

UNIT SUMMARY

What is the unit about?

The unit is about providing direction to people in a clearly and formally defined area or part of an organisation and motivating and supporting them to achieve the vision and objectives for the area.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

Who is the unit for?

The unit is recommended for first line managers and middle 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 in your area of responsibility may be required.

Skills

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

- Communicating
- Influencing and persuading
- Leading by example
- Motivating
- Consulting
- Planning
- Setting objectives
- Providing feedback
- Coaching
- Mentoring
- Valuing and supporting others
- Empowering
- Learning
- Following
- Managing conflict
- Obtaining feedback

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Create a vision of where your area is going and clearly and enthusiastically communicate it, together with supportive objectives and operational plans, to the people working within your area.
 2. Ensure that people working within your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organisation.
 3. Steer your area successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the area.
 4. Create and maintain a culture within your area which encourages and recognises creativity and innovation.
 5. Develop a range of leadership styles and select and apply them to appropriate situations and people.
 6. Communicate regularly, making effective use of a range of different communication methods, with all the people working within your area and show that you listen to what they say.
 7. Give people in your area support and advice when they need it especially during periods of setback and change.
 8. Motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful.
 9. Empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries.
 10. Encourage people to take the lead in their own areas of expertise and show willingness to follow this lead.
 11. Win, through your performance, the trust and support of people within your area for your leadership and get regular feedback on your performance.
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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 make complex things simple for the benefit of others.
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 encourage and support others to make the best use of their abilities.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. The fundamental differences between management and leadership.
2. How to create a compelling vision for an area of responsibility.
3. How to select and successfully apply different methods for communicating with people across an area of responsibility.
4. A range of different leadership styles and how to select and apply these to different situations and people.
5. How to get and make use of feedback from people on your leadership performance.
6. Types of difficulties and challenges that may arise, including conflict, diversity and inclusion issues within the area, and ways of identifying and overcoming them.
7. The benefits of and how to create and maintain a culture which encourages and recognises creativity and innovation.
8. The importance of encouraging others to take the lead and ways in which this can be achieved.
9. How to empower people effectively.
10. How to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement.

Industry/sector specific knowledge and understanding

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

Context specific knowledge and understanding

1. Your own values, motivations and emotions.
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 vision and objectives of the overall organisation.
6. The vision, objectives, culture and operational plans for your area of responsibility.
7. Types of support and advice that people are likely to need and how to respond to these.
8. Leadership styles used across the organisation.