

## CFAMLD8

# Help team members address problems affecting their performance



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### Overview

This unit is about helping members of your team address problems affecting their performance. These may be work-related problems or problems arising from their personal circumstances.

The unit involves identifying problems affecting people's performance and discussing these in a timely way with the team members concerned to help them find a suitable solution to their problem. Sometimes you may need to refer the team member to specialist support services.

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

This unit is linked to units:

- B8 Ensure compliance with legal, regulatory, ethical and social requirements
- D5 Allocate and check work in your team
- D6 Allocate and monitor the progress and quality of work in your area of responsibility
- D9 Build and manage teams
- D10 Reduce and manage conflict in your team
- D13 Support individuals to develop and maintain their performance in the overall suite of National Occupational Standards for Management and Leadership.

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#### Performance criteria

- You must be able to:*
- P1 give team members opportunities to approach you with problems affecting their performance
  - P2 identify performance issues and bring these promptly to the attention of the team members concerned
  - P3 discuss problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem
  - P4 gather and check information to accurately identify the problem and its cause
  - P5 discuss the range of alternative courses of action and agree with the team member a timely and effective way of dealing with the problem
  - P6 refer the team member to support services or specialists, where necessary
  - P7 keep a confidential record of your discussions with team members about problems affecting their performance
  - P8 ensure your actions are in line with your organisation's policies for managing people

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### Knowledge and understanding

*You need to know and understand:*

#### **General knowledge and understanding**

- K1 the importance in giving team members opportunities to approach you with problems affecting their performance
- K2 how to encourage team members to approach you with problems affecting their performance
- K3 the importance of identifying performance issues and bringing these promptly to the attention of the team members concerned
- K4 the importance of discussing problems with team members at a time and place appropriate to the type, seriousness and complexity of the problem
- K5 how to gather and check the information you need to identify the problem and its cause
- K6 the importance of identifying the problem accurately
- K7 the range of alternative courses of action to deal with the problem
- K8 the importance of discussing and agreeing with the team member a timely and effective way of dealing with the problem
- K9 when to refer the team member to support services or specialists
- K10 the importance of keeping a confidential record of your discussions with team members about problems affecting their performance, and how to do so
- K11 the importance of ensuring your actions are in line with your organisation's policies for managing people and their performance

*You need to know and understand:*

#### **Industry/sector specific knowledge and understanding**

- K12 industry/sector requirements for helping team members address problems affecting their performance

*You need to know and understand:*

#### **Context specific knowledge and understanding**

- K13 the types of problems that your team members may encounter which can affect their performance
- K14 your role, responsibilities and limits of authority when dealing with team members' problems
- K15 the range of support services or specialists that exist inside and outside your organisation
- K16 your organisation's policies for managing people and their performance

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### Additional Information

#### Behaviours

1. You find practical ways to overcome barriers.
2. You show empathy with others' needs, feelings and motivations and take an active interest in their concerns.
3. You make time available to support others.
4. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
5. You show integrity, fairness and consistency in decision-making.
6. You confront performance issues and resolve them directly with the people involved.
7. You keep confidential information secure.
8. You check the validity and reliability of information.
9. You identify the implications or consequences of a situation.
10. You take timely decisions that are realistic for the situation.

#### Skills

Listed below are the main generic 'skills' that need to be applied in helping team members address problems affecting their performance. These skills are explicit/ implicit in the detailed content of the unit and are listed here as additional information.

Acting assertively  
Communicating  
Consulting  
Decision-making  
Empathising  
Information management  
Managing conflict  
Monitoring  
Problem-solving  
Providing feedback  
Reviewing  
Setting objectives  
Team-building  
Valuing and supporting others

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**Developed by** CFA Business Skills @ Work

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**Version number** 1

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**Date approved** March 2009

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**Indicative review date** March 2011

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**Validity** Current

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**Status** Original

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**Originating organisation** Management Standards Centre

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**Original URN** D8

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**Relevant occupations** Managers and Senior Officials; Business management

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**Suite** Management and Leadership National Occupational Standards 2008

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**Key words** management, leadership, performance, team