Training Curriculum

INCREMENTA
Innovation and Creativity Mentality Advancement in SMEs

Training Programme
Trainer's Guide

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advancement in SMEs

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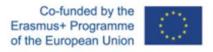
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Introduction

This document is the European INCREMENTA Training Curriculum for Creativity and Collaboration Management in SMEs. It provides a detailed description of the 5-day Training Programme created by the INCREMENTA Project and has been designed especially to meet the needs of SMEs.

To develop the Curriculum and Training Material, the partnership has been working together, paying special attention to the needs of SMEs. Some of the partners are in a daily contact with SMEs and provided their experience on the current needs of SMEs. Others are experienced in Innovation Management and provided useful knowledge on Innovation Management Systems in SMEs. This combination is what makes the Training ideal for its purpose.
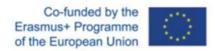
The Training Curriculum is designed for a 5-day Training Programme. The proposed duration of the Training is 30 hours. The Training Programme as presented in this document can be delivered as a comprehensive programme in one five-days course or split along a longer period. Alternatively, an educator can select learning activities and develop a shorter programme to fit specific learning needs of their teams.

The Training Programme was pilot tested on February 2020 in Ireland and was developed and tested to ensure successful delivery to participants from different countries.

The Training Curriculum includes the description of the methodology adapted, the main aims of the course as well as the expected competences in terms of learning outcomes. The trainig is based on the European Credit System for Vocational Education and Training (ECVET) technical framework which supports the transfer, recognition and accumulation of learning outcomes. The course is divided into 2 units with learning outcomes in the areas of knowledge, skills and competences to create a clear picture of what a learner will know and be able to do by the end of a course

The other outputs of the INCREMENTA project, i.e. Innovation System Guidebook for SMEs, Online Platform for Innovation in SMEs, accompany and support this Training Programme and both of them can be used either unaltered or adopted and customized to your participants needs.

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Description of the Overall Training Programme

General information

Course title

Creativity and Collaboration Management in SMEs.

Scope

To support the training of SMEs staff dealing with innovation activities and to develop their knowledge and competences in relation to creativity and collaboration management.

Target group

Trainers and training institutes who deliver innovation, creativity, collaboration management or who work with companies and wish to acquire new skills and competences to transfer them.
SMEs staff and managers who are, or wish to be, responsible for the implementation of an innovation system and in particular creativity and collaboration management processes in their companies.
Consultants who wish to develop innovation/ creativity/ collaboration management competences in order to implement an innovation management system in SMEs.

Learning Outcomes

Upon completion of the training course, the participants are expected to:
- Develop in-depth understanding of innovation, creativity and collaboration concepts;
- Acquire a way of thinking that promotes innovation, creativity and collaboration in workplace;
- Develop the ability to create a strategy on creativity and collaboration management;
- Develop the ability to design a creativity and collaboration management process;
- Select toolkit instruments that would be most appropriate to your organisation
- Assess their current situation in terms of creativity and collaboration management.
- Use metrics to define the impact of creativity and collaboration management.

Duration

Indicative time: 5 days / 30 hours in class training.
Plus, time for preparation, estimated at 10 hours.
Total learning time: 40 hours.

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However, duration can be adjusted to your needs.

Trainers

Expert in adult training, strategic planning, process management. Knowledge on Innovation, Creativity and Collaboration Management Systems.

ECVET

EQF level: Level 7
ECVET points: 12 (6 ECVET each unit)

Thematic Units

Unit 1 – Creativity: What do SME's need to know?

Learning objectives
At the end of the thematic unit the participants are expected to:
- Build a common understanding on innovation and creativity management culture;
- Describe basic innovation terms;
- Acknowledge the importance and benefits of creativity in business and understand its correlation with innovation;
- Develop creative thinking in themselves and in their organisations;
- Learn how to create a strategy on creativity management;
- Improve their ability to identify, analyse and apply complex problem-solving skills to a wide range of scenarios;
- Chose the appropriate strategic analysis tools for their organisation;
- learn how to develop a creativity management process;
- Use a tool to assess and analyse their current state in terms of creativity management;
- Choose the appropriate tools to generate, evaluate and select ideas in their organisation;
- Recognise the key success factors for creativity in their organisation;
- Measure the impact of the creativity management system they apply.

Learning contents
Introduction
Creativity Management
We are all creative
Innovation types and levels
How to create a strategy on creative management in workplace
How to develop a process for Individual creativity
How to develop a process for Organisational creativity

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Tools for developing a process for Organisational creativity
How to manage the creativity process: Critical Success Factors
How to measure impact

Learning Activities
Ice breaker game
We are all creative: Creativity puzzles
9 circles
Destination innovation
Creative organizations
Mindmapping
The surprising habits of creative thinkers
Creativity in workplace
Case Study: All in one table, IKEA
Rules for creativity management
Cause and effect analysis activity
Generate Ideas activity
Innovation imperative (Case for change)

Assessment
Multiple choice test

Unit 1 – Creativity: What do SMEs need to know?
Learning outcomes by Knowledge, Skills and Competences

Knowledge

The learners will acquire knowledge of the following:

Concepts of creativity and innovation

Basic terms on innovation

Innovation types and levels

Basic creativity terms

Benefits of applying an innovation management system

Benefits of applying a creativity management system

Swot analysis tool

Porter's 5 forces tool

PESTLE tool

Porter's value chain tool

Pareto analysis tool

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Creativity scorecard

Phases of creativity process as individuals

Phases of organisational creativity process

Brainstorming term

Scamper tool

Mind maps tool

Cause and effect analysis

Affinity diagram

New product evaluation questions

NAF – Idea evaluation questions

Analogy (Case-Based Reasoning) method

Existing Product Evaluation Questions

Critical success factors for creativity management

Skills

The learners will acquire skills in the following areas:

