

H2KS 04 (CFA MLB6) — Provide Leadership in your Area of Responsibility

Overview

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.

The Unit is recommended for first line managers and middle managers.

Additional Information

- 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.

Skills

Listed below are the main generic 'skills' that need to be applied in obtaining additional finance for the organisation. These skills are explicit/implicit in the detailed content of the Unit and are listed here as additional information:

- 1 Communicating
- 2 Influencing and persuading
- 3 Leading by example
- 4 Motivating
- 5 Planning
- 6 Consulting
- 7 Setting objectives
- 8 Providing feedback
- 9 Coaching
- 10 Mentoring
- 11 Valuing and supporting others
- 12 Empowering
- 13 Learning
- 14 Following
- 15 Managing conflict
- 16 Obtaining feedback

Performance Criteria — What you do in your job

You must provide evidence to meet all the 11 Performance Criteria for this Unit. The Performance Criteria are grouped under headings to assist you with planning how best to meet these points.

Place the number of the piece of work where this Performance Criteria has been met in the evidence box after each criteria.

Provide leadership in your area of responsibility

	Performance Criteria	Evidence Number where this criteria has been met
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 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.	

Provide leadership in your area of responsibility (cont)

	Performance Criteria	Evidence Number where this criteria has been met
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 give a 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 behaviours which underpin effective performance.	

Knowledge and Understanding — Why and how you do what you do in your job

You must provide evidence of your knowledge and understanding to meet all the 20 knowledge points for this Unit. The knowledge points are grouped under headings to assist you with planning how best to meet them.

Place the number of the piece of work where each knowledge point has been met in the 'evidence number' box after each point.

General Knowledge and Understanding

	Knowledge and Understanding <i>You need to know and understand:</i>	Evidence Number where this knowledge point has been met
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 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

	Knowledge and Understanding <i>You need to know and understand:</i>	Evidence Number where this knowledge point has been met
11	Leadership styles common in the industry/sector.	
12	Legal, regulatory and ethical requirements in the industry/sector.	

Context specific knowledge

13	Your own values, motivations and emotions.	
14	Your own strengths and limitations in the leadership role.	
15	The strengths, limitations and potential of people that you lead.	
16	Your own role, responsibilities and level of power.	
17	The vision and objectives of the overall organisation.	
18	The vision, objectives, culture and operational plans for your area of responsibility.	
19	Types of support and advice that people are likely to need and how to respond to these.	
20	Leadership styles used across the organisation.	

The candidate and assessor must only sign below when all Performance Criteria and knowledge points have been met.

Unit assessed as being complete

Candidate's name	
Candidate's signature	
Date submitted to Assessor as complete	

Assessor's name	
Assessor's signature	
Date assessed complete	

Internal Verification

To be completed in accordance with centre's internal verifier (IV) strategy.

Evidence for this Unit was sampled on the following date/s	Internal verifier's signature	Internal verifier's name

This Unit has been subject to an admin check in keeping with the centre's IV strategy.

Date of admin check	Internal verifier's signature	Internal verifier's name

Unit completion confirmed

Internal verifier's name	
Internal verifier's signature	
Date completed	