

Unit: CPC 519 Provide leadership for your organisation

Key Purpose

The key purpose identified for those working in commissioning, procurement and contracting is to: "Specify, shape and secure quality services, responses and projects that deliver improving outcomes for individuals, families and communities within the strategic objectives of the organisation"

About this unit

This unit is about providing direction to people in the organisation and enabling, inspiring, motivating and supporting them to achieve what the organisation has set out to do. It is expected that you will be aware of, and be able to apply, different styles of leadership appropriate to different people and situations. For the purposes of this unit, an 'organisation' can mean a self-contained entity such as a private sector company, a charity, or a local authority, **or** a significant operating unit, with a relative degree of autonomy, within a larger organisation.

This unit has been imported from the management and Leadership NOS (Unit B7) with only style changes, but it still looks a little different from other units

Scope

The scope helps to make sure that you provide evidence related to the work you do. Terms in this section give you options related to the words highlighted in bold in the performance criteria. Your evidence for this unit should cover any option that is part of your work.

Values

The values underpinning this unit have been derived from the values and principles statement, relevant service standards and codes of practice for health and social care in the four UK countries. The values and principles statement is at the start of these units:

Key words and concepts

This section provides explanations of the key words and concepts used in this unit. In occupational standards it is quite common to find familiar words or phrases used, which, in the detail of the standards, may be used in a very particular way. **Therefore we**

would encourage you to read this section carefully before you begin working with the standards and to refer back to this section as required.

Skills

Listed below are the main generic skills, which need to be applied in providing leadership for your organisation. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Thinking strategically
- Empowering
- Communicating
- Influencing and persuading
- Leading by example
- Planning
- Inspiring
- Motivating
- Problem solving
- Valuing and supporting others
- Monitoring
- Consulting
- Obtaining feedback
- Following
- Managing conflict

Outcomes of effective performance

You must be able to do the following:

1. Develop and clearly and enthusiastically communicate and reinforce the organisation's purpose, values and vision to people across the organisation and, where appropriate, to external stakeholders.
2. Ensure that organisational plans support the organisation's purpose, values and vision.
3. Steer the organisation successfully through difficulties and challenges, including conflict within the organisation.
4. Create and maintain a culture within the organisation which encourages and rewards creativity and innovation.
5. Develop, select and apply leadership styles which are appropriate to the different people and situations you face.

6. Motivate people across the organisation to achieve their objectives and reward them when they are successful.
7. Give people across the organisation support and advice when they need it especially during periods of setback and change.
8. Motivate people across the organisation to present their own ideas and listen to what they say.
9. Empower people across the organisation to develop their own ways of working within agreed boundaries.
10. Encourage people across the organisation to take the lead when they have the knowledge and expertise and show willingness to follow this lead.
11. Win, through your performance, the trust and support of people across the organisation and key stakeholders for your leadership of the organisation and get regular feedback on your performance.
12. Monitor activities and progress in different areas of the organisation without interfering.

Behaviours that underpin successful performance

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 present information clearly, concisely, accurately and in ways that promote understanding.
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 make complex things simple for the benefit of others.

Knowledge specification for the whole of this unit

Competent practice is a combination of the application of skills and knowledge informed by principles and values. This specification details the knowledge and understanding required to carry out competent practice in the performance described in this unit.

When using this specification **it is important to read the knowledge requirements in relation to the expectations and requirements of your job role.**

You need to know and understand the following:

General knowledge and understanding

1. The differences between management and leadership.
2. How to develop a compelling vision for an organisation.
3. The importance of and what is meant by organisational values.
4. Ways of ensuring that organisational plans support the organisation's purpose, values and vision.
5. How to select and successfully apply different methods and techniques for communicating with people across an organisation.
6. Types of challenges and difficulties that may arise, including conflict within the organisation, and ways of identifying and overcoming them.
7. Different theories, models and styles of leadership and how to select and successfully apply these to different people and situations.
8. The effect that different leadership styles can have on organisations.
9. How to select and successfully apply different methods and techniques for motivating, rewarding, influencing and persuading people.
10. How to empower people effectively.
11. How to get and make use of feedback on your leadership performance.
12. The organisational benefits of and how to create a culture which encourages and recognises creativity and innovation.
13. How to recognise and develop the leadership capability of other people and follow their lead.

Industry/sector specific knowledge and understanding

1. Leadership styles common in the industry/sector and their strengths and limitations.
2. Legal, regulatory and ethical requirements in the industry/sector.

Context specific knowledge and understanding

1. Your own values, motivations and emotions, and the effect these have on your own actions and on other people.
2. Your own strengths and limitations in the leadership role.
3. The strengths, limitations and potential of people that you lead.
4. Your own role, responsibilities and level of power.
5. The purpose and values of and vision for your organisation.
6. The leadership culture and capability of your organisation.
7. The plans of your organisation.
8. The types of support and advice that people are likely to need and how to respond to these.
9. External stakeholders whom you may need to communicate and work with.