

## UNIT SUMMARY

---

### What is the unit about?

This unit is about helping members of your team address problems affecting their performance. These may be work-related problems or problems arising from their personal circumstances.

The unit involves identifying problems affecting people's performance and discussing these in a timely way with the team members concerned to help them find a suitable solution to their problem. Sometimes you may need to refer the team member to specialist support services.

### 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 **B8. Ensure compliance with legal, regulatory, ethical and social requirements**, **D5. Allocate and check work in your team**, **D6. Allocate and monitor the progress and quality of work in your area of responsibility**, **D9. Build and manage teams**, **D10. Reduce and manage conflict in your team** and **D13. Support individuals to develop and maintain their performance** 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 helping team members address problems affecting their performance. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Acting assertively
- Communicating
- Consulting
- Decision-making
- Empathising
- Information management
- Managing conflict
- Monitoring
- Problem-solving
- Providing feedback
- Reviewing
- Setting objectives
- Team-building
- Valuing and supporting others

## OUTCOMES OF EFFECTIVE PERFORMANCE

---

You must be able to do the following:

1. Give team members opportunities to approach you with problems affecting their performance.
2. Identify performance issues and bring these promptly to the attention of the team members concerned.
3. Discuss problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem.
4. Gather and check information to accurately identify the problem and its cause.
5. Discuss the range of alternative courses of action and agree with the team member a timely and effective way of dealing with the problem.
6. Refer the team member to support services or specialists, where necessary.
7. Keep a confidential record of your discussions with team members about problems affecting their performance.
8. Ensure your actions are in line with your organisation's policies for managing people.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

---

1. You find practical ways to overcome barriers.
2. You show empathy with others' needs, feelings and motivations and take an active interest in their concerns.
3. You make time available to support others.
4. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
5. You show integrity, fairness and consistency in decision-making.
6. You confront performance issues and resolve them directly with the people involved.
7. You keep confidential information secure.
8. You check the validity and reliability of information.
9. You identify the implications or consequences of a situation.
10. You take timely decisions that are realistic for the situation.

## KNOWLEDGE AND UNDERSTANDING

---

You need to know and understand the following:

### **General knowledge and understanding**

1. The importance in giving team members opportunities to approach you with problems affecting their performance.
2. How to encourage team members to approach you with problems affecting their performance.
3. The importance of identifying performance issues and bringing these promptly to the attention of the team members concerned.
4. The importance of discussing problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem.
5. How to gather and check the information you need to identify the problem and its cause.
6. The importance of identifying the problem accurately.
7. The range of alternative courses of action to deal with the problem.
8. The importance of discussing and agreeing with the team member a timely and effective way of dealing with the problem.
9. When to refer the team member to support services or specialists.
10. The importance of keeping a confidential record of your discussions with team members about problems affecting their performance, and how to do so.
11. The importance of ensuring your actions are in line with your organisation's policies for managing people and their performance.

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

1. Industry/sector requirements for helping team members address problems affecting their performance.

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

1. The types of problems that your team members may encounter which can affect their performance.
2. Your role, responsibilities and limits of authority when dealing with team members' problems.
3. The range of support services or specialists that exist inside and outside your organisation.
4. Your organisation's policies for managing people and their performance.