M&LB6 Provide leadership in your area of responsibility

Overview

What this Unit is 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.

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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

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Performance Criteria

You must be able to:

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

You will exhibit the following behaviours:

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.

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Knowledge and Understanding

You need to know and understand:

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.

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Knowledge and Understanding

You need to know and understand:

Industry/sector specific knowledge and understanding

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

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Knowledge and Understanding

You need to know and understand:

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.

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Evidence Requirements

PC	**Evidence of Performance Criteria:** ♦ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
PC1 PC2 PC5 PC6 PC7 PC8 PC9 PC10	**Plans, procedures, records of meetings and other communications you have prepared that clearly articulate your vision and show how it is to be translated into action**				
	♦ vision statement, policy statements, operational objectives plans and procedures	**1, 2, 3, 6**	**1, 2, 3, 7**	**1, 2**	**1, 2, 3, 4, 5, 6, 7, 8**
	♦ notes, presentations and materials from team briefings and other meetings and discussions, newsletters, notices, intranet and internet pages	**1, 2, 3, 4, 5, 6, 7, 8, 10, 11**	**1, 2, 3, 4, 7, 8, 9, 10**	**1, 2**	**1, 2, 3, 4, 5, 6, 7, 8**
	♦ personal statements (how you ensured that your vision was understood and used by others to shape their behaviour)	**1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11**	**1, 2, 3, 4, 7, 8, 9, 10**	**1, 2**	**1, 2, 3, 4, 5, 6, 7, 8**
	♦ witness statements (by those using your vision to shape their behaviour)	**1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11**	**-**	**-**	**-**
PC2 PC3 PC4 PC5 PC6 PC7 PC8 PC9 PC10	**Records of critical incidents that show decisions you have made and how you have delegated responsibility to others, and have authorised activities designed to address significant problems and seized Opportunities**				
	♦ contemporaneous notes, diary entries or memoranda to record significant difficulties or problems (eg those with possible disciplinary, business or legal consequences)	**2, 3, 5, 6, 11**	**1, 3, 4, 6, 7, 8, 9, 10**	**1, 2**	**1, 2, 3, 4, 7, 8**
	♦ letters, memoranda, e-mails, reports and other communications to inform appropriate people and make a formal records of your decisions and actions (eg to resolve problems and delegate responsibility for future actions)	**2, 3, 4, 5, 6, 8, 10, 11**	**1, 3, 4, 6, 8, 9, 10**	**1, 2**	**1, 2, 3, 4, 7, 8**
	♦ minutes or notes of progress report meetings	**2, 3, 5, 6, 7, 8, 9, 10, 11**	**1, 4, 5, 6, 8, 9 10**	**1, 2**	**1, 2, 3, 4, 7, 8**
	♦ personal statements (how you made significant decisions and delegated responsibility to others)	**3, 5, 6, 7, 8, 9, 10, 11**	**1, 4, 6, 7, 8, 9, 10**	**1, 2**	**1, 2, 3, 4, 7, 8**
	♦ witness statements (how you made significant decisions and delegated responsibility to others)	**3, 5, 6, 7, 8, 9, 10, 11**	**-**	**-**	**-**

PC1 PC3 PC4 PC5 PC9 PC10	**Proposals you have made, parameters you have set, plans you have made and records you have kept of development meetings and projects designed to encourage creative ideas-generation and innovation:**				
	♦ proposals for, and agenda and reports of meetings	**1, 2, 3, 5, 6, 11**	**4, 6, 7, 8, 9, 10**	**2**	**2, 3, 4, 5, 6, 7,**
	♦ criteria used to sort and evaluate creative ideas	**6, 8**	**4, 7**	**2**	**4, 5, 6**
	♦ proposals to develop new and innovative products, production systems or operational procedures	**1, 3, 4, 6**	**2, 3, 7**	**2**	**4, 5, 6**
PC1 PC2 PC11	**Records of feedback you have received from managers, peers, those you manage and other colleagues, about your management and leadership performance:**				
	♦ records of appraisal or performance review interviews with your line manager	**1, 2, 3, 4, 5, 6, 7, 8, 9, 10**	**1, 2, 4, 5**	**1, 2**	**1, 2, 4, 7, 8**
	♦ records of 360o appraisals by colleagues	**1, 2, 3, 4, 5, 6, 7, 8, 9, 10**	**1, 2, 4, 5**	**1, 2**	**1, 2, 4, 7, 8**
	♦ notes of informal feedback, reflective logs or CPD records	**1, 2, 3, 4, 5, 6, 7, 8, 9, 10**	**1, 2, 4, 5**	**1, 2**	**1, 2, 4, 7, 8**
	♦ critical incident personal reports	**1, 2, 3, 4, 5, 6, 7, 8, 9, 10**	**1, 2, 4, 5**	**1, 2**	**1, 2, 4, 7, 8**
	♦ witness statements (experiences of your leadership and management performance)	**1, 2, 3, 4, 5, 6, 7, 8, 9, 10**	**-**	**-**	**-**