

CFAMLD13

Support individuals to develop and maintain their performance



Overview

This unit is about supporting individuals to develop and maintain their performance at work. These may be people in your own team or individuals from another work group to whom you are providing support.

This unit is based on a commonly-used coaching model where you and the individual clearly agree the improvements in performance required and plan a step-by-step process to achieve a desired standard. You will usually help the individual to develop new skills and experiment with alternative behaviours in a safe environment before applying these for real in the workplace. You will work with the individual to monitor their progress over time, providing specific feedback to help them progress, until they have achieved the desired standard or no longer need your support in developing and/or maintaining their progress.

The unit is recommended particularly for first line managers and middle managers.

This unit is linked to units:

D7 Provide learning opportunities for colleagues

D8 Help team members address problems affecting their performance

D9 Build and manage teams

in the overall suite of National Occupational Standards for Management and Leadership.

CFAMLD13

Support individuals to develop and maintain their performance

Performance criteria

- You must be able to:*
- P1 support the individual in identifying their particular needs, abilities and preferences and take these into account when planning and providing support
 - P2 ensure that the support requirements of the individual are in line with the business objectives of the organisation
 - P3 establish with the individual:
 - P3.1 the area(s) in which they want to develop their performance
 - P3.2 the standard of performance they wish to achieve
 - P3.3 why they want to develop their performance
 - P3.4 the support they can expect from you, and the commitment you expect from them
 - P3.5 the process by which you will support them
 - P4 establish with the individual:
 - P4.1 the timescale of the process
 - P4.2 the frequency and duration of meetings
 - P4.3 points at which progress will be reviewed
 - P4.4 how progress will be measured and assessed
 - P5 explore with the individual the skills they need to develop and the behaviours they need to change in order to meet the desired standard of performance
 - P6 explore with the individual obstacles which could hinder their progress and how to remove these obstacles
 - P7 plan with the individual how they can develop new skills and behaviours in a logical step-by-step sequence
 - P8 provide opportunities for the individual to develop new skills and experiment with alternative behaviours in a safe environment
 - P9 encourage the individual to identify and seize opportunities to apply their newly-developed skills and behaviours to their work
 - P10 explore with the individual any risks involved in applying their newly-developed skills and behaviours to their work and help them plan how to reduce these risks to levels which are acceptable to them and the organisation
 - P11 encourage the individual to reflect on their progress and articulate their thoughts and feelings about it
 - P12 monitor the individual's progress and provide specific feedback designed to improve their skills, reinforce effective behaviours and enhance their motivation to achieve the desired standard of performance
 - P13 use alternative approaches or enlist the support of colleagues and/or specialists, if the individual is not making satisfactory progress
 - P14 agree with the individual when they have achieved the desired standard of performance, or when they no longer require your support

CFAMLD13

Support individuals to develop and maintain their performance

P15 encourage and empower individuals to take responsibility for developing and maintaining their own self-awareness, performance and impact

CFAMLD13

Support individuals to develop and maintain their performance

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

- K1 how to identify the particular needs, abilities and preferences of individuals and to take these into account when planning and providing support
- K2 the principles, methods, tools and techniques involved in planning and providing support to individuals to improve their performance
- K3 the principles, methods, tools and techniques for assessing an individual's performance
- K4 the importance of establishing with individuals the course of action, the areas of performance to be targeted and the standard of performance they want to achieve
- K5 the principles, methods, tools and techniques for assessing an individual's knowledge, skills and personal qualities and identifying learning needs, and the importance of exploring these with the individual
- K6 how to identify obstacles which could hinder an individual's progress and the importance of removing these obstacles
- K7 learning and development opportunities for the individual to develop new skills and experiment with alternative behaviours in a safe environment
- K8 the importance of encouraging individuals to identify and seize opportunities to apply their newly-developed skills and behaviours to their work
- K9 how to identify risks involved in the application of newly-developed skills and behaviours to the individual's work and how to reduce these risks to levels which are acceptable to them and the organisation
- K10 the principles, methods, tools and techniques involved in monitoring individuals' progress of developing their performance
- K11 the principles, methods, tools and techniques involved in providing specific feedback to improve their skills, reinforce effective behaviours and enhance their motivation to achieve the desired standard of performance
- K12 alternative approaches and how to make use of these if the individual is not making satisfactory progress
- K13 the importance of agreeing with the individual when they have achieved the desired standard of performance, or when they no longer require your support

You need to know and understand:

Industry/sector specific knowledge and understanding

- K14 industry/sector requirements for supporting individuals to improve their performance

CFAMLD13

Support individuals to develop and maintain their performance

You need to know and understand:

Context specific knowledge and understanding

- K15 individual's needs, abilities and preferences
- K16 possible obstacles, either organisational or individual related, which could hinder the individual's progress
- K17 risks to individuals when applying their newly-developed skills and behaviours to their work
- K18 sources of advice, guidance and support from colleagues and/or specialists

CFAMLD13

Support individuals to develop and maintain their performance

Additional Information

Behaviours

1. You constantly seek to develop performance.
2. You find practical ways to overcome barriers.
3. You keep people informed of plans and developments.
4. You make time available to support others.
5. You encourage and support others to make best use of their abilities.
6. You give feedback to others to help them develop their performance.
7. You recognise the achievements and the success of others.
8. You inspire others with the excitement of learning.
9. You confront performance issues and resolve them directly with the people involved.
10. You identify clearly the value and benefits to people of a proposed course of action.

Skills

Listed below are the main generic 'skills' that need to be applied in supporting individuals to improve their performance. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

Active listening
Analysing
Asking powerful questions
Assessing
Coaching
Communicating
Empathising
Inspiring
Learning
Monitoring
Motivating
Planning
Providing feedback
Reviewing
Risk management
Self-assessment
Setting objectives
Valuing and supporting others

CFAMLD13

Support individuals to develop and maintain their performance

Developed by CFA Business Skills @ Work

Version number 1

Date approved March 2009

Indicative review date March 2011

Validity Current

Status Original

Originating organisation Management Standards Centre

Original URN D13

Relevant occupations Managers and Senior Officials; Business management

Suite Management and Leadership National Occupational Standards 2008

Key words management, leadership, active listening, inspiring, reviewing