

UAN:	R/506/2294
Level:	2
Credit value:	5
GLH:	37
Relationship to NOS:	Management & Leadership (2012) National Occupational Standards: <ul style="list-style-type: none"> • CFAM&LBA3 Lead your team
Assessment requirements specified by a sector or regulatory body:	All Assessment Criteria must be met and assessed in line with Skills CFA Assessment Strategy.
Aim:	This unit aims to develop knowledge and understanding required to lead a team. Upon completion of this unit, learners will have developed an understanding of key team leading principles, including leadership styles, team dynamics and team motivation. Learners will also develop an understanding of techniques used to manage the work of teams and the impact of change management within a team.

Learning outcome
The learner will: <ol style="list-style-type: none"> 1. understand leadership styles in organisations
Assessment criteria
The learner can: <ol style="list-style-type: none"> 1.1 describe characteristics of effective leaders 1.2 describe different leadership styles 1.3 describe ways in which leaders can motivate their teams 1.4 explain the benefits of effective leadership for organisations

Assessment Guidance
1.1 <ul style="list-style-type: none"> • In order to be effective and successful, a leader should have any number of skills or qualities that ensure he or she is respected by the team as their leader and as someone who will ensure team tasks are completed on time to the appropriate standard. • You are required to describe the principal features of characteristics of effective leaders.

1.2

- Leadership styles used by the leader will often depend upon the team and/or the nature of the work, and the three most recognisable leadership styles are autocratic, democratic and laissez-faire.
- You are required to describe the principal features of leadership styles.

1.3

- Herzberg's Motivation-Hygiene Theory and Maslow's Hierarchy of Needs are two important theories of motivation that describe how individuals can be motivated at work.
- You are required to describe ways in which motivation theory can be used to motivate your teams.

1.4

- Leaders will have responsibility for a variety of tasks, such as planning work, organising resources, making improvements and controlling work activities, and maintaining morale and motivation.
- You are required to explain how doing of these tasks effectively as a leader will benefit the organisation. (You may wish to provide examples to illustrate your answer.)

Learning outcome

The learner will:

2. understand team dynamics

Assessment criteria

The learner can:

- 2.1 explain the purpose of different types of teams
- 2.2 describe the stages of team development and behaviour
- 2.3 explain the concept of team role theory
- 2.4 explain how the principle of team role theory is used in team building and leadership
- 2.5 explain typical sources of conflict within a team and how they could be managed.

Assessment Guidance

2.1

- Organisations may use different types of teams, depending on the situation and the nature of the task.
- Some teams may be permanent, others may be temporary, and the type of team will affect the organisation of the team and how it communicates with other teams in the organisation.
- Examples include:
 - Functional teams
 - Cross-functional teams
 - Self-managed teams
 - Virtual teams
 - Task Forces

- Project teams
- Quality Circles
- You are required to explain the purpose of different types of teams.

2.2

- Tuckman's stages of team development maintains that teams have to go through a series of phases before they eventually become effective and start to deliver results.
- You are required to describe all the stages of team development and the team behaviours that are exhibited at each stage.

2.3

- Belbin's Team Role Theory suggests that high-performing teams are built on a balance of basic roles, with each member of the team performing at least one of those roles.
- You are required to explain the concept of team role theory by describing how each of the basic roles identified by Belbin contribute to team performance.

2.4

- You are required to explain how knowing the basic roles identified by Belbin can be used to build teams and help leadership.

2.5

- Conflict may be defined as the internal or external discord that occurs as a result of differences in ideas, values or beliefs of two or more people.
- Conflict management is important in order to:
 - maintain morale
 - maintain performance standards
 - minimise absenteeism
 - promote a safe working environment
 - maintain group cohesion
 - etc.
- Depending upon the severity and level of conflict, conflict may be resolved or reduced informally, but in some cases it may be necessary to use the organisation's formal procedures.
- Conflict management techniques that may be used to resolve team conflicts include:
 - Win-Win (collaborating)
 - Attempting to identify the underlying concerns in order to find an alternative that satisfies everyone
 - Compromise
 - Working to a mutually-acceptable solution that partially satisfies everyone
 - Forcing
 - Using formal authority or coercion to get one's own way at the expense of others
 - Avoiding
 - Not addressing the conflict, withdrawing from a threatening situation

- Accommodating
 - Neglecting own concerns to satisfy others
- If the formal procedures are used, then each procedure should specify the level of authority appropriate to each stage.
- You are required to provide examples that explain how conflict is typically caused within a team and then go on to explain what you would do to manage that conflict.

