

US 8493 Lead individuals and teams Level 5, Credit 5, Version 2

This evidence guide aims to assist you in preparing for assessment of this unit standard. It outlines the requirements for each element in the unit standard and the knowledge you need to have before you are assessed.

Purpose of the unit standard:

People credited with this unit standard are able to: identify and utilise leadership and individual working styles; establish individual and team performance expectations and standards; provide leadership of individuals and teams; and enhance working relationships with colleagues and work associates. This is achieved in a manner consistent with the organisation's vision and values.

This unit standard is for people who have, or seek, responsibility for leading individuals and teams to contribute to the development of the organisation.

Special notes:

1. "Organisation" refers to the business entity and can cover a variety of types and forms of organisation, whether profit or non-profit, in private, public, or voluntary sectors, including iwi, business units, and special purpose bodies.
2. "Leadership" is defined as the process of influencing others to engage in the work behaviours that are congruent with the organisations vision and value necessary to reach organisational goals.
3. "Team" is defined as a temporary or on-going group whose members are jointly charged with working together to achieve a clearly defined purpose or outcome. This includes identifying problems, forming a consensus about what should be done, and implementing necessary actions in relation to a particular task or organisational area in order to achieve the agreed objective.
4. This unit standard may be assessed on the basis of evidence of demonstrated performance in the workplace or in simulated work situations designed to draw upon similar performance to that required in work. In practice, this will call for a variety of modes of assessment and forms of evidence. Evidence is required to show consistency of performance across a range of situations and to demonstrate knowledge, understanding, and skill in the principles and practices directly relating to the competent performance of elements and performance criteria.
5. Organisational requirements include but are not limited to day to day business operations, planning, allocating work, assessing performance service or product delivery.

Resources:

1. A working environment - real or simulated.
2. Teams of people.

Sources of evidence may include:

- Expert witness testimony
- Direct observation of performance
- Audio tape
- Video tape
- Documentation

Instructions:

Read through the checklist on the following page; if you can confidently tick all the boxes then you are ready to be assessed. If not, you will need to complete additional work before you are assessed.

The column labelled *evidence* is there for you to make notes about the type of evidence you are going to supply. This is optional.

TRAINEE EVIDENCE GUIDE



ATTTO

If you are unsure of any requirements you may contact your assessor or workplace mentor for further clarification. It is recommended that you have all your evidence prepared before you meet with your assessor.



To meet the requirements of this unit standard you must produce documentary evidence that you can lead individuals and teams.

If you are already managing and supervising workplace operations, you will need to produce the following evidence.

If you are seeking to manage teams and do not have evidence of actual work practice then you will need to develop documentation that relates to the following evidence.

Evidence of feedback from management/co workers/teams in the workplace will need to be provided to support your evidence.

You must provide evidence as specified in the checklist for all of the following:

1. Identify and utilise leadership and individual working styles.

You are required to provide documentation that shows that you can identify and utilise leadership and individual working styles.

You must provide:

- Clear and concise evidence that relates to all of the requirements specified in the evidence checklist.
- Feedback from individuals and teams that provides evidence that you are competent in the criteria specified in the checklist.

This evidence must come from at least 4 valid sources - at least one must be from a manager and one from a person who reports to you.

2. Establish individual and team performance expectations and standards

You are required to provide documentation that shows that you can establish individual and team performance expectations and standards.

You must provide

- Evidence as detailed in the evidence checklist.
- Feedback from individuals and teams that provides evidence that you are competent in the criteria specified in the checklist.

This evidence must come from at least 4 valid sources - at least one must be from a manager and one from a person who reports to you.

3. Provide leadership of individuals and teams

You are required to provide documentation that shows that you can provide leadership of individuals and teams.

You must provide:

- Evidence of documentation as detailed in the evidence checklist.
- Feedback from individuals and teams that provides evidence that you are competent in the criteria specified in the checklist.

This evidence must come from at least 4 valid sources - at least one must be from a manager and one from a person who reports to you.



4. Enhance working relationships with colleagues and work associates

You are required to provide documentation that shows that you can enhance working relationships with colleagues and work associates, can include - individuals, peers, managers, work teams, external consultants, project teams.

You must provide:

- Evidence of documentation as detailed in the evidence checklist.
- Feedback from individuals and teams that provides evidence that you are competent in the criteria specified in the checklist.

This evidence must come from at least 4 valid sources - at least one must be from a manager and one from a person who reports to you.

