
Overview

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

This standard is relevant to managers with responsibility for leading a significant area within the organisation. *CFAM&LBA1 Lead your organisation* and *CFAM&LBA3 Lead your team* are complementary standards for senior managers and team leaders, respectively.

This standard links closely to other operational standards, such as CFAM&LBA9 Develop operational plans and CFAM&LFA2 Implement operational plans.

**Performance
criteria**

You must be able to:

- P1 Engage people within your area of responsibility in defining its direction and committing their energies and expertise to achieving its results.
- P2 Clearly and enthusiastically communicate a vision and shared values of where your organisation is going.
- P3 Ensure people understand how the vision, objectives and operational plans for your area link to the vision and objectives of the overall organisation.
- P4 Steer your area successfully through difficulties and challenges.
- P5 Develop a range of leadership styles and apply them appropriately to people and situations.
- P6 Communicate regularly and effectively with all the people working within your area and show that you listen to what they say.
- P7 Encourage people to take responsibility for their own development needs.
- P8 Give people support and advice when they need it especially during periods of setback and change.
- P9 Motivate and support people to achieve their work and development objectives and provide recognition when they are successful.
- P10 Empower people to develop their own ways of working and take their own decisions within agreed boundaries.
- P11 Encourage people to take the lead in their own areas of expertise and show willingness to follow this lead.
- P12 Win, through your performance and behaviour, the trust and support of people.

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 How to engage people within your area of responsibility in defining its direction and committing their energies and expertise to achieving its results.
- K2 The differences between managing and leading.
- K3 How to create a compelling vision for an area of responsibility.
- K4 How to select and successfully apply different methods for communicating with people across an area of responsibility.
- K5 Different leadership styles and how to select and apply these to different situations and people.
- K6 How to get and make use of feedback from people on your leadership performance.
- K7 Types of difficulties and challenges that may arise and ways of identifying and addressing them.
- K8 How to create and maintain a culture which encourages and recognises creativity and innovation.
- K9 The importance of encouraging others to take the lead and ways in which this can be achieved.
- K10 How to empower people effectively.
- K11 How to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K12 Legal, regulatory and ethical requirements in the industry/sector.

Context specific knowledge and understanding

You need to know and understand:

- K13 Individuals within your area of responsibility, their roles, responsibilities, competences and potential.
- K14 Your own values, motivations and emotions.

Provide leadership in your area of responsibility

- K15 Your own strengths and limitations in the leadership role.
- K16 The strengths, limitations and potential of people that you lead.
- K17 Your own role, responsibilities and level of authority.
- K18 The vision, objectives and culture of the overall organisation.
- K19 The vision, objectives, culture and operational plans for your area of responsibility.
- K20 Types of support and advice that people are likely to need and how to respond to these.
- K21 Leadership styles used across the organisation.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 2 Make time available to support others
- 3 Support others to make effective use of their abilities
- 4 Encourage others to take decisions autonomously, when appropriate
- 5 Recognise the achievements and success of others
- 6 Encourage and welcome feedback from others and use this feedback constructively
- 7 Act within the limits of your authority
- 8 Refer issues outside the limits of your authority to appropriate people
- 9 Show integrity, fairness and consistency in decision-making
- 10 Take personal responsibility for making things happen
- 11 Protect your own and others' work against negative impacts
- 12 Seek to understand people's needs and motivations
- 13 Create a sense of common purpose
- 14 Communicate a vision that inspires enthusiasm and commitment
- 15 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 16 Use a range of leadership styles appropriate to different people and situations

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Coaching
- Communicating
- Consulting
- Decision-making
- Empowering
- Evaluating
- Following
- Influencing
- Leadership
- Leading by example
- Managing conflict
- Motivating
- Obtaining feedback
- Persuading
- Planning
- Presenting information
- Prioritising
- Problem solving
- Providing feedback
- Setting objectives
- Valuing and supporting others

CFAM&LBA2

Provide leadership in your area of responsibility

Developed by CFA Business skills @ work

Version number 2.0

Date approved March 2012

Indicative review date March 2015

Validity Current

Status Original

Originating organisation CFA Business skills @ work

Original URN CFAM&LBA2

Relevant occupations Managers and Senior Officials

Suite Management & Leadership

Key words Management & leadership; leadership; responsibility