

Provide leadership in your area of responsibility

Overview

This standard covers the competences you need to provide leadership in your area of responsibility in accordance with approved procedures and practices.

You will be required to demonstrate that you can develop a range of leadership styles and select and apply them to appropriate situations and people in accordance with approved procedures and practices.

This activity is likely to be undertaken by someone whose work role involves Weapons, Ordnance, Munitions or Explosives work activities. This includes people working as managers in research, design and development, safety management, test and evaluation, manufacturing, maintenance, procurement, storage and disposal and supervisors in research, design and development, test and evaluation, manufacturing, maintenance, storage, transport and disposal.

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Performance criteria

- You must be able to:*
- P1 you 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
 - P2 you 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 organization
 - P3 you steer your area successfully through difficulties and challenges, including conflict within the area
 - P4 you create and maintain a culture within your area which encourages and recognizes creativity and innovation
 - P5 you develop a range of leadership styles and select and apply them to appropriate situations and people
 - P6 you 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
 - P7 you give people in your area support and advice when they need it especially during periods of setback and change
 - P8 you motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful
 - P9 you empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries
 - P10 you encourage people to give a lead in their own areas of expertise and show willingness to follow this lead
 - P11 you win through your performance the trust and support of people within your area for your leadership and get regular feedback on your performance

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Knowledge and understanding

You need to know and understand:

- 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 recognizes 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 recognizing achievement
- K11 leadership styles common in the industry/sector
- K12 legal, regulatory and ethical requirements in the industry/sector.
- K13 your own values, motivations and emotions
- K14 your own strengths and limitations in the leadership role
- K15 the strengths, limitations and potential of the people that you lead
- K16 your own role, responsibilities and level of power
- K17 the vision and objectives of the overall organization
- 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 organization

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Scope/range

1. You articulate a vision that generates excitement, enthusiasm and commitment
2. You create a sense of common purpose
3. You take personal responsibility for making things happen
4. You make complex things simple for the benefit of others
5. You encourage and support others to take decisions autonomously
6. You act within the limits of your authority
7. You make time available to support others
8. You show integrity, fairness and consistency in decision-making
9. You seek to understand people's needs and motivations
10. You model behaviour that shows respect, helpfulness and co-operation
11. You encourage and support others to make the best use of their abilities

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