Learning outcome

The learner will:

3. understand techniques used to manage the work of teams

Assessment criteria

The learner can:

- 3.1 explain the factors to be taken into account when setting targets
- 3.2 describe a range of techniques to monitor the flow of work of a team
- 3.3 describe techniques to identify and solve problems within a team.

Assessment Guidance

3.1

- ‘Targets’ are sometimes used interchangeably with ‘objectives’ to provide focus and clear direction, and should be SMART:
 - Specific: Clear, unambiguous, straightforward, understandable
 - Measurable: Related to quantified or qualitative performance measures
 - Achievable: With known resources
 - Realistic: Linked to business needs
 - Time-bound: Building-in completion date and review dates
- You are required to explain, using an example, how to take account of the SMART factors when setting targets.

3.2

- Monitoring the flow of work of a team and checking the progress of the team and team members is important in order to ensure individual and team targets are being met, and will usually involve some form of data collection and measuring or checking of records or progress on such factors as quality, output, productivity, schedules, use of materials, etc.
- You are required to describe the principal features of techniques to monitor the flow of work of a team.

3.3

- Problem-solving techniques may be rational or creative, and include:
 - Rational problem-solving
 - Root Cause Analysis (RCA) and ‘fishbone’ diagram
 - Creative problem-solving
 - Brainstorming
 - 5Ws (Who, What, Where, When, Why)

- Six Thinking Hats
- Mind-Mapping
- You are required to describe the principal features of problem-solving techniques within a team.

Learning outcome

The learner will:

4. understand the impact of change management within a team

Assessment criteria

The learner can:

- 4.1 describe typical reasons for organisational change
- 4.2 explain the importance of accepting change positively
- 4.3 explain the potential impact on a team of negative responses to change
- 4.4 explain how to implement change within a team.

Assessment Guidance

4.1

- There are many reasons for organisational change, such as:
 - The need to improve quality, productivity, profit
 - Innovation
 - New technology
 - Cost reductions
 - Changing market conditions
 - Out-of-date working practices
 - etc.
- You are required to describe the principal features of typical reasons for organisational change.

4.2

- Change affects individuals, and when change occurs in an organisation it is important to realise that people need time to adjust.
- Keeping a positive attitude can help people deal with the uncertainty in change and enable individuals to focus on how they can make the best of their existing skills and experience and look for opportunities that arise as a result of the change.
- You are required to provide examples that explain the importance of accepting change positively.

4.3

- Negative responses to change within a team may lead to undesirable situations in the workplace such as a reduction in efficiency, a disruptive work environment, and an increase in conflict.
- You are required to explain, using examples, the potential impact on a team of negative responses to change.

4.4

- There are a number of models that can be used to explain how to implement change within a team, including:
 - Lewin's Change Management model
 - Kubler-Ross Stages of Change model
 - ADKAR Action-Orientated model
- You are required to use an appropriate change model to explain how to implement change within a team.

Learning outcome

The learner will:

5. understand team motivation

Assessment criteria

The learner can:

5.1 explain the meaning of the term "motivation"

5.2 explain factors that affect the level of motivation of team members

5.3 describe techniques that can be used to motivate team members

5.4 explain how having motivated staff affects an organisation.

Assessment Guidance

5.1

- You are required to provide a clear and correct explanation of what is meant by 'motivation'.

5.2

- You are required to explain how, according to a theory of motivation, factors affect the level of motivation of team members.

5.3

- You are required to describe the principal features of techniques that, according to a theory of motivation, can be used to motivate team members.

5.4

- Motivated staff tend to perform better in the workplace and show more commitment to their job, and this has an impact upon, for example, team and organisational performance and staff retention rates.
- You are required to explain, with examples, how having motivated staff affects an organisation.