

Unit: LM2 Provide leadership for your team (MSC Unit B5)

Overview

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.

Outcomes of effective performance

- LM2O1 You set out and positively communicate the purpose and objectives of the team to all members
- LM2O1 You involve members in planning how the team will achieve its objectives
- LM2O1 You 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
- LM2O1 You encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved
- LM2O1 You win, through your performance, the trust and support of the team for your leadership
- LM2O1 You steer the team successfully through difficulties and challenges, including conflict within the team
- LM2O1 You encourage and recognise creativity and innovation within the team
- LM2O1 You give team members support and advice when they need it, especially during periods of setback and change
- LM2O1 You motivate team members to present their own ideas and listen to what they say
- LM2O1 You encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead

- LM2O1 You monitor activities and progress across the team without interfering

Behaviours which underpin effective performance

- LM2/B1. You create a sense of common purpose
- LM2/B2. You take personal responsibility for making things happen
- LM2/B3. You encourage and support others to take decisions autonomously
- LM2/B4. You act within the limits of your authority
- LM2/B5. You make time available to support others
- LM2/B6. You show integrity, fairness and consistency in decision-making
- LM2/B7. You seek to understand people's needs and motivations
- LM2/B8. You model behaviour that shows respect, helpfulness and co-operation
- LM2/B9. You carry out tasks with due regard to your organisation's policies and procedures, including those covering health and safety at work
- LM2/B10. You comply with legal requirements, industry regulations and professional codes

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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. What different styles of leadership exist.
6. How to select and successfully apply a 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 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 and understanding

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

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.