

FM4J 04 (CFAMLB5) Provide Leadership for Your Team

Overview

What this Unit is about?

This Unit is about providing direction to the members of your team and motivating and supporting them to achieve the objectives of the team and their personal work objectives.

Who is the Unit for?

The Unit is recommended for team leaders.

Links to other Units

This Unit is linked to Units **B6. Provide leadership in your area of responsibility**, **C1. Encourage innovation in your team**, **D1. Develop productive working relationships with colleagues**, **D5. Allocate and check work in your team** and **D9. Build and manage teams** in the overall suite of National Occupational Standards for Management and Leadership.

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Skills

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

- ◆ Communicating
- ◆ Planning
- ◆ Team-building
- ◆ Leading by example
- ◆ Providing feedback
- ◆ Setting objectives
- ◆ Motivating
- ◆ Consulting
- ◆ Problem-solving
- ◆ Valuing and supporting others
- ◆ Monitoring
- ◆ Managing conflict
- ◆ Decision-making
- ◆ Following

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Performance Criteria

*You must be able
to:*

- 1 Set out and positively communicate the purpose and objectives of the team to all members.
- 2 Involve members in planning how the team will achieve its objectives.
- 3 Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives.
- 4 Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved.
- 5 Win, through your performance, the trust and support of the team for your leadership.
- 6 Steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team.
- 7 Encourage and recognise creativity and innovation within the team.
- 8 Give team members support and advice when they need it especially during periods of setback and change.
- 9 Motivate team members to present their own ideas and listen to what they say.
- 10 Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead.
- 11 Monitor activities and progress across the team without interfering.

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Behaviours

You will exhibit the following behaviours:

- 1 You create a sense of common purpose.
- 2 You take personal responsibility for making things happen.
- 3 You encourage and support others to take decisions autonomously.
- 4 You act within the limits of your authority.
- 5 You make time available to support others.
- 6 You show integrity, fairness and consistency in decision-making.
- 7 You seek to understand people's needs and motivations.
- 8 You model behaviour that shows respect, helpfulness and co-operation.

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Knowledge and Understanding

You need to know and understand:

General Knowledge and Understanding

- 1 Different ways of communicating effectively with members of a team.
- 2 How to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).
- 3 How to plan the achievement of team objectives and the importance of involving team members in this process.
- 4 The importance of and being able to show team members how personal work objectives contribute to achievement of team objectives.
- 5 That different styles of leadership exist.
- 6 How to select and successfully apply a limited range of different methods for motivating, supporting and encouraging team members and recognising their achievements.
- 7 Types of difficulties and challenges that may arise, including conflict, diversity and inclusion issues within the team, and ways of identifying and overcoming them.
- 8 The importance of encouraging others to take the lead and ways in which this can be achieved.
- 9 The benefits of and how to encourage and recognise creativity and innovation within a team.

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Knowledge and Understanding

You need to know and understand:

Industry/sector specific Knowledge and Understanding

- 1 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 The members, purpose, objectives and plans of your team.
- 2 The personal work objectives of members of your team.
- 3 The types of support and advice that team members are likely to need and how to respond to these.
- 4 Standards of performance for the work of your team.

Evidence Requirements

To achieve this Unit you will need to ensure that your evidence covers all Performance Criteria, behaviours and Knowledge and Understanding.

The following table provides you with possible examples of evidence.

