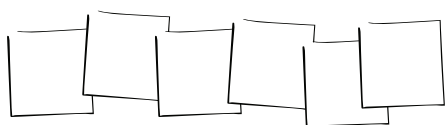

STEP 2:
Set the post-its out on the journey map in chronological order. When doing this, identify which were positive moments and which were negative by moving the post-it to a higher (for positive) or lower (for negative) vertical position on the sheet, as shown below. Take a moment to ensure everyone is in agreement with the listed key moments and their placement.
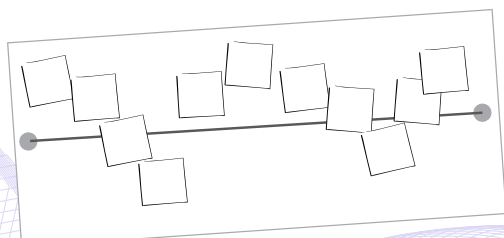
STEP 3:
Focusing initially on the positive moments, pose to the team the question: "Why was this positive?", and then "What competencies and attitudes played a role in making this positive, and how?". Write the competencies, attitudes and their values down next to the post-it of the moment.
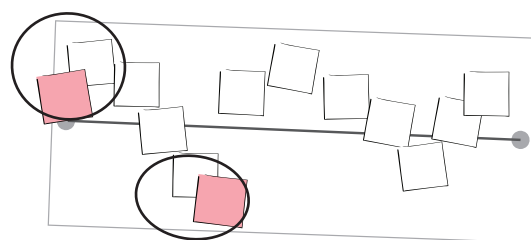
STEP 4:
Now focus on the negative moments, posing to the team the question: "Why was this negative?", and them more specifically "What competencies and attitudes (or lack of) played a role in making this negative, and how?". Again, write a short reasoning next to the post-it of the moment.

Selecting one negative post-it at a time, pose the following questions: "Could this situation have been avoided or alleviated if a certain competency was more prominent in our team?", and "How might we develop this competency?"