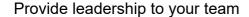


#### **Overview**

The standard is about providing leadership to your team. You communicate your organisation's vison 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
- 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

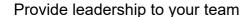


# Knowledge and understanding

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 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



Developed by	Skills CFA
Version Number	1
Date Approved	12 Feb 2021
Indicative Review  Date	01 Mar 2026
Validity	Current
Status	Original
Originating Organisation	Instructus
Original URN	CFAM&LBA2, CFAM&LBA3
Relevant Occupations	Managers and Senior Officials, Fire Risk Assessor
Suite	Management and Leadership, Fire Risk Assessment
Keywords	Management & leadership; leadership; responsibility; lead; team; team leaders; project managers