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Evidence Requirements

PC	Evidence of Performance Criteria: ◆ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
Plans and objectives you have agreed with your team:					
PC1	◆ notes and other records of meetings with individuals and the team you have led to discuss and agree objectives and work plans	1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4, 5, 6, 8,	1	1, 2, 3, 4
PC2	◆ individual and team objectives and work plans or schedules you have agreed	1, 2, 4, 5, 6, 7	2, 3, 4	1	1, 2, 4
PC3	◆ records of own appraisal or performance review meetings with manager regarding your role in agreeing individual and team objectives and work plans	2, 3, 4, 5, 6, 7, 8	2, 3, 4, 6, 7, 8	1	1, 2, 3, 4
PC11	◆ personal statement (commentary on how you involved team members in agreeing demanding but realistic individual and team objectives and work plans)	1, 2, 3, 4, 5, 6, 7, 8	1, 2, 3, 4, 5, 6, 8	1	1, 2, 3, 4
	◆ witness statements by team members (how you encourage them to set demanding but realistic objectives and accept responsibility for achieving them)	1, 2, 3, 5, 6, 7, 8			
Records of the performance of the team and its members:					
PC3	◆ data on the quantity and quality of individual and team performance, showing achievement of objectives and plans	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	2, 3, 4, 7	1	1, 2, 4
PC4	◆ notes or other records of meetings, showing how individual and team problems have been resolved	1, 2, 3, 4, 5, 6, 7, 8	3, 5, 6, 7, 8, 9	1	3, 4
PC8	◆ personal statement (commentary on how you motivated individuals, encouraged them to take responsibility, and dealt with individual and team problems)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10	1, 3, 4, 5, 6, 7, 8	1	1, 2, 3, 4
PC9	◆ witness statements by team members (how you helped them to overcome problems and motivated them to achieve objectives and take on responsibility for activities)	1, 2, 3, 4, 5, 6, 7, 8, 9, 10			
PC10					
PC11					

PC	Evidence of Performance Criteria: ◆ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
	Records of how you encouraged creativity and innovation in the team:				
PC2 PC5 PC6 PC7 PC8 PC9 PC10	<ul style="list-style-type: none"> ◆ notes and materials produced during creative ideas-generation activities ◆ records of agreement by managers to introduce innovative ideas developed by the team ◆ data on performance improvements arising directly from innovations proposed by the team ◆ records of own appraisal or performance review meetings with manager regarding your role in encouraging creativity and innovation in the team ◆ personal statement (commentary on how you led the team in developing creative ideas and innovation) ◆ witness statements by team members (how you led them to develop creative ideas and innovation) 	<ul style="list-style-type: none"> 1, 2, 3, 4, 5, 6, 7, 8 1, 2, 3, 4, 5, 6, 7, 8 1 1, 2, 3, 4, 6, 8 1, 2, 3, 4, 5, 6, 7, 8 1, 2, 3, 4, 5, 6, 7, 8 	<ul style="list-style-type: none"> 5, 6, 7, 8, 9 3, 9 3, 6, 9 6, 8, 9 1, 5, 6, 9 1, 5, 6, 9 	<ul style="list-style-type: none"> 1 1 1 1 1 1 	<ul style="list-style-type: none"> 1, 3, 4 4 4 3 1, 2, 3, 4 1, 2, 3, 4
	Records of how you encouraged creativity and innovation in the team:				
PC2 PC5 PC6 PC7 PC8 PC9 PC10	<ul style="list-style-type: none"> ◆ notes and materials produced during creative ideas-generation activities ◆ records of agreement by managers to introduce innovative ideas developed by the team ◆ data on performance improvements arising directly from innovations proposed by the team ◆ records of own appraisal or performance review meetings with manager regarding your role in encouraging creativity and innovation in the team ◆ personal statement (commentary on how you led the team in developing creative ideas and innovation) ◆ witness statements by team members (how you led them to develop creative ideas and innovation) 	<ul style="list-style-type: none"> 1, 2, 3, 4, 5, 6, 7, 8 1, 2, 3, 4, 5, 6, 7, 8 1 1, 2, 3, 4, 6, 8 1, 2, 3, 4, 5, 6, 7, 8 1, 2, 3, 4, 5, 6, 7, 8 	<ul style="list-style-type: none"> 5, 6, 7, 8, 9 3, 9 3, 6, 9 6, 8, 9 1, 5, 6, 9 1, 5, 6, 9 	<ul style="list-style-type: none"> 1 1 1 1 1 1 	<ul style="list-style-type: none"> 1, 3, 4 4 4 3 1, 2, 3, 4 1, 2, 3, 4

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Notes/Comments

The candidate has satisfied the assessor and internal verifier that the performance evidence has been met.

Candidate's signature _____ **Date** _____

Assessor's signature _____ **Date** _____

Internal verifier's signature _____ **Date** _____