

# Drive innovation and breakthrough thinking

Challenges the status quo, fosters new ideas and perspectives; continually benchmarks activities against best practice.

## First Line Managers and Technical Specialists

### Description:

Is aware of and uses good and responsible practices from other companies/organisations. Adopts and implements new ideas, encouraging and supporting others to do so. Recognises team members for thinking and acting differently. Refines current practice and process.

### Positive indicators:

- Recognises there may be other and better ways of working
- Listens to others' suggestions and ideas with an open mind
- Reviews current practices and processes when mistakes occur in order to fix problems
- Asks for ideas and suggestions and listens with an open mind

### Contrary indicators:

- Only seeks information from immediate/limited sources
- Resists new initiatives
- Accepts current practice as the only way of achieving excellence
- Dismisses ideas or suggestions made by others

## Middle Managers and Advanced Technical Specialists

### Description:

Uses internal and external comparisons to review, embed and validate excellence. Embraces and promotes new ideas. Encourages others to create and innovate, and acts as a role model. Looks for new, and better, ways of doing things.

### Positive indicators:

- Compares own performance to that of others in order to learn and make changes
- Is open to new ideas and works to develop and implement them accordingly
- Refines procedures and processes as a result of feedback and suggestions
- Promotes the value of creativity and innovation and willingly explores others' suggestions

### Contrary indicators:

- Does not consider the practice of those around them or external influences
- Undermines or finds fault with new initiatives outside current practice
- Relies on current thinking rather than fostering a culture of continual improvement and innovation
- Quickly finds reasons not to innovate and change

## Business Leader/ Senior Manager

### Description:

Benchmarks activities against best practice, pushing the organisation to adopt new initiatives. Looks to continually improve what is already underway and fosters a climate of experimentation.

### Positive indicators:

- Benchmarks performance against external comparators
- Advocates innovation and change in order to deliver future business value
- Creates and promotes approaches designed to stimulate improvement
- Recognises and rewards creativity, innovation and improvement

### Contrary indicators:

- No effort is made to make comparisons with others and other external organisations
- Resists change and strives to maintain current practices
- Strives to protect known and trusted approaches
- Takes little time to consider new and alternative approaches