
Overview

This standard is about forming a team and developing it through its various stages of growth. It covers teams set up for a particular project or to carry out a specific task and also teams that are ongoing. It is equally relevant to cases where the manager has to set up the team from scratch and to those situations where the manager inherits an existing team and needs to help it to function effectively.

This standard is relevant to managers and leaders who are responsible for leading teams either on an on-going basis or for a one-off project.

This standard links closely with a number of other standards, such as, *CFAM&LBA3 Lead your team*, *CFAM&LFA5 Manage projects* and all the other standards in key area *CFAM&LDB Manage teams*.

Performance criteria

- You must be able to:*
- P1 Clearly communicate the purpose of the team – what it has to achieve, and why a team rather than an individual approach is required.
 - P2 Identify the diversity of expertise, knowledge, skills and attitudes required to achieve the team purpose.
 - P3 Identify team members' knowledge, skills and competences and agree their particular roles within the team.
 - P4 Use team selection and development processes to develop any knowledge, skills and competences lacking in the team.
 - P5 Agree with team members the behaviours that are likely to help the achievement of the team purpose and those that should be avoided because they are likely to hinder progress.
 - P6 Help team members understand their unique contribution to the team, the contributions expected of fellow team members and how these complement and support each other.
 - P7 Provide opportunities for team members to get to know each other's strengths and weaknesses and build mutual respect and trust.
 - P8 Allow time for the team to develop through its stages of growth.
 - P9 Help the team seize opportunities presented by changes in the team composition and support the introduction of new team members.
 - P10 Encourage team members to share problems with each other and solve these creatively together.
 - P11 Encourage open communication between team members, including providing feedback designed to enhance the performance of fellow team members and the team as a whole.
 - P12 Review the performance of the team at appropriate points and evaluate how well its purpose is being achieved.
 - P13 Celebrate team and individual successes together, and acknowledge when things go wrong, before refocusing the team's energy on achieving its purpose.
 - P14 Disband the team if and when its purpose has been achieved and it is no longer required for other purposes.

Knowledge and

understanding

You need to know and understand:

General knowledge and understanding

- K1 The principles of effective communication and how to apply them.
- K2 How to identify the diversity of knowledge, skills and competence required to achieve the team purpose.
- K3 The importance of selecting team members with the required knowledge, skills, competence and different personalities so they can play complementary roles within the team, and how to do so.
- K4 The importance of agreeing with team members the behaviours that are likely to help achievement of the team purpose and those that are likely to hinder progress and should be avoided.
- K5 How to help team members to understand their unique contribution to the team purpose, the contributions expected of fellow team members and how these complement and support each other.
- K6 The importance of providing opportunities for team members to get to know each other's strengths and weaknesses and build mutual respect and trust.
- K7 How to encourage team members to get to know each other's strengths and weaknesses and build mutual respect and trust.
- K8 The importance of encouraging open communication between team members, and how to do so.
- K9 How to provide feedback to team members to enhance the performance of fellow team members and the team as a whole.
- K10 The importance of allowing time for the team to develop through its stages of growth, and how to do so.
- K11 The importance of celebrating team and individual successes together and commiserating together when things go wrong.
- K12 Ways of refocusing the team's energy on achieving its purpose.

Industry/sector specific knowledge and understanding

You need to know and understand:

- K13 Industry/sector requirements for building and managing teams.

Context specific knowledge and understanding

CFAM&LDB1 -SQA Unit Code H683 04

Build teams

You need to know and understand:

K14 The purpose of the team and what has to be achieved.

K15 The required mix of expertise, knowledge and skills to achieve the team purpose.

Behaviours

When performing to this standard, you are likely to demonstrate the following behaviours:

- 1 Present information clearly, concisely, accurately and in ways that promote understanding
- 2 Keep people informed of plans and developments in a timely way
- 3 Support others to make effective use of their abilities
- 4 Clearly agree what is expected of others and hold them to account
- 5 Check individuals' commitment to their roles and responsibilities
- 6 Create a sense of common purpose
- 7 Communicate a vision that inspires enthusiasm and commitment
- 8 Identify and work with people and organisations that can provide support for your work
- 9 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation

- 10 Recognise when there are conflicts, acknowledge the feelings and views of all parties, and redirect people's energy towards a common goal

Skills

When performing to this standard, you are likely to demonstrate the following skills:

- Acting assertively
- Communicating
- Decision-making
- Empowering
- Evaluating
- Involving others
- Leadership
- Monitoring
- Obtaining feedback
- Planning
- Presenting information
- Problem solving
- Providing feedback
- Reviewing
- Setting objectives
- Team building
- Valuing and supporting others

CFAM&LDB1 -SQA Unit Code H683 04

Build teams

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