Creative thinking

Innovative thinking

Using creativity and innovation to drive change

Applying creative thinking in solving everyday problems problem solving

Analysing strenghts, weaknesses, opportunities & threats

Creating a policy on creativity at workplace

Supporting the creativity process with documentation

Recognising the benefits of innovation management systems

Choosing the right type of innovation according to the type of the problem

Evaluating new products

Evaluating existing products

Motivational skills

Communication skills

Competences

The learners will acquire competences in the following areas:

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Create a creativity management strategy

Create a creativity management process

Generate new ideas

Assess the current state of creativity at workplace

Select and evaluate new ideas

Implement new ideas

Train creative thinking skills

Evaluate products

Implement effective leadership

Create business culture for creativity

Adapt business structure

Measure impact of creativity management system

Apply different levels of innovations to the problem faced

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Unit 2 – Collaboration: What do SMEs need to know?

Learning objectives

At the end of the thematic unit the participants are expected to:

- Build a common understanding on collaboration management culture;
- Describe basic collaboration terms;
- Acknowledge the importance and benefits of collaboration in business and understand its correlation with innovation;
- Establish strategic smart objectives and apply management by objectives;
- Create a strategy on collaboration management;
- Develop a collaboration management process;
- Improve the ability to communicate successfully;
- Set techniques to promote collaboration;
- Demonstrate the ability to lead collaboratively and design collaborative teams;
- Establish the right partnerships;
- Assess their current state in terms of collaboration management;
- Recognise the collaboration key success factors;
- Measure the impact of the creativity management system they apply.

Learning contents

Collaboration Management
Collaboration types
How to plan collaboration management in workplace
How to collaborate successfully
How to find the right partners
How to develop a process for collaboration
How a process for Collaboration will make my organisation innovative
How to manage the collaboration process: Critical Success Factors
How to measure impact

Learning Activities

The marshmallow challenge
How & Why to collaborate
Benchmarking
MBO activity
SMART goals activity
How Small Businesses Can Use Collaboration To Win Big!
Jonathan's SMART goals
Collaboration and Competition
Telephone Pictionary
How a process for Collaboration will make my organisation innovative

Leadership mini game

<u>Assessment</u>
Multiple choice test

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Unit 2 – Collaboration: What do SMEs need to know?

Learning outcomes by Knowledge, Skills and Competences

Knowledge

The learners will acquire knowledge of the following:

Basic terms on collaboration

Phases of organisational creativity process

Types of collaboration

Benefits of internal collaboration

Benefits of external collaboration

Benefits of applying a collaboration management system

MBO tool

SMART goals tool

Critical success factors for collaboration management

Objectives and collaboration corellation

Innovation and collaboration corellation

Types of benchmarking

Collaboration management important characteristics

Benefits of collaborative teams

Contribution of leadership to successful collaboration

Prerequisites to successful communication

Prerequisites to sucessful collaboration

Steps to identify the right partner

Collaboration groups

Pitfalls of a collaborative process

Requirements for collaboration process development

Collaborative problem-solving technique

Collaboration Scorecard

Build a purpose statement

Design a changing agenda

Make a map towards a goal

Skills

The learners will acquire skills in the following areas:

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Collaborative spirit

Innovative thinking

Ploblem solving

Choose collaboration type

Create a policy on collaboration at workplace

Design steps of collaboration management

Support the collaboration process with documentation

Identify and overcome collaboration management

Motivational skills

Communication skills

Benchmarking

Create measures

Create initiatives

Competences

The learners will acquire competences in the following areas:

Create a collaboration management strategy

Identify the right partners

Create a collaboration management process

Set smart objectives

Implement management by objectives

Review objectives

Identify organisation' s strengths and weaknesses through empirical data

Identify organisation's gaps in terms of collaboration

Assess the current state of collaboration at workplace

Develop a collaboration process

Demonstrate leadership in collaboration
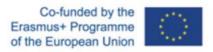
Implement effective leadership

Create a collaborative team

Create business culture for collaboration

Adapt business structure

Measure impact of collaboration management system

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Overall methodology

Preparation:

The participants will be invited in the course and asked to read some materials during the training. The participants have to read and get familiar with the Innovation and Creativity Guidebook during the training.

Training methods:

The training course follows the principles of experiential learning and active involvement of participants. At the beginning of the training, there will be an overall presentation of the theme and the instruments. The training will be separated in 2 parts, first part: Creativity and second part: Collaboration, according to the training units and the structure of the Creativity and Collaboration Guidebook. Each part contains its own set of case studies and activities and is followed by an online board game, which serves the purposes of the assessment.
The learning techniques that will be used are:
- Presentations of the topics
- Active learning methods with individual and group activities
- Work on case studies
- Group discussions
- Individual and group reflection

Assessment

Formative evaluation and assessment will be based on activities and games.
The final evaluation of the participants will be conducted through an online board game, at the end of every unit. The participants will have to individually answer questions selected randomly from the course material of each unit.

Revision

At the end of the day the participants will be asked to note on A3 sheets and present in teams the key points of the day or else the "Lessons Learned".

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Certification

The certificate for completion of the training course (Certificate of Attendance) will be awarded at the last day of the training course

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