

UNIT SUMMARY

What is the unit about?

This unit is about supporting individuals to develop and maintain their performance at work. These may be people in your own team or individuals from another work group to whom you are providing support.

This unit is based on a commonly-used coaching model where you and the individual clearly agree the improvements in performance required and plan a step-by-step process to achieve a desired standard. You will usually help the individual to develop new skills and experiment with alternative behaviours in a safe environment before applying these for real in the workplace. You will work with the individual to monitor their progress over time, providing specific feedback to help them progress, until they have achieved the desired standard or no longer need your support in developing and/or maintaining their progress.

Who is the unit for?

The unit is recommended particularly for first line managers and middle managers.

Links to other units

This unit is linked to units **D7. Provide learning opportunities for colleagues**, **D8. Help team members address problems affecting their performance** 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 supporting individuals to improve their performance. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Active listening
- Analysing
- Asking powerful questions
- Assessing
- Coaching
- Communicating
- Empathising
- Inspiring
- Learning
- Monitoring
- Motivating
- Planning
- Providing feedback
- Reviewing

- Risk management
- Self-assessment
- Setting objectives
- Valuing and supporting others

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Support the individual in identifying their particular needs, abilities and preferences and take these into account when planning and providing support.
2. Ensure that the support requirements of the individual are in line with the business objectives of the organisation.
3. Establish with the individual
 - the area(s) in which they want to develop their performance
 - the standard of performance they wish to achieve
 - why they want to develop their performance
 - the support they can expect from you, and the commitment you expect from them
 - the process by which you will support them.
4. Establish with the individual
 - the timescale of the process
 - the frequency and duration of meetings
 - points at which progress will be reviewed
 - how progress will be measured and assessed.
5. Explore with the individual the skills they need to develop and the behaviours they need to change in order to meet the desired standard of performance.
6. Explore with the individual obstacles which could hinder their progress and how to remove these obstacles.
7. Plan with the individual how they can develop new skills and behaviours in a logical step-by-step sequence.
8. Provide opportunities for the individual to develop new skills and experiment with alternative behaviours in a safe environment.
9. Encourage the individual to identify and seize opportunities to apply their newly-developed skills and behaviours to their work.
10. Explore with the individual any risks involved in applying their newly-developed skills and behaviours to their work and help them plan how to reduce these risks to levels which are acceptable to them and the organisation.
11. Encourage the individual to reflect on their progress and articulate their thoughts and feelings about it.
12. Monitor the individual's progress and provide specific feedback designed to improve their skills, reinforce effective behaviours and enhance their motivation to achieve the desired standard of performance.

13. Use alternative approaches or enlist the support of colleagues and/or specialists, if the individual is not making satisfactory progress.
14. Agree with the individual when they have achieved the desired standard of performance, or when they no longer require your support.
15. Encourage and empower individuals to take responsibility for developing and maintaining their own self-awareness, performance and impact.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You constantly seek to develop performance.
2. You find practical ways to overcome barriers.
3. You keep people informed of plans and developments.
4. You make time available to support others.
5. You encourage and support others to make best use of their abilities.
6. You give feedback to others to help them develop their performance.
7. You recognise the achievements and the success of others.
8. You inspire others with the excitement of learning.
9. You confront performance issues and resolve them directly with the people involved.
10. You identify clearly the value and benefits to people of a proposed course of action.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. How to identify the particular needs, abilities and preferences of individuals and to take these into account when planning and providing support.
2. The principles, methods, tools and techniques involved in planning and providing support to individuals to improve their performance.
3. The principles, methods, tools and techniques for assessing an individual's performance.
4. The importance of establishing with individuals the course of action, the areas of performance to be targeted and the standard of performance they want to achieve.
5. The principles, methods, tools and techniques for assessing an individual's knowledge, skills and personal qualities and identifying learning needs, and the importance of exploring these with the individual.
6. How to identify obstacles which could hinder an individual's progress and the importance of removing these obstacles.

7. Learning and development opportunities for the individual to develop new skills and experiment with alternative behaviours in a safe environment.
8. The importance of encouraging individuals to identify and seize opportunities to apply their newly-developed skills and behaviours to their work.
9. How to identify risks involved in the application of newly-developed skills and behaviours to the individual's work and how to reduce these risks to levels which are acceptable to them and the organisation.
10. The principles, methods, tools and techniques involved in monitoring individuals' progress of developing their performance.
11. The principles, methods, tools and techniques involved in providing specific feedback to improve their skills, reinforce effective behaviours and enhance their motivation to achieve the desired standard of performance.
12. Alternative approaches and how to make use of these if the individual is not making satisfactory progress.
13. The importance of agreeing with the individual when they have achieved the desired standard of performance, or when they no longer require your support.

Industry/sector specific knowledge and understanding

1. Industry/sector requirements for supporting individuals to improve their performance.

Context specific knowledge and understanding

1. Individual's needs, abilities and preferences.
2. Possible obstacles, either organisational or individual related, which could hinder the individual's progress.
3. Risks to individuals when applying their newly-developed skills and behaviours to their work.
4. Sources of advice, guidance and support from colleagues and/or specialists.