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## Overview

This standard is about providing direction to people in your organisation and enabling, inspiring, motivating and supporting them to achieve what your organisation has set out to do.

This standard is relevant to managers with responsibility for leading their organisation. *CFAM&LBA2 Provide leadership in your area of responsibility* and *CFAM&LBA3 Lead your team* are complementary standards for managers with more limited responsibility.

This standard links closely with other strategic standards, such as *CFAM&LBA5 Develop your organisation's vision and strategy*, *CFAM&LBA6 Develop strategic business plans* and *CFAM&LFA1 Implement and evaluate strategic business plans*.

## Performance criteria

- You must be able to:*
- P1 Engage people within your organisation and other key stakeholders in defining your organisation's direction and committing their energies and expertise to achieving its results.
  - P2 Clearly and enthusiastically communicate and reinforce your organisation's purpose, values and vision to people across the organisation and, where appropriate, to external stakeholders.
  - P3 Evaluate the impact of your organisation on the environment, the local community and society as a whole and ways in which its impact can be more beneficial.
  - P4 Ensure that organisational plans support your organisation's purpose, values and vision.
  - P5 Steer your organisation successfully through difficulties and challenges.
  - P6 Develop a range of leadership styles and apply them appropriately to different people and situations.
  - P7 Motivate people to achieve their objectives and recognise their successes.
  - P8 Encourage people to take responsibility for their own development needs.
  - P9 Give people support, advice and guidance when they need it, especially during periods of setback and change.
  - P10 Motivate people to present their own ideas and listen to what they say.
  - P11 Empower people to develop their own ways of working within agreed boundaries.
  - P12 Encourage people to take the lead when they have the knowledge and expertise and show willingness to follow this lead.
  - P13 Win, through your performance and behaviour, the trust and support of people across the organisation and key stakeholders and get regular feedback on your performance.
  - P14 Monitor activities and progress in different areas of the organisation without interfering.

## Knowledge and understanding

*You need to know and understand:*

### **General knowledge and understanding**

- K1 How to engage people within your organisation and other key stakeholders in defining your organisation's direction and committing their energies and expertise to achieving its results.
- K2 The differences between managing and leading.
- K3 How to develop a compelling vision for an organisation.
- K4 The importance of and what is meant by organisational values.
- K5 How to measure the impact of your organisation on the environment, the local community and society.
- K6 Ways of ensuring that organisational plans support the organisation's purpose, values and vision.
- K7 How to select and successfully apply different methods and techniques for communicating with people across an organisation.
- K8 Types of challenges and difficulties that may arise and ways of identifying and addressing them.
- K9 Different theories, models and styles of leadership and how to select and successfully apply these to different people and situations.
- K10 The effect that different leadership styles can have on organisations.
- K11 How to select and successfully apply different methods and techniques for motivating, rewarding, influencing and persuading people.
- K12 How to empower people effectively.
- K13 How to get and make use of feedback on your leadership performance.
- K14 How to create a culture which encourages and recognises creativity and innovation.
- K15 How to recognise and develop the leadership capability of other people and follow their lead.

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

*You need to know and understand:*

- K16 Leadership styles common in the industry/sector and their strengths and limitations.
- K17 Legal, regulatory and ethical requirements in the industry/sector.

*You need to know and understand:*

**Context specific knowledge and understanding**

- K18 Key individuals within your organisation, their roles, responsibilities, competences and potential.
- K19 Your own values, motivations and aspirations.
- K20 Your own emotions and the effect these have on your own actions and on other people.
- K21 Your own strengths and limitations in the leadership role.
- K22 The strengths, limitations and potential of people that you lead.
- K23 Your own role, responsibilities and level of authority.
- K24 The purpose and values of and vision for your organisation.
- K25 The leadership culture and capability of your organisation.
- K26 The plans of your organisation.
- K27 The types of support and advice that people are likely to need and how to respond to these.
- K28 External stakeholders you may need to communicate and work with.

## Behaviours

*When performing to this standard, you are likely to demonstrate the following behaviours:*

- 1 Listen actively, ask questions, clarify points and restate or rephrase statements to check mutual understanding
- 2 Present information clearly, concisely, accurately and in ways that promote understanding
- 3 Make time available to support others
- 4 Encourage others to take decisions autonomously, when appropriate
- 5 Recognise the achievements and success of others
- 6 Encourage and welcome feedback from others and use this feedback constructively
- 7 Act within the limits of your authority
- 8 Show integrity, fairness and consistency in decision-making
- 9 Take personal responsibility for making things happen
- 10 Protect your own and others' work against negative impacts
- 11 Focus personal attention on specific details that are critical to achieving successful results
- 12 Seek to understand people's needs and motivations
- 13 Create a sense of common purpose
- 14 Communicate a vision that inspires enthusiasm and commitment
- 15 Model behaviour that shows, and inspires others to show, respect, helpfulness and cooperation
- 16 Use a range of leadership styles appropriate to different people and situations

## Skills

*When performing to this standard, you are likely to demonstrate the following skills:*

- Communicating
- Consulting
- Decision-making
- Empowering
- Evaluating
- Following
- Influencing
- Inspiring
- Leadership
- Leading by example
- Managing conflict
- Monitoring
- Motivating
- Obtaining feedback
- Persuading
- Planning
- Presenting information
- Prioritising
- Problem solving
- Providing feedback
- Setting objectives
- Thinking strategically
- Valuing and supporting others

# CFAM&LBA1

## Lead your organisation

<b>Developed by</b>	CFA Business skills @ work
<b>Version number</b>	2.0
<b>Date approved</b>	March 2012
<b>Indicative review date</b>	March 2015
<b>Validity</b>	Current
<b>Status</b>	Original
<b>Originating organisation</b>	CFA Business skills @ work
<b>Original URN</b>	CFAM&LBA1
<b>Relevant occupations</b>	Managers and Senior Officials; Arts Administrator; Arts Leader; Arts, Media and Publishing; Librarians and Related Professionals; Crafts, creative arts and design; Quality and Customer Care Managers; Artistic and Literary Occupations; Customer Service Occupations;
<b>Suite</b>	Management & Leadership; Community Arts Management; Cultural and Heritage Venue Management;
<b>Key words</b>	Management & leadership; lead organisation; motivating people; Community Arts; Arts Administration; Participatory Arts; Venue;