

Unit 321 Provide leadership for your team

Unit summary

Provide direction to the members of your team and motivate and support them to achieve the objectives of the team and their personal work objectives.

Skills

You will apply the following skills:

- Communicating
- Planning
- Team building
- Leading by example
- Providing feedback
- Setting objectives
- Motivating
- Consulting
- Problem solving
- Valuing and supporting others
- Monitoring
- Managing conflict
- Decision-making
- Following

Performance indicators

You will:

1. Set out and positively 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. Win, through your performance, the trust and support of the team for your leadership
6. Steer the team successfully through difficulties and challenges, including conflict 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
11. Monitor activities and progress across the team without interfering

Behaviours

- a) You create a sense of common purpose
- b) You take personal responsibility for making things happen
- c) You encourage and support others to take decisions autonomously
- d) You act within the limits of your authority
- e) You make time available to support others
- f) You show integrity, fairness and consistency in decision-making
- g) You seek to understand people's needs and motivations
- h) You model behaviour that shows respect, helpfulness and co-operation

Knowledge

You will know:

General knowledge and understanding

1. The 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 the ability to show team members how personal work objectives contribute to achievement of team objectives
5. That different styles of leadership exist
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. The 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 the ways in which this can be achieved
9. The benefits of encouraging and recognising creativity and innovation within a team and how to achieve this

Industry/sector specific knowledge and understanding

10. The 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 provide them
14. The standards of performance for the work of your team

Evidence Requirements

This section is aimed at the assessor and sets out the evidence requirements for this unit.

1. Evidence for this unit is generated when your candidate is carrying out real work in a private sector organisation, not-for-profit organisation or public service organisation whether full-time or part-time, paid or voluntary.
2. A Realistic Working Environment or Simulation is not allowed for this unit.
3. Evidence must show that your candidate has consistently met the standard over a sufficient period of time for you to consider the candidate competent.
4. You may use the following assessment methods when assessing this unit:

Performance evidence	Observation	Yes
	Examination of work products	Yes
Supplementary evidence	Witness testimony	Yes
	Questions *	Yes

* This includes verbal and written questioning, questionnaires, work based tasks, reflective accounts, case studies, professional discussion and feedback reports.

5. Your candidate needs to show that they:

Agree plans and objectives with their team. Evidence may include:

- Notes and other records of meetings with individuals and the team the candidate has led to discuss and agree objectives and work plans
- Individual and team objectives and work plans or schedules the candidate has agreed
- Records of the candidate's own appraisal or performance review meetings with manager regarding their role in agreeing individual and team objectives and work plans
- Personal statement (commentary on how the candidate involved team members in agreeing demanding but realistic individual and team objectives and work plans)
- Witness statements by team members (how the candidate encourage them to set demanding but realistic objectives and accept responsibility for achieving them)

Record the performance of the team and its members. Evidence may include:

- Data on the quantity and quality of individual and team performance, showing achievement of objectives and plans
- Notes or other records of meetings, showing how individual and team problems have been resolved

- Personal statement (commentary on how the candidate motivates individuals, encourages them to take responsibility, and deal with individual and team problems)
- Witness statements by team members (how the candidate has helped them to overcome problems and motivated them to achieve objectives and take on responsibility for activities)

Encourage creativity and innovation in the team. Evidence may include:

- Notes and materials produced during creative ideas-generation activities
- Records of agreement by managers to introduce innovative ideas developed by the team
- Data on performance improvements arising directly from innovations proposed by the team
- Records of candidate’s own appraisal or performance review meetings with manager regarding their role in encouraging creativity and innovation in the team
- Personal statement (commentary on how the candidate has led the team in developing creative ideas and innovation)
- Witness statements by team members (how the candidate has led them to develop creative ideas and innovation)

While generating this evidence your candidate will need to show the following behaviours:

- They create a sense of common purpose
- They take personal responsibility for making things happen
- They encourage and support others to take decisions autonomously
- They act within the limits of their authority
- They make time available to support others
- They show integrity, fairness and consistency in decision-making
- They seek to understand people’s needs and motivations
- They model behaviour which shows respect, helpfulness and co-operation

6. Contingencies

Performance Indicator 6	If no difficulties or challenges arise during the assessment period professional discussion or dedicated tasks may be used to confirm competence
Performance Indicator 8	If no need for advice and support arises during the assessment period professional discussion or dedicated tasks may be used to confirm competence

7. Evidence generated for this unit may contribute towards Unit 301:

- Communicate information
- Plan and be accountable for your work
- Improve your own performance
- Behave in a way that supports effective working

and Unit 302

- Work to achieve your organisation's purpose and values
- Apply your employment responsibilities and rights
- Support sustainability
- Support diversity
- Maintain security and confidentiality
- Assess and manage risk