**M&L6: Principles of team leading**

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| **Centre Number :** |  | **Centre Name :** |  |
| **Learner Registration No :** |  | **Learner Name:** |  |
| **Learning Outcome / Section 1:** Understand leadership styles in organisations |
| **Assessment Criteria (AC)** | **Assessment Guidance** | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 1.1* Describe characteristics of effective leaders
 | * In order to be effective and successful, a leader should have any number of skills or qualities that ensure he or she is respected by the team as their leader and as someone who will ensure team tasks are completed on time to the appropriate standard.
* You are required to describe the principal features of five or more characteristics of effective leaders. (Note that it is not sufficient to merely list five or more characteristics.)

**Answer:** |  |
| Pass or Referral |
| AC 1.2* Describe different leadership styles
 | * Leadership styles used by the leader will often depend upon the team and/or the nature of the work, and the three most reognisable leadership styles are autocratic, democratic and laissez-faire.
* You are required to describe the principal features of three or more leadership styles. (Note that it is not sufficient to merely list three or more leadership styles.)

**Answer:**  |  |
| Pass or Referral |
| AC 1.3* Describe ways in which leaders can motivate their teams
 | * Herzberg’s Motivation-Hygiene Theory and Maslow’s Hierarchy of Needs are two important theories of motivation that describe how individuals can be motivated at work.
* You are required to describe two or more ways in which motivation theory can be used to motivate your teams.

 **Answer:** |  |
| Pass or Referral |
| AC 1.4* Explain the benefits of effective leadership for organisations
 | * Leaders will have responsibility for a variety of tasks, such as planning work, organising resources, making improvements and controlling work activities, and maintaining morale and motivation.
* You are required to explain how doing two or more of these tasks effectively as a leader will benefit the organisation. (You may wish to provide examples to illustrate your answer.)

**Answer:** |  |
| Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 2:** Understand team dynamics |
| **Assessment Criteria (AC)** | **Assessment Guidance** | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 2.1* Explain the purpose of different types of teams
 | * Organisations may use different types of teams, depending on the situation and the nature of the task.
* Some teams may be permanent, others may be temporary, and the type of team will affect the organisation of the team and how it communicates with other teams in the organisation.
* Examples include:
	+ Functional teams
	+ Cross-functional teams
	+ Self-managed teams
	+ Virtual teams
	+ Task Forces
	+ Project teams
	+ Quality circles
* You are required to explain the purpose of three or more different types of teams

**Answer:** |  |
| Pass or Referral |
| AC 2.2* Describe the stages of team development and behaviour
 | * Tuckman’s stages of team development maintains that teams have to go through a series of phases before they eventually become effective and start to deliver results.
* You are required to describe all the stages of team development ***and*** the team behaviours that are exhibited at each stage.

**Answer:** |  |
| Pass or Referral |
| AC 2.3* Explain the concept of team role theory
 | * Belbin’s Team Role Theory suggests that high-performing teams are built on a balance of basic roles, with each member of the team performing at least one of those roles.
* You are required to explain the concept of team role theory by describing how each of the basic roles identified by Belbin contribute to team performance.

**Answer:** |  |
| Pass or Referral |
| AC 2.4* Explain how the principle of team role theory is used in team building and leadership
 | * You are required to explain how knowing the basic roles identified by Belbin can be used to build teams and help leadership.

**Answer:** |  |
| Pass or Referral |
| AC 2.5* Explain typical sources of conflict within a team and how they could be managed
 | * Conflict may be defined as the internal or external discord that occurs as a result of differences in ideas, values or beliefs of two or more people.
* Conflict management is important in order to:
	+ Maintain morale
	+ Maintain performance standards
	+ Minimise absenteeism
	+ Promote a safe working environment
	+ Maintain group cohesion
	+ Etc.
* Depending upon the severity and level of conflict, conflict may be resolved or reduced informally, but in some cases it may be necessary to use the organisation’s formal procedures.
* Conflict management techniques that may be used to resolve team conflicts include:
	+ Win-Win (collaborating)
		- Attempting to identify the underlying concerns in order to find an alternative that satisfies everyone
	+ Compromise
		- Working to a mutually-acceptable solution that partially satisfies everyone
	+ Forcing
		- Using formal authority or coercion to get one’s own way at the expense of others
	+ Avoiding
		- Not addressing the conflict, withdrawing from a threatening situation
	+ Accommodating
		- Neglecting own concerns to satisfy others
* If the formal procedures are used, then each procedure should specify the level of authority appropriate to each stage.
* You are required to provide two or more examples that explain how conflict is typically caused within a team and then go on to explain what you would do to manage that conflict.

