

# COGPPRO37

## Unit 37: Lead the Work of Teams and Individuals to Achieve Their Objective within Polymer Processing and Related Operations



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### 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 worksite operational requirements, procedures and safe working practices as they apply to you.

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### Performance criteria

*You must be able to:*

- P1 Planning work for all those for whom you are responsible which is realistic and achievable
- P2 Give opportunities to your **team members** to contribute to the planning and organisation of their work
- P3 Ensure your **plans** are consistent with their team's objectives
- P4 Ensure your **plans** cover all those personnel whose work you are responsible for
- P5 Ensure your **plans** and schedules are realistic and achievable within **organisational constraints**
- P6 Ensure your **plans** and the way you allocate work takes full account of **team members'** abilities and development needs
- P7 Explain to your **team members** your plans and their work activities in sufficient detail and at a level and pace appropriate to them
- P8 Confirm your **team members'** understanding of your plans and their work activities within agreed timelines
- P9 Update your **plans** at regular intervals and take account of individual, team and organisational changes
- P10 Explain the purpose of **assessment** clearly to all involved
- P11 Give opportunities to **team members** to assess their own work
- P12 Assess work at times most likely to maintain and improve effective performance
- P13 Base your **assessments** on sufficient, valid and reliable information
- P14 Make your **assessments** objectively against clear and agreed criteria
- P15 Provide **feedback** to your **team members** in a situation and in a form and manner most likely to maintain and improve performance
- P16 Make qualitative and quantitative **assessments** to maintain and improve performance
- P17 Give **feedback** which is clear and is based on an objective **assessment** of your team members' work
- P18 Give **feedback** which recognises **team members'** achievements and provides constructive suggestions and encouragement for improving their work
- P19 Give **feedback** in a way which shows respect for the individuals involved
- P20 Treat all **feedback** to individuals and teams confidentially
- P21 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

1. **Team members:** people for whom you have line responsibility, people for whom you have functional responsibility
2. **Plans:** short-term, medium-term
3. **Organisational constraints:** organisational objectives, organisational policies, resources
4. **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
5. **Assessment(s):** specific to one activity or objective, general to overall performance of the team or individual
6. **Feedback:** positive, negative, spoken, written
7. **Communication:** 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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