PROSUM06
Provide leadership in your area of responsibility

Overview

The standard is about providing direction to people in a clearly and formally defined area or part of an organisation and motivating and supporting them to achieve the vision and objectives for the area. The ‘area of responsibility’ may be, for example, a branch or department or functional area or an operating site within an organisation

The standard is recommended for first line managers and middle managers.

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Performance criteria

You must be able to:

P1 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

P2 ensure that people working within your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organisation

P3 steer your area successfully through difficulties and challenges, including conflict within the area

P4 create and maintain a culture within your area which encourages and recognises creativity and innovation

P5 develop a range of leadership styles and select and apply them to appropriate situations and people

P6 communicate regularly, making effective use of a range of different communication methods, with all the people working within your area and show that you listen to what they say

P7 give people in your area support and advice when they need it especially during periods of setback and change

P8 motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful

P9 empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries

P10 encourage people to give a lead in their own areas of expertise and show willingness to follow this lead

P11 win, through your performance, the trust and support of people within your area for your leadership and get regular feedback on your performance

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Knowledge and understanding

General knowledge and understanding

You need to know and understand:

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

Industry/sector specific knowledge and understanding

You need to know and understand:

K11 leadership styles common in the industry/sector
K12 legal, regulatory and ethical requirements in the industry/sector

Context specific knowledge and understanding

You need to know and understand:

K13 your own values, motivations and emotions
K14 your own strengths and limitations in the leadership role
K15 the strengths, limitations and potential of people that you lead
K16 your own role, responsibilities and level of power
K17 the vision and objectives of the overall organisation
K18 the vision, objectives, culture and operational plans for your area of responsibility
K19 types of support and advice that people are likely to need and how to respond to these
K20 leadership styles used across the organisation

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Behaviours

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

Skills

Listed below are the main generic 'skills' which need to be applied in providing leadership in your area of responsibility. These skills are explicit/implicit in the detailed content of the standard and are listed here as additional information:

1. communicating
2. influencing and persuading
3. leading by example
4. motivating
5. consulting
6. planning
7. setting objectives
8. providing feedback
9. coaching
10. mentoring
11. valuing and supporting others
12. empowering
13. learning
14. following
15. managing conflict
16. obtaining feedback

Links to other NOS

This standard is linked to standards. DDI01(B1) 'Develop and implement operational plans for your area of responsibility' in the overall suite of National Occupational Standards for management and leadership

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