Unit DR75 04 (708)   Provide Leadership in Your Area of Responsibility

Unit Summary

This Unit is about providing direction to people in a clearly and formally defined area or part of an organisation. You will be required to motivate and support them to achieve the vision and objectives for the area.

The 'area of responsibility' may be, eg, a branch or department or functional area or an operating site within a food and drink manufacturing business.

In order to achieve this Unit you must demonstrate that you meet all the requirements of the Units. This means all of the stated outcomes and behaviours and every item of knowledge and understanding. Your assessor must be able to observe you in the workplace or you must provide the following **tangible evidence** to your assessor. Please note that **simulation** is **not** allowed for this Unit, ie all your evidence must relate to real work activities.

Achievement of this Unit will provide you with opportunities to develop the following SQA Core Skills:

Communication Higher
♦   Produce and respond to oral communication on a complex topic.

Working With Others Higher
♦   Work with others in a group to analyse, plan and complete a complex activity.

I have completed the requirements of this Unit.

Candidate name: _____ **Date:** _____

Candidate signature: _____ **Date:** _____

I can confirm the candidate has completed all requirements of this Unit.

Assessor signature: _____ **Date:** _____

IV signature: _____ **Date:** _____

Assessment centre: _____

You must be able to

1   Create a vision of where your area is going and clearly and enthusiastically communicate it, together with supportive objectives and operational plans, to the people working within your area.
2   Ensure that people working in your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall business.
3   Steer your area successfully through difficulties and challenges, including conflict within the area.
4   Create and maintain a culture within your area which encourages and recognises creativity and innovation.
5   Develop a range of leadership styles and select and apply them to appropriate situations and people.
6   Communicate regularly, making effective use of a range of different communication methods, with all the people working in your area and show that you listen to what they say.
7   Give people in your area support and advice when they need it especially during periods of setback and change.
8   Motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful.
9   Empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries.
10 Encourage people to give a lead in their own areas of expertise and show willingness to follow this lead.
11 Win, through your performance, the trust and support of people within your area for your leadership and get regular feedback on your performance.

Behaviours

This means you:

♦   articulate a vision that generates excitement, enthusiasm and commitment
♦   create a sense of common purpose
♦   take personal responsibility for making things happen
♦   make complex things simple for the benefit of others
♦   encourage and support others to take decisions autonomously
♦   act within the limits of your authority
♦   make time available to support others
♦   show integrity, fairness and consistency in decision-making
♦   seek to understand people's needs and motivations
♦   model behaviour that shows respect, helpfulness and co-operation
♦   encourage and support others to make the best use of their abilities

Evidence of Performance

The following provides guidance on **possible** examples of evidence.

Plans, procedures, records of meetings and other communications you have prepared that clearly articulate your vision and show how it is to be translated into action:
♦   vision statement, policy statements, operational objectives plans and procedures
♦   notes, presentations and materials from team briefings and other meetings and discussions, newsletters, notices, intranet and internet pages
♦   personal statements (how you ensured that your vision was understood and used by others to shape their behaviour)
♦   witness statements (by those using your vision to shape their behaviour)

Records of critical incidents that show decisions you have made and how you have delegated responsibility to others, and have authorised activities designed to address significant problems and seized opportunities:
♦   contemporaneous notes, diary entries or memoranda to record significant difficulties or problems (eg those with possible disciplinary, business or legal consequences)
♦   letters, memoranda, e-mails, reports and other communications to inform appropriate people and make formal records of your decisions and actions (eg to resolve problems and delegate responsibility for future actions)
♦   minutes or notes of progress report meetings
♦   personal statements (how you made significant decisions and delegated responsibility to others)
♦   witness statements (how you made significant decisions and delegated responsibility to others)

Proposals you have made, parameters you have set, plans you have made and records you have kept of development meetings and projects designed to encourage creative ideas-generation and innovation:
♦   proposals for, and agenda and reports of meetings
♦   criteria used to sort and evaluate creative ideas
♦   proposals to develop new and innovative products, production systems or operational procedures

Records of feedback you have received from managers, peers, those you manage and other colleagues, about your management and leadership performance:
♦   records of appraisal or performance review interviews with your line manager
♦   records of 360° appraisals by colleagues
♦   notes of informal feedback, reflective logs or CPD records
♦   critical incident personal reports
♦   witness statements (experiences of your leadership and management performance)

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No	Activity	Assessor initials/date
Candidate name:		
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You need to know and understand Evidence of knowledge and understanding should be collected during observation of performance in the workplace. Where it cannot be collected by observing performance, other assessment methods should be used.	**Evidence**
General knowledge and understanding	
K1	The fundamental differences between management and leadership.	
K2	How to create a compelling vision for an area of responsibility.	
K3	How to select and successfully apply different methods for communicating with people across an area of responsibility.	
K4	A range of different leadership styles and how to select and apply these to different situations and people.	
K5	How to get and make use of feedback from people on your leadership performance.	
K6	Types of difficulties and challenges that may arise, including conflict within the area, and ways of identifying and overcoming them.	
K7	The benefits of and how to create and maintain, a culture which encourages and recognises creativity and innovation.	
K8	The importance of encouraging others to take the lead and ways in which this can be achieved.	
K9	How to empower people effectively.	
K10	How to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement.	
Knowledge and understanding in the context of your business	
K11	Your own values, motivations and emotions.	
K12	Your own strengths and limitations in the leadership role.	
K13	The strengths, limitations and potential of people that you lead.	
K14	Your own role, responsibilities and level of power.	
K15	The vision and objectives of the overall business.	
K16	The vision, objectives, culture and operational plans for your area of responsibility.	
K17	Types of support and advice that people are likely to need and how to respond to these.	
K18	Leadership styles used across the business.	
Industry or sector specific knowledge and understanding	
K19	Leadership styles common in the sector.	
K20	Relevant legal, regulatory and ethical requirements in the sector.	

Notes/Comments

Assessor signature: **Date:**