

Overview

This standard is about leading your organisation. You provide direction to colleagues and team members in your organisation by communicating and reinforcing your organisation's purpose, values and vision. You engage with external stakeholders and consider how your organisation impacts the environment, local community and society. You empower, inspire, motivate and support colleagues, team members to achieve your organisation's purpose and vision, reinforcing your organisation's values to build trust. You shadow other leaders and their style, regularly seek feedback on your performance and action it accordingly.

This standard is for all managers and leaders.

Performance criteria

You must be able to:

1. define your organisation's direction by engaging with colleagues, team members and other stakeholders
2. assess and analyse current trends, opportunities and risks to your organisation
3. present the outcomes of your analysis to senior management representatives
4. facilitate discussions with senior management to secure commitment and expertise to achieving results
5. communicate and reinforce your organisation's purpose, values and vision across the organisation
6. communicate your organisation's purpose, values and vision to external stakeholders
7. evaluate the impact of your organisation on the environment, the local community and society
8. identify the benefits of your organisation's impact on the environment, local community and society
9. develop organisational plans that support your organisation's purpose, values and vision
10. identify specific details that are critical to achieving the results
11. develop methods of managing organisational difficulties and challenges
12. develop a range of leadership styles and apply them when leading and managing different stakeholders and situations
13. identify and evaluate colleagues' and stakeholder's needs and motivations
14. provide support to help colleagues achieve their objectives
15. protect your colleagues and team members from negative impacts

Lead your organisation

16. recognise individual and team successes and achievements
17. encourage colleagues to take responsibility for decision making and their own development needs
18. provide individual and team support, advice and guidance when required, especially during periods of setback and change
19. motivate colleagues, team members and stakeholders to present their own ideas
20. empower colleagues and team members to develop their own ways of working within agreed boundaries
21. encourage colleagues to take the lead when they have the relevant knowledge and expertise
22. follow other peer leaders and learn from their professional expertise and leadership styles
23. develop and maintain trust and support across the organisation and stakeholders
24. create your organisation's culture that encourages creativity and innovation through role-modelling
25. request regular feedback on your performance
26. analyse feedback to plan and implement personal performance improvements
27. monitor activity progress in different areas or departments of your organisation

Knowledge and understanding

You need to know and understand:

General knowledge and understanding

1. 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
2. the differences between managing and leading
3. how to develop a compelling vision for an organisation
4. how to assess critically current trends, risks and opportunities to your organisation
5. the importance of and what is meant by organisational values
6. how to measure the impact of your organisation on the environment, the local community and society
7. the ways of ensuring that organisational plans support the organisation's purpose, values and vision
8. how to select and successfully apply different methods and techniques for communicating with people across an organisation
9. the types of challenges and difficulties that may arise and ways of identifying and addressing them
10. the different theories, models and styles of leadership and the effect that they can have on organisations
11. how to select and apply leadership styles to different individuals and situations
12. the different methods and techniques for motivating, empowering, rewarding, influencing and persuading colleagues and how to apply them
13. the different types of organisational culture that encourage and recognise creativity and innovation

14. how to recognise and develop the leadership capability of colleagues and follow their lead
15. the sources of feedback on your leadership performance and how to analyse it

Industry and sector specific knowledge and understanding

16. the range of leadership styles in the industry and sector
17. the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out

Context specific knowledge and understanding

18. the key colleagues and team members within your organisation, their roles, responsibilities, competences and potential
19. your own values, motivations, aspirations and emotions and the effect these have on your own actions and others
20. your own strengths and limitations in your role of leadership or management
21. the strengths, limitations and potential of colleagues and team members
22. your own role, responsibilities and level of authority
23. the purpose, values, vision and plans for your organisation
24. the leadership culture and capability of your organisation
25. the types of support and advice required and how to respond to these
26. the range of stakeholders you may need to communicate and work with

Skills

1. Communicating
2. Consulting
3. Decision-making
4. Empowering
5. Evaluating
6. Following
7. Influencing
8. Inspiring
9. Managing conflict
10. Monitoring
11. Motivating
12. Obtaining feedback
13. Persuading
14. Planning
15. Presenting information
16. Prioritising
17. Problem solving
18. Providing feedback
19. Role-modelling
20. Setting objectives
21. Supporting
22. Thinking strategically
23. Valuing differences

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Lead your organisation

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