

# Unit C11 Develop management teams

## Unit Summary

This Unit has been imported from the Management Standards

### Overview

This unit is about improving the performance of your management team. This involves analysing the strengths and weaknesses of your team and its members, and then taking steps to improve your team's effectiveness.

This unit is for you if you are a manager and you

- have responsibility for substantial programmes and resources
- have responsibility for the strategic development of your organisation
- have a broad span of control
- proactively identify and implement change and quality improvements
- negotiate budgets and contracts, *and*
- lead high-level meetings.

This unit contains two elements

C11.1 *Assess the effectiveness of management teams*

C11.2 *Improve the effectiveness of management teams.*

To *assess the effectiveness of management teams*, you need to help team members to assess their own strengths and weaknesses and those of the team as a whole. You need to ensure that the audits and assessments you carry out are clear and objective and take place in good time to make decisions on developing the team. You also need to present the results of your assessments in a balanced way, and observe rules and guidelines on confidentiality.

To *improve the effectiveness of management teams*, you need to recruit and remove team members according to the needs of your organisation. You need to use a variety of different methods to develop the team, taking account of team members' experience, their expertise and their current and future roles in your organisation. You also need to evaluate how effective your development activities have been.

## Unit C11 Develop management teams

### Key words and concepts

*These definitions are provided to explain how key words and concepts are used in this unit*

<b>assessment</b>	using various techniques such as tests, observations of performance and discussions, to measure your team members' current skills, knowledge and competence against what your organisation requires them to do; these assessments may be carried out by you or by specialists working under your direction
<b>audit</b>	identifying and collecting information on all of the skills, knowledge and competences which your team possesses; these audits may be carried out by you or by specialists working under your direction
<b>confidentiality</b>	only providing information to those who are authorised to have it
<b>development activities</b>	any action or experience which develops the competence of team members or of the team as a whole; these activities may be formal or informal training and education, experiences which naturally occur in the day-to-day work of the team, or self-directed learning
<b>evaluation</b>	a balanced assessment of what has been achieved against your plans
<b>learning preferences</b>	ways of learning which individual managers find most comfortable and effective
<b>methods of developing the team</b>	improvements to team structure, composition, working methods or the competence of individual members
<b>policies</b>	guidelines which cover the way your organisation deals with key issues, for example recruitment and removal, employment practices or human resource development
<b>values</b>	those things your organisation believes in and seeks to realise in its work, for example, customer service, team working, quality or value for money

## Unit C11 Develop management teams

### Knowledge and Understanding

*To perform effectively in this unit, you need to have knowledge and understanding in the areas of*

- Communication
- Continuous improvement
- Equal opportunities
- Information handling
- Involvement and motivation
- Organisational context
- Recruitment and selection
- Training and development
- Working relationships.

You will find detailed knowledge requirements listed with each element.

### Personal Competencies

*In performing effectively in this unit, you will show that you*

#### **Acting assertively**

- take a leading role in initiating action and making decisions
- take personal responsibility for making things happen
- take control of situations and events
- act in an assured and unhesitating manner when faced with a challenge
- state your own position and views clearly in conflict situations

#### **Acting strategically**

- understand how the different parts of the organisation and its environment fit together
- work towards a clearly defined vision of the future
- clearly relate your goals and actions to the strategic aims of your organisation
- take opportunities when they arise to achieve the longer term aims or needs of your organisation

#### **Behaving ethically**

- comply with legislation, industry regulation, professional and organisational codes
- show integrity and fairness in decision-making

#### **Communicating**

- listen actively, ask questions, clarify points and rephrase others' statements and check mutual understanding
- adopt communication styles appropriate to listeners and situations, including selecting an appropriate time and place
- confirm listeners' understanding through questioning and interpretation of non-verbal signals
- encourage listeners to ask questions or rephrase statements to clarify their understanding
- modify communication in response to feedback from listeners

#### **Thinking and taking decisions**

- break processes down into tasks and activities
- identify patterns or meaning from events and data which are not obviously related
- take decisions which are realistic for the situation.

## Unit C11 Develop management teams

### Element C11.1 Assess the effectiveness of management teams

#### The National Standard

This section provides criteria to assess whether you *maintain work activities to meet requirements* to the National Standard of competence. It also lists the knowledge and understanding which are essential for effective performance.

