

COGPOLY37

Lead the work of teams and individuals to achieve their objective



Overview

This unit is for those with responsibility for making best use of your team and its members so that they can achieve their objectives. It covers planning and assessing work, and providing feedback to their team members.

This unit is for you if you are a manager or supervisor with:

1. A tightly defined area of responsibility
2. Some limited opportunity for taking decisions and managing budgets
3. Responsibility for achieving specific results by using resources effectively, and
4. Responsibility for allocating work to team members, colleagues or contractors

This unit deals with the following:

5. Plan the work of teams and individuals
6. Assess the work of teams and individuals
7. Provide feedback to teams and individuals on their work

During this work you must take account of the relevant operational requirements and safe working practices AS THEY APPLY TO YOU.

Previous Version

Adapted from Unit D9 of Polymer Processing and Related Operations NOS – version November 2004. NB This unit is a tailored version of a Combined Working Practices unit produced by PINTOG, which was originally designated Unit 36.

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Performance criteria

- You must be able to:*
- P1 give opportunities to your team members to contribute to the planning and organisation of their work
 - P2 ensure your plans are consistent with their team's objectives
 - P3 ensure your plans cover all those personnel whose work you are responsible for
 - P4 ensure your plans and schedules are realistic and achievable within organisational constraints
 - P5 ensure your plans and the way you allocate work takes full account of team members' abilities and development needs
 - P6 explain to your team members your plans and their work activities in sufficient detail and at level and pace appropriate to them
 - P7 confirm your team members' understanding of your plans and their work activities at appropriate times
 - P8 update your plans at regular intervals and take account of individual, team and organisational changes
 - P9 explain the purpose of assessment clearly to all involved
 - P10 give opportunities to team members to assess their own work
 - P11 assess work at times most likely to maintain and improve effective performance
 - P12 base your assessments on sufficient, valid and reliable information
 - P13 make your assessments objectively against clear and agreed criteria
 - P14 provide feedback to your team members in a situation and in a form and manner most likely to maintain and improve performance
 - P15 give feedback which is clear and is based on an objective assessment of your team members' work
 - P16 give feedback which recognises team members' achievements and provides constructive suggestions and encouragement for improving their work
 - P17 give feedback in a way which shows respect for the individuals involved
 - P18 treat all feedback to individuals and teams confidentially
 - P19 give opportunities to team members to respond to feedback and recommend how they could improve their work

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Knowledge and understanding

You need to know and understand:

- K1 the importance of effective communication when explaining work plans and allocations
- K2 how to present work plans in a way that gains the support and commitment of those involved
- K3 the importance of being clear yourself about the purpose of assessment and of communicating this effectively to those involved
- K4 the importance of good communication skills when providing feedback
- K5 how to provide both positive and negative feedback to team members on their performance
- K6 how to choose an appropriate time and a place to give feedback to teams and individuals
- K7 how to provide feedback in a way which encourages your team members to feel that you respect them
- K8 the importance of regularly reviewing work
- K9 the importance of assessing the ongoing work of teams and individuals and your role and responsibilities in relation to this
- K10 the importance of providing clear and accurate feedback to your team members on their performance and your role and responsibilities in relation to this
- K11 how to gather and evaluate the information you need to assess the work of teams and individuals
- K12 the principles of confidentiality when providing feedback - which people should receive which pieces of information
- K13 the importance of providing your team members with the opportunity to contribute to the planning and organisation of their work
- K14 the importance of providing opportunities to your team members to assess their own work and how you can encourage and enable this involvement
- K15 how to motivate team members and gain their commitment by providing feedback
- K16 the importance of being encouraging when providing feedback to team members and showing respect for those involved
- K17 why it is important to provide constructive suggestions on how performance can be improved
- K18 the importance of giving those involved the opportunity to provide suggestions on how to improve their work
- K19 the range of purposes of work assessment, why work assessment may play a role in an organisation and how they apply to your own situation
- K20 how to assess the work of teams and individuals, and processes in the workplace which can support such assessment
- K21 the principles of fair and objective assessment of work and how to

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- ensure this is achieved
- K22 the types of organisational constraints which influence your planning
- K23 the principles of planning work activities, setting objectives and priorities to ensure requirements are met efficiently
- K24 how to develop realistic and achievable work plans for teams and individuals both in the short and medium term
- K25 the importance of planning work activities to organisational effectiveness and your role and responsibilities in relation to this
- K26 the team's objectives and how your plans succeed in meeting these
- K27 the difference between someone who is within your line management control and someone for whom you have functional responsibility, and the implications this difference may have for planning work

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Additional Information

Glossary

Team members

People for whom you have line responsibility, people for whom you have functional responsibility
Plans Short-term, medium-term

Organisational constraints

Organisational objectives, organisational policies, resources

Purpose of assessments

Assuring that objectives have been achieved, assuring that quality and customer requirements have been met, appraising team or individual performance, recognising competent performance and achievement

Assessment

Specific to one activity or objective, general to overall performance of the team or individual
Information for assessments
Qualitative, quantitative

Feedback

Positive, negative To be given in the following: spoken, written To include at least to of the flowing situations: during normal day-to-day activities, when required to maintain motivation, morale and effectiveness, during formal appraisals, at team meetings and briefings, during confidential discussions of work

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