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## Overview

**This unit is appropriate for you if your role involves:**

1. Leading members, activists and other full-time colleagues as a workplace representative or full-time official/officer within a trade union organisation.

**The activities you are likely to be involved in:**

2. Leading committees, groups, consultations and bargaining units.

**Performance  
criteria**

**Encourage others to participate and input to consultations and initiatives**

- You must be able to:*
- P1 Encourage the innovation and creativity of others within your area of responsibility.
  - P2 Gain the trust and support of colleagues.
  - P3 Use a range of methods to communicate with members and the union.
  - P4 Respond to enquiries effectively and in a timely manner.
  - P5 Provide information in a way which can be understood by others.
  - P6 Engage, communicate and consult effectively with members, activists and other full-time colleagues.
  - P7 Make sure that the processes for decision-making are open, transparent and informed by union policy.
  - P8 Work with members to develop a vision of the future.
  - P9 Develop an effective plan to implement the vision.
  - P10 Include union policies, practices and procedures in your plans.
  - P11 Consult on and communicate the vision and implementation plans effectively to others.
  - P12 Regularly review and revise the implementation plan as a result of feedback or changes in union policy.

**Build relationships with outside bodies**

- You must be able to:*
- P13 Identify opportunities to build appropriate and effective relationships with outside bodies.
  - P14 Represent the union effectively to external organisations and at meetings/events.
  - P15 Seek to build partnerships.

**Develop leadership**

- You must be able to:*
- P16 Lead your members effectively through any difficulties, challenges and conflict.

- P17 Use appropriate leadership styles.
- P18 Make sure that you delegate effectively.
- P19 Motivate and support members in your area of responsibility to achieve their objectives.
- P20 Make sure that the achievements of members are recognised.
- P21 Provide members with opportunities for development.
- P22 Obtain regular feedback on and review your performance.
- P23 Make sure that your leadership style recognises equality and diversity.
- P24 Help build the union team.

## Knowledge and understanding

*You need to know and understand:*

- K1 The differences between management and leadership.
- K2 Principles of leadership.
- K3 The structure and decision-making processes of the union.
- K4 Your own remit and those of others.
- K5 Your accountability – to members and the union.
- K6 How to communicate effectively.
- K7 How to listen effectively.
- K8 The different methods of communication available to you.
- K9 National and local union initiatives which impact on your area.
- K10 The potential impact of change on others.
- K11 Models and methods available for managing change.
- K12 How manage other people's expectations during change.
- K13 How to delegate effectively.
- K14 How to motivate members.
- K15 The networks and contacts available to support your work.
- K16 How to identify potential future leaders.
- K17 How to support members to achieve their potential.
- K18 The union's policy on equality and diversity.

## CFAU05

### Leadership in a democratic organisation

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**Developed by** CFA Business Skills @ Work

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**Relevant occupations** Trade Union Representatives and Professionals

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**Suite** TUC Core Trade Union role

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**Key words** union organisation; union structures and processes; presenting union information to the media; democratic organisation