

UNIT SUMMARY

What is the unit about?

This unit is about providing direction to people in the organisation and enabling, inspiring, motivating and supporting them to achieve what the organisation has set out to do.

It is expected that you will be aware of and be able to apply different styles of leadership appropriate to different people and situations.

For the purposes of this unit, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

Who is the unit for?

The unit is recommended for senior managers.

Links to other units

This unit is linked to all other units in the overall suite of National Occupational Standards for Management and Leadership where leadership for your organisation may be required.

Skills

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

- Thinking strategically
- Empowering
- Communicating
- Influencing and persuading
- Leading by example
- Planning
- Inspiring
- Motivating
- Problem-solving
- Valuing and supporting others
- Monitoring
- Consulting
- Obtaining feedback
- Following
- Managing conflict

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Develop and clearly and enthusiastically communicate and reinforce the organisation's purpose, values and vision to people across the organisation and, where appropriate, to external stakeholders.
 2. Ensure that organisational plans support the organisation's purpose, values and vision.
 3. Steer the organisation successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the organisation.
 4. Create and maintain a culture within the organisation which encourages and rewards creativity and innovation.
 5. Develop, select and apply leadership styles which are appropriate to the different people and situations you face.
 6. Motivate people across the organisation to achieve their objectives and reward them when they are successful.
 7. Give people across the organisation support and advice when they need it especially during periods of setback and change.
 8. Motivate people across the organisation to present their own ideas and listen to what they say.
 9. Empower people across the organisation to develop their own ways of working within agreed boundaries.
 10. Encourage people across the organisation to take the lead when they have the knowledge and expertise and show willingness to follow this lead.
 11. Win, through your performance, the trust and support of people across the organisation and key stakeholders for your leadership of the organisation and get regular feedback on your performance.
 12. Monitor activities and progress in different areas of the organisation without interfering.
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BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You articulate a vision that generates excitement, enthusiasm and commitment.
2. You create a sense of common purpose.
3. You take personal responsibility for making things happen.
4. You present information clearly, concisely, accurately and in ways that promote understanding.
5. You encourage and support others to take decisions autonomously.
6. You act within the limits of your authority.
7. You make time available to support others.
8. You show integrity, fairness and consistency in decision-making.
9. You seek to understand people's needs and motivations.
10. You model behaviour that shows respect, helpfulness and co-operation.
11. You make complex things simple for the benefit of others.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. The differences between management and leadership.
2. How to develop a compelling vision for an organisation.
3. The importance of and what is meant by organisational values.
4. Ways of ensuring that organisational plans support the organisation's purpose, values and vision.
5. How to select and successfully apply different methods and techniques for communicating with people across an organisation.
6. Types of challenges and difficulties that may arise, including conflict, diversity and inclusion issues within the organisation, and ways of identifying and overcoming them.
7. Different theories, models and styles of leadership and how to select and successfully apply these to different people and situations.

8. The effect that different leadership styles can have on organisations.
9. How to select and successfully apply different methods and techniques for motivating, rewarding, influencing and persuading people.
10. How to empower people effectively.
11. How to get and make use of feedback on your leadership performance.
12. The organisational benefits of and how to create a culture which encourages and recognises creativity and innovation.
13. How to recognise and develop the leadership capability of other people and follow their lead.

Industry/sector specific knowledge and understanding

1. Leadership styles common in the industry/sector and their strengths and limitations.
2. Legal, regulatory and ethical requirements in the industry/sector.

Context specific knowledge and understanding

1. Your own values, motivations and emotions, and the effect these have on your own actions and on other people.
2. Your own strengths and limitations in the leadership role.
3. The strengths, limitations and potential of people that you lead.
4. Your own role, responsibilities and level of power.
5. The purpose and values of and vision for your organisation.
6. The leadership culture and capability of your organisation.
7. The plans of your organisation.
8. The types of support and advice that people are likely to need and how to respond to these.
9. External stakeholders you may need to communicate and work with.