

Introduction

Summary

The unit is about providing direction to people in a clearly and formally defined area or part of an organisation and motivating and supporting them to achieve the vision and objectives for the area.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation or a local community.

This unit is taken from the generic standards developed by the Management Standards Centre where it appears as unit B6.

The unit is divided into two parts. The first part (page 2) describes what you have to do and how you should behave. The second part (page 3) describes the knowledge and understanding you must have.

Target Group

The unit is for experienced leisure managers and sports development professionals with considerable autonomy in their job roles.

The National Standard

Outcomes

You must:

1. Create a vision of where your area is going and clearly and enthusiastically communicate it, together with supportive objectives and operational plans, to the people working within your area.
2. Ensure that people working within your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organisation.
3. Steer your area successfully through difficulties and challenges, including conflict within the area.
4. Create and maintain a culture within your area which encourages and recognises creativity and innovation.
5. Develop a range of leadership styles and select and apply them to appropriate situations and people.
6. Communicate regularly, making effective use of a range of different communication methods, with all the people working within your area and show that you listen to what they say.
7. Give people in your area support and advice when they need it especially during periods of setback and change.
8. Motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful.
9. Empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries.
10. Encourage people to give a lead in their own areas of expertise and show willingness to follow this lead.
11. Win, through your performance, the trust and support of people within your area for your leadership and get regular feedback on your performance..

Behaviours

You must show you are consistently:

1. Articulating a vision that generates excitement, enthusiasm and commitment.
2. Creating a sense of common purpose.
3. Taking personal responsibility for making things happen.
4. Making complex things simple for the benefit of others.
5. Encouraging and supporting others to take decisions autonomously.
6. Acting within the limits of your authority.
7. Making time available to support others.
8. Showing integrity, fairness and consistency in decision-making.
9. Seeking to understand people's needs and motivations.
10. Modelling behaviour that shows respect, helpfulness and co-operation.
11. Encouraging and supporting others to make the best use of their abilities.

A322 Provide leadership in your area of responsibility

What you must know and understand

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

General Knowledge and Understanding

- K1 The fundamental differences between management and leadership
- K2 How to create a compelling vision for an area of responsibility
- K3 How to select and successfully apply different methods for communicating with people across an area of responsibility
- K4 A range of different leadership styles and how to select and apply these to different situations and people
- K5 How to get and make use of feedback from people on your leadership performance
- K6 Types of difficulties and challenges that may arise, including conflict within the area, and ways of identifying and overcoming them
- K7 The benefits of and how to create and maintain a culture which encourages and recognises creativity and innovation
- K8 The importance of encouraging others to take the lead and ways in which this can be achieved
- K9 How to empower people effectively
- K10 How to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement

Sport and Active leisure Specific Knowledge and Understanding

- K11 Leadership styles common in sport and active leisure
- K12 Legal, regulatory and ethical requirements for leading people in sport and active leisure

Knowledge and Understanding Relevant to Your Organisation

- K13 Your own values, motivations and emotions
- K14 Your own strengths and limitations in the leadership role
- K15 The strengths, limitations and potential of people that you lead
- K16 Your own role, responsibilities and level of power
- K17 The vision and objectives of the overall organisation
- K18 The vision, objectives, culture and operational plans for your area of responsibility
- K19 Types of support and advice that people are likely to need and how to respond to these
- K20 Leadership styles used across the organisation