

Overview

This unit covers the competences required for leading effective teams, which are involved in carrying out continuous improvement projects. It involves obtaining the appropriate authority and support for the release of resources to carry out team activities, which will include people, work space/work area, documentation and information. You will be required to determine and agree individual roles and responsibilities, and to set realistic and achievable goals for both the individuals within the team and the team as a whole.

Coaching/mentoring and monitoring the performance of the team will also feature in this unit. You will also be expected to prioritise the work activities to achieve the overall objectives, cost-effectively and efficiently.

Your responsibilities will require you to comply with organisational policy and procedures for the activities undertaken, and to report any problems that you cannot solve, or that are outside your responsibility, to the relevant authority. You must ensure that the team performs the tasks to the required standard and that all necessary job/task documentation is completed accurately and legibly. You will be expected to take full responsibility for the decisions that you make, and for the overall performance of the team.

Your underpinning knowledge will be sufficient to provide a good understanding of effective team leading and working, and will provide an informed approach to the techniques and procedures used. You will need to understand the various techniques of team leading, coaching, performance monitoring and communication methods available to you, in adequate depth to provide a sound basis for carrying out the activities to the required criteria.

Applying and advising on safe working practices will be a key issue throughout.

Specific unit requirements:

The word lead/leading is used throughout this unit. This means that although the outcomes of this unit may be carried out and achieved as part of a team, it is necessary for the candidate to demonstrate a level of overriding management and direction of the activities as a whole. This may be in the form of coordinating multiple activities, using company strategies and objectives to determine activity focus and managing projects involving improvement initiatives. The candidate will have a leading role in controlling activity focus and planning.

Specific quantifiable and auditable personal contributions in the achievement of this unit are also required to fulfil this unit.

Competence in all the areas covered by the standard is required.

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Leading effective teams

Your ability to combine the performance statements specified when applying the principles and processes of this unit must be demonstrated.

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Leading effective teams

Performance criteria

You must be able to:

- P1 work safely at all times, complying with health and safety and other relevant regulations and guidelines
- P2 work in accordance with the roles and responsibilities identified for the team leader role
- P3 obtain the authority and support for the release of the necessary resources to carry out the team activities
- P4 set realistic and achievable goals and objectives for your team, in accordance with the targets set for yourself or for the work area/activity
- P5 evaluate and prioritise the work activities to achieve the objectives, cost-effectively and efficiently
- P6 determine and agree individual roles and responsibilities, and coach/mentor your team, focusing on the objectives that have been set
- P7 monitor and review the performance of your team against the goals and objectives which have been set, and communicate this to the relevant people
- P8 consult with subject specialists when required, to gain the necessary information to support the team goals and objectives
- P9 deal promptly and effectively with any problems within your control, and report those that cannot be resolved

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Knowledge and understanding

You need to know and understand:

- K1 the roles and responsibilities of yourself and others under the Health and Safety at Work Act
- K2 how to plan the resources and time needed to carry out the agreed activity
- K3 the business targets set for your area of responsibility, and how to set personal, individual and team targets to achieve them (action planning)
- K4 how to prioritise your own and your team's workload to ensure that targets are met
- K5 how to communicate effectively, listen, question, support and coach others to work towards the business targets
- K6 how to present information effectively to management, peers or team members, using different methods
- K7 how to conduct a team performance review and how to involve the team in brainstorming activities to identify opportunities, threats and solutions
- K8 the types of conflict and problem that might emerge between work activities
- K9 the organisational processes and procedures required to run your area of responsibility effectively (such as quality procedures, code of conduct, standard operations, problem resolution procedures)
- K10 the improvement tools and techniques being used in your area of responsibility (such as hourly count monitor, takt time, continuous flow process, flexible manpower systems, quality level, defects per million opportunities, workplace organisation)
- K11 the specialist help that you may require in your area of responsibility, and how this can be obtained
- K12 how to structure and lead a team event, and the presentation materials and work documentation required
- K13 how to train others in the processes and procedures relevant to them, and your area of responsibility
- K14 how to monitor and check that your team is working to identified quality and safety standards
- K15 the extent of your own authority, and to whom you should report in the event of problems that you cannot resolve

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Additional Information

Scope/range related to performance criteria

You must be able to:

1. Lead the activities within your area of responsibility to include **all** of the following:
 - 1.1 set out and communicate the purpose of the improvement activities
 - 1.2 involve the team in planning how the improvement activity will be achieved
 - 1.3 ensure each team member has individual objectives and understands how these objectives contribute to the overall improvement objective
 - 1.4 provide advice and support the team to achieve both team and individual improvement objectives
 - 1.5 motivate the team to present their own improvement ideas
 - 1.6 encourage the team and/or individuals to take the lead where appropriate
 - 1.7 agree the implementation of the improvement ideas
 - 1.8 negotiate any physical and/or financial resources required to implement the improvement activity (where appropriate)
 - 1.9 monitor the progress of improvement activities
 - 1.10 deal with any organisational problems identified during the improvement activity
2. Approve and, where appropriate, consult with colleagues in order to secure the release of the following resources:
 - 2.1 people involved
 - 2.2 work space/work area required
 - 2.3 documentation and information required
3. Develop, review and update action plans which clearly identify activities and responsibilities required to meet the team targets:
 - 3.1 for yourself
 - 3.2 for the team
4. Communicate effectively with:
 - 4.1 management
 - 4.2 peers
 - 4.3 subordinates

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5. Communication must include:
 - 5.1 verbal
 - 5.2 written
 - 5.3 electronic methods

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Suite Business-Improvement Techniques Suite 4

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