

University of Huddersfield – Innovative Working

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| <p>Title of Proposed Programme</p> | <p>DREAM – (Driving Innovation, Resolving Conflict, Encouraging Equality, Advancing Wellbeing, Managing Relations)</p> |
| <p>Programme Content</p> | <p>All the sessions of this programme will be sourced from CMI (Level 7 or higher) and CIPD (Level 5 or higher) accredited material along with development of specialised content mapped to NQF Level 09 (MBA) and NQF Level 10 (PhD). All content will be mapped to Quality Assurance Agency (QAA) and Association to Advance Collegiate Schools of Business (AACSB) benchmarks which is standard delivery practice of the Business School.</p> <p>Furthermore, the program will address the need to foster an ethos around innovation which sees it as an integral part of business sustainability which has implications for all business activities within a given firm. Therefore, we will specifically focus on providing knowledge on innovative workplace practices and the practice of incubating innovation within the workplace through work design, organisational learning and processes involved in recognising and rewarding innovative practices. Specific focus will be given to the regional context where practical solutions for dealing with regional challenge to innovation will be explored. Here strategies for maximising the local workforce (talent makeup of the region, market forces and political drivers) will be addressed.</p> <ul style="list-style-type: none"> • Innovation for the 21st century <ul style="list-style-type: none"> ○ This foundational session will explore innovation through ages leading up to innovation as modern businesses see it today. This session will be supplemented through world leading innovation research and will provide a comprehensive overview of the landscape of innovation as macro, meso and micro levels of organisational function. • Innovation as a business philosophy <ul style="list-style-type: none"> ○ Using the latest research on coalition building this session will critically explore how innovation can be fostered as a philosophy that penetrates every aspect of organisational life. Here we will be looking at creating a ‘buy in’ for innovation within a business from a bottom up approach where innovation is the rule not the exception. • Innovation in The Leeds City Region <ul style="list-style-type: none"> ○ Building on the previous sessions, in this session we will hone in on the regional and contextual factors affecting local SMEs in developing innovative working and workplace practices. This session will incubate the contextualisation of innovation from a regional perspective looking at trends, demographics and challenges. Local policy |

landscape and regulatory affairs will feature in this session.

- **Implementation of technology for collaboration**
 - Given the integral role technology plays in innovative work and employment practices this session will explore the role of technology and the mechanisms for technology-driven innovative work and employment practice from an applied point of view. Sub topics such as **recruitment and selection, talent management and workplace conditions** will be included.
- **Designing Innovative Work Practices**
 - This session will explore the art of setting the right conditions for innovation and practical challenges and considerations implementing innovative workplace practices. This will be supplemented through highly relevant cases of successful implementation and best practice. This session will utilise the award winning 'magical incubator' strategies first developed by the Massachusetts Institute of Technology (MIT) for fostering business innovation.
- **Measuring Innovation**
 - This session will look at the importance and necessity for clear measurement of innovative practices. Here world leading metrics and tools for measuring innovation will be introduced along with guidance on how such metrics can be adapted to specific organisational settings. Notions which see measurement of innovation not as a luxury but as a necessity will be explored.
- **The Adaptive Organization**
 - Through the use of latest research in organizational adaptation, isomorphism, business plasticity and dynamic capabilities this session will explore the mechanism for practical adaptation for SMEs in fostering and sustaining innovative workplace practices.
- **Innovative Recruitment & Selection**
 - This highly practical session will provide a step-by-step approach to the recruitment and selection process with the ultimate aim to equip participants with the confidence to make the most effective recruitment and selection decisions informed by cutting edge research and innovative technology. The session will further support managers to successfully implement the equality and diversity elements of the Equality Act in the process and will be fully informed by the most recent CIPD standards.
- **Rewarding Innovation**
 - This session will explore the ways in which organizations can incentivise employees to engage

more actively in innovation and identify the challenges in doing so. Building on the most recent research, theory, and practice, psychological processes associated with reward-related behaviours will be discussed and their impact on individual employees assessed. The ultimate goal of the session is to enable participants to design more formal mechanisms for incentivising and rewarding innovation in their organizations.

- **Inspiring Innovative Work and Work Practices**
 - Building on the previous sessions this session will look at the role of leadership in fostering innovative workplace practices in local SMEs. This session will feature industry best practices with the latest research on leadership driven innovation along with strategies for practical organisational change.
- **Sustainable Innovation**
 - This session will systematically develop answers to the question ‘how do we make our innovation last?’ through the exploration of sustainable innovative workplace practices and the need for calibration and incremental improvement. A practical set of industry standard tools will be used in this session.
- **High Involvement Work Practices**
 - This session will focus on designing high involvement work practices. Using an interactive action learning approach, participants will actively learn about the innovative working through designing work organisation in ways that permit workers to deploy a wider range of skills to work with greater autonomy and to develop high employee engagement and enhanced individual and business performance.
- **Creating an Effective Team**
 - During this interactive and engaging session participants will learn about team dynamics, effective team processes, managing team diversity, and solving conflict among team members in a constructive way. Team building games and activities to take-away to participating organizations will be used to equip participants with knowledge of the behaviours required to develop better team performance and stronger team culture.
- **Innovation Toolkit for Your Business – A Master class**
 - This session will be a synthesis of the previous sessions where a comprehensive toolkit will be co-created while closely examining specific business needs and implementation strategies. The toolkit produced here will be both a direct outcome of the program as well as a tangible, measurable artefact which can be used in-house in the attendees’ organisation.

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| Course delivery method | <p>Employer premises - for bespoke in company programmes.</p> <p>Training Provider premises – our mixed cohort programmes will be held in the prestigious 3M Buckley Innovation Centre (3MBIC) in Huddersfield in a dedicated training suite with leading edge AV technology and workshop spaces designed for interactive, creative group learning.</p> |
| Duration | <p>This course is delivered over 14 sessions, one to two 3.5 hour sessions per week</p> |
| What are the perceived business benefits of the proposed training and what are the outcomes for the business | <ul style="list-style-type: none"> • Latest insights into innovative working and workplace practices sourced from across the globe delivered by an expert team who will demonstrate how to interpret, synthesise and implement these insights into specific workplace settings. • A co-created 'innovation toolkit' which can be implemented within the business. Addressing the precise needs of the participating businesses. • A pathway for professional accreditation for the participants • Access to a highly influential network of local SMEs, experts and policy makers • Increased adoption of innovation thinking and high performance work practices to generate new business models, new or upgraded products and process improvements, leading to longer term increased financial success. • Higher skilled and qualified leaders and managers, able to take better informed decisions and create a high performance culture which encourages innovation and attracts higher calibre staff to meet the skills needs of a knowledge-led business, especially in key skill shortages. |
| Target group of participants/Who should attend | <p>SME top teams – senior leaders and their management teams</p> |
| Is there opportunity for delivery to be flexible dependent upon the needs of individual learner/employer | <p>This programme will have the optionality in terms of bespoke in-house training for specific employers. The component parts of the programme can be specifically tailored to the needs of the participating organisation and flexible delivery schedule can be arranged based on specific organisational needs.</p> |