#### Performance criteria

*You must ensure that*

- a) you enable your managers to contribute to **assessments** of their own competence and to **audits** of the strengths and weaknesses of the management team as a whole
- b) the **assessments** and **audits** you use take account of current and likely future circumstances
- c) the **assessments** you use are objective and are based on sufficient, reliable information
- d) the **assessments** you use are capable of identifying the potential of managers with diverse backgrounds and experience
- e) the results of **assessments** and **audits** are available in time to support decisions about the structure and development of the management team
- f) you report the results of **audits** and **assessments** and present identified strengths, potential and areas for improvement in a balanced way
- g) you make the results of the **assessments** and **audits** available to authorised people only.

#### Range

at least **one** of the following types of **assessment**

- conducted by yourself
- conducted by specialists within the organisation
- conducted by specialists outside the organisation.

at least **one** of the following types of **audits**

- conducted by yourself
- conducted by specialists within the organisation
- conducted by specialists outside the organisation.

#### Evidence Requirements

You must prove that you *assess the effectiveness of management teams* to the National Standard of competence.

To do this, you must provide evidence to convince your assessor that you consistently meet **all** the performance criteria.

Your evidence must be the result of real work activities undertaken by yourself. Evidence from simulated activities is **not** acceptable for this element.

## Knowledge requirements

*You need to know and understand*

### *Communication*

- how to report the results of assessments and audits in a fair and balanced manner.

### *Equal opportunities*

- the importance of equality of opportunity in making assessments of competence and potential, and how to ensure this is provided.

### *Information handling*

- how to collect and validate required information
- the importance of confidentiality in handling assessments and audits.

### *Involvement and motivation*

- the importance of providing opportunities for managers to contribute to their own assessments and to those of the team as a whole
- how to enable managers to contribute to their own assessments.

### *Organisational context*

- the circumstances against which managers' strengths and weaknesses need to be measured.

### *Training and development*

- the importance of evaluating the strengths and weaknesses of your management team
- different methods to carry out assessments and audits and their relative advantages and disadvantages to your work
- types of specialists you may use
- how to select assessment and audit methods appropriate to your situation
- the principles of fair and objective assessment
- the information needed to assess management competence

## Unit C11 Develop management teams

### Element C11.2 Improve the effectiveness of management teams

#### The National Standard

This section provides criteria to assess whether you *maintain work activities to meet requirements* to the National Standard of competence. It also lists the knowledge and understanding which are essential for effective performance.

#### Performance criteria

*You must ensure that*

- a) you recruit and remove **managers** from the team in a way which is fair, legal and consistent with the organisational values and policies
- b) you share your decisions on the development of the team with the **managers** involved, whilst respecting personal feelings and issues of confidentiality
- c) you choose appropriate **methods** to develop the team from a variety of suitable approaches
- d) the **methods** you choose take account of the different backgrounds, experiences and learning preferences of the **managers** involved
- e) the **development activities** you choose build on existing achievement, and provide feedback and recognition of achievement
- f) the **development activities** you choose ensure **managers** are able to carry out present and likely future work roles
- g) you accurately evaluate the contribution of your chosen **development activities** and **methods** to the effectiveness of your team
- h) your evaluation clearly shows the improvements required to the development **activities** and **methods** used.

#### Range

at least **one** of the following types of **manager**

- existing
- potential.

at least **two** of the following types of **methods**

- changing team composition
- changing team structure
- changing work methods
- developing the competence of team members.

at least **two** of the following types of **development activities**

- naturally occurring learning opportunities at work
- specifically designed learning opportunities at work
- formal training
- informal training
- team working
- self-directed learning.

#### Evidence Requirements

You must prove that you *improve the effectiveness of management teams* to the National Standard of competence.

To do this, you must provide evidence to convince your assessor that you consistently meet **all** the performance criteria.

Your evidence must be the result of real work activities undertaken by yourself. Evidence from simulated activities is **only** acceptable for performance criterion a) in this element.

## Knowledge Requirements

*You need to know and understand*

### *Continuous improvement*

- the importance of continuously developing the effectiveness of your management team
- the importance of identifying management potential.

### *Organisational context*

- the current and likely future demands of your team's work roles
- the organisational values and policies which affect recruitment and removal.

### *Recruitment and selection*

- principles of fairness in the recruitment and removal of managers from your team
- legal requirements for the recruitment and removal of managers.

### *Training and development*

- methods to develop the effectiveness of management teams and their relative advantages and disadvantages to your work
- why development activities should build on existing achievements and offer accurate and objective feedback and positive recognition
- how to evaluate the effectiveness of development activities
- how to use evaluation results to identify possible improvements in development activities and methods
- the importance of confidentiality.

### *Working relationships*

- how people work in groups especially at the senior level
- the importance of sharing decisions on team development with the team.