**Answer:** |  |
| Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 3:** Understand techniques used to manage the work of teams |
| **Assessment Criteria (AC)** | **Assessment Guidance** | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 3.1* Explain the factors to be taken into account when setting targets
 | * Targets are sometimes used interchangeably with ‘objectives’ to provide focus and clear direction, and should be SMART:
	+ Specific: Clear, unambiguous, straightforward, understandable
	+ Measurable: Related to quantified or qualitative performance measures
	+ Achievable: With known resources
	+ Realistic: Linked to business needs
	+ Time-bound: Building-in completion date and review dates
* You are required to explain, using an example, how to take account of the SMART factors when setting targets.

 **Answer:** |  |
| Pass or Referral |
| AC 3.2* Describe a range of techniques to monitor the flow of work of a team
 | * Monitoring the flow of work of a team and checking the progress of the team and team members is important in order to ensure individual and team targets are being met, and will usually involve some form of data collection and measuring or checking of records or progress on such factors as quality, output, productivity, schedules, use of materials, etc.
* You are required to describe the principal features of three or more techniques to monitor the flow of work of a team.

**Answer:**  |  |
| Pass or Referral |
| AC 3.3* Describe techniques to identify and solve problems within a team
 | * Problem-solving techniques may be rational or creative, and include:
	+ Rational problem-solving
		- Root Cause Analysis (RCA) and ‘fishbone’ diagrams
	+ Creative problem-solving
		- Brainstorming
		- 5Ws (Who, What, Where, When, Why)
		- Six Thinking Hats
		- Mind-Mapping
* You are required to describe the principal features of two or more problem-solving techniques within a team.

 **Answer:** |  |
| Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 4:** Understand the impact of change management within a team |
| **Assessment Criteria (AC)** | **Assessment Guidance** | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 4.1* Describe typical reasons for organisational change
 | * There are many reasons for organisational change, such as:
	+ The need to improve quality, productivity, profit
	+ Innovation
	+ New technology
	+ Cost reductions
	+ Changing market conditions
	+ Out-of-date working practices
	+ Etc.
* You are required to describe the principal features of two or more typical reasons for organisational change.

**Answer:** |  |
| Pass or Referral |
| AC 4.2* Explain the importance of accepting change positively
 | * Change affects individuals, and when change occurs in an organisation it is important to realise that people need time to adjust.
* Keeping a positive attitude can help people deal with the uncertainty in change and enable individuals to focus on how they can make the best of their existing skills and experience and look for opportunities that arise as a result of the change.
* You are required to provide two or more examples that explain the importance of accepting change positively.

**Answer:** |  |
| Pass or Referral |
| AC 4.3* Explain the potential impact on a team of negative responses to change
 | * Negative responses to change within a team may lead to undesirable situations in the workplace such as a reduction in efficiency, a disruptive work environment, and an increase in conflict.
* You are required to explain, using two or more examples, of the potential impact on a team of negative responses to change.

**Answer:** |  |
| Pass or Referral |
| AC 4.4* Explain how to implement change within a team
 | * There are a number of models that can be used to explain how to implement change within a team, including:
	+ Lewin’s Change Management model
	+ Kubler-Ross Stages of Change model
	+ ADKAR Action-Orientated model
* You are required to use an appropriate change model to explain how to implement change within a team.

**Answer:** |  |
| Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 5:** Understand team motivation |
| **Assessment Criteria (AC)** | **Assessment Guidance** | **Assessor feedback on AC** *[comments not necessary in every box]* |
| AC 5.1* Explain the meaning of the term “motivation”
 | * You are required to provide a clear and correct explanation of what is meant by ‘motivation’.

 **Answer:** |  |
| Pass or Referral |
| AC 5.2* Explain factors that affect the level of motivation of team members
 | * You are required to explain how, according to a theory of motivation, two or more factors affect the level of motivation of team members.

**Answer:** |  |
| Pass or Referral |
| AC 5.3* Describe techniques that be used to motivate team members
 | * You are required to describe the principal features of two or more techniques that, according to a theory of motivation, can be used motivate team members.

**Answer:** |  |
| Pass or Referral |
| AC 5.4* Explain how having motivated staff affects an organisation
 | * Motivated staff tend to perform better in the workplace and show more commitment to their job, and this has an impact upon, for example, team and organisational performance and staff retention rates.
* You are required to explain, with two or more examples, how having motivated staff affects an organisation.

**Answer:** |  |
| Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
|  |  |
| **Assessor’s Decision** | **Quality Assurance Use** |
| **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of Assessor:****Date:** | **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of QA:****Date of QA check:** |