

CFAMLB7

Provide leadership for your organisation



Overview

This unit is about providing direction to people in the organisation and enabling, inspiring, motivating and supporting them to achieve what the organisation has set out to do. It is expected that you will be aware of and be able to apply different styles of leadership appropriate to different people and situations. For the purposes of this unit, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

The unit is recommended for senior managers.

This unit is linked to all other units in the overall suite of National Occupational Standards for Management and Leadership where leadership for your organisation may be required.

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Performance criteria

- You must be able to:*
- P1 develop and clearly and enthusiastically communicate and reinforce the organisation's purpose, values and vision to people across the organisation and, where appropriate, to external stakeholders
 - P2 ensure that organisational plans support the organisation's purpose, values and vision
 - P3 Steer the organisation successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the organisation
 - P4 create and maintain a culture within the organisation which encourages and rewards creativity and innovation
 - P5 develop, select and apply leadership styles which are appropriate to the different people and situations you face
 - P6 motivate people across the organisation to achieve their objectives and reward them when they are successful
 - P7 give people across the organisation support and advice when they need it especially during periods of setback and change
 - P8 motivate people across the organisation to present their own ideas and listen to what they say
 - P9 empower people across the organisation to develop their own ways of working within agreed boundaries
 - P10 encourage people across the organisation to take the lead when they have the knowledge and expertise and show willingness to follow this lead
 - P11 win, through your performance, the trust and support of people across the organisation and key stakeholders for your leadership of the organisation and get regular feedback on your performance
 - P12 monitor activities and progress in different areas of the organisation without interfering

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 the differences between management and leadership
- K2 how to develop a compelling vision for an organisation
- K3 the importance of and what is meant by organisational values
- K4 ways of ensuring that organisational plans support the organisation's purpose, values and vision
- K5 how to select and successfully apply different methods and techniques for communicating with people across an organisation
- K6 types of challenges and difficulties that may arise, including conflict, diversity and inclusion issues within the organisation, and ways of identifying and overcoming them
- K7 different theories, models and styles of leadership and how to select and successfully apply these to different people and situations
- K8 the effect that different leadership styles can have on organisations
- K9 how to select and successfully apply different methods and techniques for motivating, rewarding, influencing and persuading people
- K10 how to empower people effectively
- K11 how to get and make use of feedback on your leadership performance
- K12 the organisational benefits of and how to create a culture which encourages and recognises creativity and innovation
- K13 how to recognise and develop the leadership capability of other people and follow their lead

You need to know and understand:

Industry/sector specific knowledge and understanding

- K14 leadership styles common in the industry/sector and their strengths and limitations
- K15 legal, regulatory and ethical requirements in the industry/sector

You need to know and understand:

Context specific knowledge and understanding

- K16 your own values, motivations and emotions, and the effect these have on your own actions and on other people
- K17 your own strengths and limitations in the leadership role
- K18 the strengths, limitations and potential of people that you lead
- K19 your own role, responsibilities and level of power
- K20 the purpose and values of and vision for your organisation
- K21 the leadership culture and capability of your organisation
- K22 the plans of your organisation
- K23 the types of support and advice that people are likely to need and how to respond to these
- K24 external stakeholders you may need to communicate and work with

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Additional Information

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 present information clearly, concisely, accurately and in ways that promote understanding.
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 show integrity, fairness and consistency in decision-making.
9. You seek to understand people's needs and motivations.
10. You model behaviour that shows respect, helpfulness and co-operation.
11. You make complex things simple for the benefit of others.

Skills

Listed below are the main generic 'skills' that need to be applied in providing leadership for your organisation. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

Thinking strategically
Empowering
Communicating
Influencing and persuading
Leading by example
Planning
Inspiring
Motivating
Problem-solving
Valuing and supporting others
Monitoring
Consulting
Obtaining feedback
Following
Managing conflict

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