

**Introduction****What is this unit about?**

This unit is about providing direction to the members of your team and motivating and supporting them to achieve the objectives of the team and their personal work objectives.

**Who is this unit for?**

The unit is recommended for supervisors of settings or services whose main purpose is children's care, learning and development.

**Principles and values**

You must work within the principles and values of the sector in order to achieve this unit.

**Origin of unit**

This unit originates from the National Occupational Standards for Management and Leadership B5.

**Content of unit**

This unit is not divided into individual elements.

**Place in the NVQ/SVQ framework**

This unit is a group 1 option unit within the Level 3 NVQ/SVQ in Children's Care, Learning and Development.

**Links to Key and Core Skills**

This unit may provide evidence for the following:

Key Skills	Core Skills
Communication: 4.1, 4.2, 4.3	Communication: Higher
Working with Others: 4.1, 4.2, 4.3	Working with Others: Higher
Problem Solving: 3.1, 3.2, 3.3	Problem Solving: Intermediate 2

**Skills**

Listed below are the main generic 'skills' which need to be applied in providing leadership for your team. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Planning
- Team building
- Leading by example
- Providing feedback
- Setting objectives
- Motivating
- Consulting
- Problem solving
- Valuing and supporting others
- Monitoring
- Managing conflict
- Decision making
- Following

**Provide leadership for your team****Outcomes of effective performance**

This is the National Standard which you must meet:

1. Set out and positively communicate the purpose and objectives of the team to all members
2. Involve members in planning how the team will achieve its objectives
3. Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives
4. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved
5. Win, through your performance, the trust and support of the team for your leadership
6. Steer the team successfully through difficulties and challenges, including conflict within the team
7. Encourage and recognise creativity and innovation within the team
8. Give team members support and advice when they need it, especially during periods of setback and change
9. Motivate team members to present their own ideas and listen to what they say
10. Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead
11. Monitor activities and progress across the team without interfering

**Behaviours which underpin effective performance**

1. You create a sense of common purpose
2. You take personal responsibility for making things happen
3. You encourage and support others to take decisions autonomously
4. You act within the limits of your authority
5. You make time available to support others
6. You show integrity, fairness and consistency in decision-making
7. You seek to understand people's needs and motivations
8. You model behaviour that shows respect, helpfulness and co-operation

**What you must know and understand**

To be competent in this unit, you must know and understand the following:

**General knowledge and understanding**

<b>311K01</b>	Different ways of communicating effectively with members of a team
<b>311K02</b>	How to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound)
<b>311K03</b>	How to plan the achievement of team objectives and the importance of involving team members in this process
<b>311K04</b>	The importance of, and being able to show team members how personal work objectives contribute to achievement of team objectives

<b>311K05</b>	That different styles of leadership exist
<b>311K06</b>	How to select and successfully apply a limited range of different methods for motivating, supporting and encouraging team members and recognising their achievements
<b>311K07</b>	Types of difficulties and challenges that may arise, including conflict within the team, and ways of identifying and overcoming them
<b>311K08</b>	The importance of encouraging others to take the lead and ways in which this can be achieved
<b>311K09</b>	The benefits of and how to encourage and recognise creativity and innovation within a team
<b>Sector specific knowledge and understanding</b>	
<b>311K10</b>	Legal, regulatory and ethical requirements in the sector
<b>Context specific knowledge and understanding</b>	
<b>311K11</b>	The members, purpose, objectives and plans of your team
<b>311K12</b>	The personal work objectives of members of your team
<b>311K13</b>	The types of support and advice that team members are likely to need and how to respond to these
<b>311K14</b>	Standards of performance for the work of your team