

## Provide leadership for your team

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### Overview

This standard is about providing direction to hospitality staff and motivating and supporting them to achieve the objectives of the team and their personal work objectives. This standard is for hospitality staff who have team leading, first line management or supervisory responsibilities.

Great leaders bring out the best in their people. They don't focus on what team members can't do; they focus on what they can! Strong leaders provide clear direction, creating a sense of common purpose so that everyone understands their own and the team's objectives. However, it doesn't stop there. Effective leaders make time available to support their team. They live and breathe values such as integrity, fairness, respect and helpfulness.

Perhaps above all, the best leaders take personal responsibility for making things happen but they achieve their best results by supporting, empowering and developing their teams.

When you have completed this standard you will be able to demonstrate your understanding of and your ability to:

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### Performance criteria

You must be able to:

1. 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. Gain, 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

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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. The existence of different styles of leadership
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

### Industry/sector specific knowledge

10. Legal, regulatory and ethical requirements in the industry/sector

### Context specific knowledge and understanding

11. The members, purpose, objectives and plans of your team
12. The personal work objectives of members of your team
13. The types of support and advice that team members are likely to need and how to respond to these
14. Standards of performance for the work of your team

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### Behaviours

**The following behaviours are provided as guidance to underpin effective performance of a hospitality supervisor**

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

### Links to other NOS

This standard is linked to all other standards in the Hospitality Supervision & Leadership suite of standards.

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