

<b>Title:</b>	<b>Leading and motivating a team effectively</b>	
<b>Level:</b>	<b>3</b>	
<b>Credit value:</b>	<b>2</b>	
<b>Unit guided learning hours</b>	<b>7</b>	
<b>Learning outcomes (the learner will)</b>	<b>Assessment criteria (the learner can)</b>	
1 Know how to communicate the organisations vision and strategy to the team	1.1 Explain the importance of the team having a common sense of purpose that supports the overall vision and strategy of the organisation 1.2 Explain the role that communication plays in establishing a common sense of purpose 1.3 Assess the effectiveness of own communication skills on the basis of the above	
2 Know how to motivate and develop the team	2.1 Describe the main motivational factors in a work context and how these may apply to different situations, teams and individuals 2.2 Explain the importance of a leader being able to motivate teams and individuals and gain their commitment to objectives 2.3 Explain the role that the leader plays in supporting and developing the team and its members and give practical examples of when this will be necessary	
<b>Additional information about the unit</b>		
Unit purpose and aim(s)	To enable learners to understand the need for teams to have a sense of vision and purpose that reflects the organisation's, and the role that effective communication, motivation and individual and team development play in enabling this to happen.	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: B5, B6, D1, D13, E11	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		

Support for the unit from a sector skills council or other appropriate body (if required)	Council for Administration (CfA)
Equivalencies agreed for the unit (if required)	M3.36 – Leading a team effectively
Location of the unit within the subject/sector classification system	15.3 – Business Management
<b>Additional Guidance about the Unit</b>	
<b>Indicative Content:</b>	
1	<ul style="list-style-type: none"> <li>• Why organisations or projects need a vision, mission and strategy and what they mean for first line leadership</li> <li>• How to develop team objectives that support overall strategy and vision</li> <li>• The importance of a team having a common sense of purpose that links to vision and strategy</li> <li>• The role that effective communication plays in conveying the overall mission of the organisation or project and how the collective work of the team and it's individual members support this</li> <li>• Effective techniques for communicating vision, goals and objectives in terms of:             <ul style="list-style-type: none"> <li>▪ choosing effective times and places to communicate with the team and individuals</li> <li>▪ selecting appropriate communication methods</li> <li>▪ communicating clearly and accurately</li> <li>▪ active listening skills</li> <li>▪ receiving and responding appropriately to feedback</li> </ul> </li> </ul>
2	<ul style="list-style-type: none"> <li>• The critical importance of teams and individuals being motivated and committed to their objectives</li> <li>• Alternative theories of motivation, for example (select as appropriate):             <ul style="list-style-type: none"> <li>▪ Maslow's Hierarchy</li> <li>▪ MacGregor's Theory X and Theory Y</li> <li>▪ Herzberg's Two Factor Theory</li> <li>▪ Vroom's Expectancy Theory</li> <li>▪ McClelland's 3-Needs Theory</li> </ul> </li> <li>• Motivational factors that are available to the leader, for example:             <ul style="list-style-type: none"> <li>▪ safety and security</li> <li>▪ sense of belonging and common purpose</li> <li>▪ respect</li> <li>▪ empathy</li> <li>▪ recognition of achievement</li> <li>▪ involvement in decision making</li> <li>▪ sense of fulfilment</li> <li>▪ self-development</li> <li>▪ material rewards</li> <li>▪ sanctions</li> </ul> </li> <li>• An appreciation of how these factors can apply to different situations, teams and individuals</li> <li>• How to select and use appropriate motivational factors</li> <li>• Giving feedback on performance</li> <li>• Basic support needs that individuals may have and how to meet these</li> <li>• The importance of continuous development for the team and individual members</li> </ul>