

## Overview

The standard is about providing leadership to your team. You communicate your organisation's vision and values and the team's purpose and objectives, engaging team members to define direction and commit their energies and expertise to achieving results. You agree work objectives for individuals and manage your team through challenges. The standard includes encouraging your team to take responsibility, be creative and innovative, take the lead and work autonomously within defined boundaries. You motivate and support your team to achieve objectives, modelling your organisation's values and expected behaviours.

This standard is for all managers and leaders.

## Performance criteria

### *You must be able to:*

1. communicate the purpose and objectives of the team to all members
2. define direction within your area of responsibility by engaging your team
3. plan how the team will achieve its objectives by consulting with them
4. agree individual work objectives with all team members
5. explain how individual objectives help to achieve the objectives of the team and the organisation
6. persuade your team to commit their efforts and expertise to achieving results
7. communicate a vision and shared values of where your organisation is going
8. check that your team understand how the operational plans align with your organisation's vision, values and objectives
9. manage your area successfully through challenges
10. develop a range of leadership styles and apply them to different roles and situations
11. communicate regularly and effectively with your team
12. demonstrate that you listen to what your team say and act on it
13. encourage team members to take responsibility for their own development needs
14. support team members' resilience
15. provide support and advice face-to-face or while working remotely
16. encourage and recognise creativity and innovation within the team
17. motivate team members to achieve their work and development objectives, providing recognition when they are successful

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18. empower team members to work autonomously and take their own decisions within agreed boundaries
19. encourage team members to take the lead in their own areas of expertise, following their lead
20. model behaviours that reflect your organisation's values and expected behaviours to build trust and support in your team
21. make decisions that meet your organisation's requirements for fairness and integrity
22. protect your own and your team's work against negative impacts
23. request feedback from others and act on this to improve your leadership practice
24. follow the legal, organisational, codes of practice and policies relevant to your role when providing leadership to your team

## Knowledge and understanding

*You need to know and understand:*

### **General knowledge and understanding**

1. how to engage team members within your area of responsibility to define team direction and persuade them to commit their energies and expertise to achieving results
2. the differences between managing and leading and how to empower team members
3. how to create and communicate a compelling vision to different audiences within your area of responsibility
4. the different leadership styles and how to select and apply these to different situations and team members
5. how to lead and motivate your team face-to-face or remotely
6. how to get and make use of feedback from team members and other colleagues on your leadership performance.
7. the types of difficulties and challenges that may arise and ways of identifying and addressing them
8. how to create and maintain a culture which encourages and recognises creativity and innovation
9. the importance of recognising individual strengths, encouraging others to take the lead and ways to achieve this
10. how to select and successfully apply different methods for encouraging, motivating and supporting team members and recognising achievement
11. how to set objectives which are Specific, Measurable, Achievable, Realistic and Time-bound (SMART)
12. how to plan the achievement of team objectives and the importance of involving

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team members in this process

13. the importance of showing team members how personal work objectives contribute to achievement of team and organisational objectives

### **Industry and sector specific knowledge and understanding**

14. the industry and sector requirements for the development and maintenance of knowledge, skills and competence

15. the legal, organisational, codes of practice and policies relevant to your role and the activities being carried out

### **Context specific knowledge and understanding**

16. your own role, responsibilities and level of authority

17. your team members, their roles, responsibilities, competences, needs, motivations, strengths, limitations and potential

18. how to encourage and support resilience of your team members

19. your own values, motivations, emotions, strengths and limitations in your leadership role

20. the vision, strategic objectives and culture of the overall organisation and how your team's purpose, objectives, and operational plans for your area of responsibility align

21. the types of support and advice that team members are likely to need and how to respond to these

22. the leadership styles used across the organisation and how you compare

23. the personal work objectives and organisational standards of performance for your team members

## Skills

1. Coaching
2. Communicating
3. Decision-making
4. Empowering
5. Evaluating
6. Following
7. Involving others
8. Influencing
9. Leadership
10. Leading by example
11. Managing conflict
12. Monitoring
13. Motivating
14. Obtaining feedback
15. Performance management
16. Persuading
17. Planning
18. Problem solving
19. Presenting information
20. Prioritising
21. Providing feedback
22. Problem solving
23. Providing feedback
24. Supporting teams
25. Supporting individual resilience
26. Setting objectives
27. Team building
28. Valuing and supporting others

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<b>Originating Organisation</b>	Instructus
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<b>Relevant Occupations</b>	Managers and Senior Officials, Fire Risk Assessor
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