EVIDENCE CHECKLIST

Element 1: Identify and utilise leadership and individual working styles		
<input checked="" type="checkbox"/>	Performance Criteria	Evidence
<input type="checkbox"/>	You must be able to demonstrate that you can model desired behaviours that are consistent with the organisations values and vision.	
<input type="checkbox"/>	You must be able to demonstrate that you can identify and utilise different personal and working styles of individuals and teams to achieve defined goals and objectives.	
<input type="checkbox"/>	You must be able to demonstrate that you can choose and utilise leadership styles to influence others to achieve organisational goals. Must be congruent and consistent with organisations vision, values and purpose.	
<input type="checkbox"/>	You must be able to demonstrate that you can use styles to fit the situation at hand and to ensure that others are committed, enthusiastic and effective to achieve organisational goals.	
<input type="checkbox"/>	You must be able to demonstrate that you can use leadership styles appropriately to gain maximum motivation and job satisfaction of individuals and teams.	
<input type="checkbox"/>	You must be able to demonstrate that you can support individuals and teams to achieve congruence when styles are incongruent with organisational values, goals and objectives. Must provide support in a manner that meets the requirements of all parties.	

EVIDENCE CHECKLIST

Element 2: Establish individual and team performance expectations and standards		
<input checked="" type="checkbox"/>	Performance Criteria	Evidence
<input type="checkbox"/>	<p>You must be able to demonstrate that you can agree and establish performance standards and expectations with relevant individuals and teams.</p> <p>Aligned with business plans, customer and defined organisational requirements.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can establish clear and concise agreed performance standards.</p> <p>Must specify the activities to be performed and the standard to which they are to be performed.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can record and document performance standards and expectations.</p> <p>Must be in a format and timeframe which meets individual, team and defined organisational requirements.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can inform and keep up to date individuals affected by the agreed performance standards and expectations relating to any changes in the standard within a scheduled timeframe.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can encourage individuals and teams to accept responsibility for their areas of influence and are provided with:</p> <ul style="list-style-type: none"> ■ Authorities ■ Responsibilities ■ Training ■ Accountabilities <p>Must be in a manner that reflects the complexity of the work.</p>	

EVIDENCE CHECKLIST

Element 3: Provide leadership of individuals and teams		
<input checked="" type="checkbox"/>	Performance Criteria	Evidence
<input type="checkbox"/>	<p>You must be able to demonstrate that you can negotiate ownership of work by the individual and/or team.</p> <p>Must be accepted by all parties and aligns with organisational requirements.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can recognise and value efforts and actual and potential contributions of individual and teams.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can utilise opportunities to coach individuals and teams to enhance performance.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can support individuals and teams to take calculated risks by assessing alternatives and choosing the most effective alternative in the current situation.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can ensure that individuals and teams produce high quality results.</p> <p>Must be consistent with the organisation's goals and resources.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can build mutual trust with individuals and teams and within teams.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can involve individuals and teams in decision making in a way that promotes the achievement of organisational goals and values.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can offer new ideas, concepts, paradigms, and opportunities to stimulate rethinking of old ways of doing things, and so that obstacles are redefined, avoided or overcome.</p>	

EVIDENCE CHECKLIST

Element 4: Enhance working relationships with colleagues and work associates		
Range: includes but not limited to - individuals, peers, managers, work teams, external consultants, project teams; evidence is required of four relationships		
<input checked="" type="checkbox"/>	Performance Criteria	Evidence
<input checked="" type="checkbox"/>	<p>For each of the following tasks, you must enhance working relationships with colleagues and work associates. Could be with:</p> <ul style="list-style-type: none"> ■ Individuals ■ Peers ■ Managers ■ Work teams ■ External consultants ■ Project teams 	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can establish and maintain open, honest, co-operative, and productive relationships with teams and individuals.</p> <p>Must provide evidence for 4 relationships.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can exchange and share opinions and information with individuals.</p> <p>Must be clear, complete and respect the sensitivities, values and feelings of the end user.</p> <p>Must provide evidence for 4 relationships.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can honour promises and undertakings to others.</p> <p>Must take into account other priorities and commitments, within agreed timeframes.</p> <p>Must provide evidence for 4 relationships.</p>	
<input type="checkbox"/>	<p>You must be able to demonstrate that you can identify and acknowledge the expertise of others, and where required, apply to work activities and give due recognition.</p> <p>Must provide evidence for 4 relationships.</p>	