

## UNIT SUMMARY

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### What is the unit about?

This unit is about providing direction to the members of your team and motivating and supporting them to achieve the objectives of the team and their personal work objectives.

### Who is the unit for?

The unit is recommended for team leaders.

### Links to other units

This unit is linked to units **B6. Provide leadership in your area of responsibility**, **C1. Encourage innovation in your team**, **D1. Develop productive working relationships with colleagues**, **D5. Allocate and check work in your team** and **D9. Build and manage teams** in the overall suite of National Occupational Standards for Management and Leadership.

### Skills

Listed below are the main generic 'skills' that need to be applied in providing leadership for your team. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Planning
- Team-building
- Leading by example
- Providing feedback
- Setting objectives
- Motivating
- Consulting
- Problem-solving
- Valuing and supporting others
- Monitoring
- Managing conflict
- Decision-making
- Following

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Set out and positively communicate the purpose and objectives of the team to all members.
2. Involve members in planning how the team will achieve its objectives.
3. Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives.
4. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved.
5. Win, through your performance, the trust and support of the team for your leadership.
6. Steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team.
7. Encourage and recognise creativity and innovation within the team.
8. Give team members support and advice when they need it especially during periods of setback and change.
9. Motivate team members to present their own ideas and listen to what they say.
10. Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead.
11. Monitor activities and progress across the team without interfering.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You create a sense of common purpose.
  2. You take personal responsibility for making things happen.
  3. You encourage and support others to take decisions autonomously.
  4. You act within the limits of your authority.
  5. You make time available to support others.
  6. You show integrity, fairness and consistency in decision-making.
  7. You seek to understand people's needs and motivations.
  8. You model behaviour that shows respect, helpfulness and co-operation.
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## KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

### **General knowledge and understanding**

1. Different ways of communicating effectively with members of a team.
2. How to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).
3. How to plan the achievement of team objectives and the importance of involving team members in this process.
4. The importance of and being able to show team members how personal work objectives contribute to achievement of team objectives.
5. That different styles of leadership exist.
6. How to select and successfully apply a limited range of different methods for motivating, supporting and encouraging team members and recognising their achievements.
7. Types of difficulties and challenges that may arise, including conflict, diversity and inclusion issues within the team, and ways of identifying and overcoming them.
8. The importance of encouraging others to take the lead and ways in which this can be achieved.
9. The benefits of and how to encourage and recognise creativity and innovation within a team.

### **Industry/sector specific knowledge and understanding**

1. Legal, regulatory and ethical requirements in the industry/sector.

### **Context specific knowledge and understanding**

1. The members, purpose, objectives and plans of your team.
2. The personal work objectives of members of your team.
3. The types of support and advice that team members are likely to need and how to respond to these.
4. Standards of performance for the work of your team.