

UNIT SUMMARY

What is the unit about?

This unit is mainly about making sure you have the personal resources (particularly knowledge, understanding, skills and time) to undertake your work role, and reviewing your performance against agreed objectives. It also covers identifying and undertaking a understanding where gaps have been identified.

Who is the unit for?

The unit is recommended for team leaders.

Links to other units

This unit is linked to unit **A2. Manage your own resources and professional development** in the overall suite of National Occupational Standards for Management and Leadership.

Skills

Listed below are the main generic 'skills' that need to be applied in managing your own resources. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Setting objectives
- Communicating
- Planning
- Time management
- Evaluating
- Reviewing
- Learning
- Obtaining feedback
- Self-assessment

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Identify and agree the requirements of your work role with those you report to.
2. Discuss and agree personal work objectives with those you report to and how you will measure progress.
3. Identify any gaps between the requirements of your work role and your current knowledge, understanding and skills.
4. Discuss and agree, with those you report to, a development plan to address any identified gaps in your current knowledge, understanding and skills.
5. Undertake the activities identified in your development plan and discuss, with those you report to, how they have contributed to your performance.
6. Get regular and useful feedback on your performance from those who are in a good position to judge it and provide you with objective and valid feedback.
7. Discuss and agree, with those you report to, any changes to your personal work objectives and development plan in the light of performance, feedback received, any development activities undertaken and any wider changes.
8. Check, on a regular basis, how you are using your time at work and identify possible improvements.
9. Ensure that your performance consistently meets or goes beyond agreed requirements.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You prioritise objectives and plan work to make best use of time and resources.
3. You take personal responsibility for making things happen.
4. You take pride in delivering high quality work.
5. You agree achievable objectives for yourself and give a consistent and reliable performance.
6. You find practical ways to overcome barriers.
7. You make best use of available resources and seek new sources of support when necessary.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. Why managing your resources (particularly knowledge, understanding, skills and time) is important.
2. How to identify the requirements of a work role.
3. How to set work objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).
4. How to measure progress against work objectives.
5. How to identify development needs to address any identified gaps between the requirements of your work role and your current knowledge, understanding and skills.
6. What an effective development plan should contain.
7. The type of development activities that can be undertaken to address identified gaps in knowledge, understanding and skills.
8. How to identify whether/how development activities have contributed to your performance.
9. How to get and make effective use of feedback on your performance.

10. How to update work objectives and development plans in the light of performance, feedback received, any development activities undertaken and any wider changes.
11. How to record the use of your time and identify possible improvements.

Industry/sector specific knowledge and understanding

1. Industry/sector requirements for the development or maintenance of knowledge, understanding and skills.

Context specific knowledge and understanding

1. The agreed requirements of your work role including the limits of your responsibilities.
2. Your agreed personal work objectives.

3. The reporting lines in your organisation.
4. Your current knowledge, understanding and skills.
5. Identified gaps in your current knowledge, understanding and skills.
6. Your personal development plan.
7. Your organisation's policy and procedures in terms of personal development.
8. Available development opportunities and resources in your organisation.
9. Possible sources of feedback in your organisation.

UNIT SUMMARY

What is the unit about?

This unit is about managing your personal resources (particularly knowledge, understanding, skills, experience and time) and your professional development in order to achieve your work objectives and your career and personal goals.

You need to understand your work role and how it fits into the overall vision and objectives of the organisation whilst also understanding what is driving you in terms of your values and your career and wider personal aspirations.

Identifying and addressing gaps in your skills and knowledge and understanding is an essential aspect of this unit.

Who is the unit for?

The unit is recommended for first line managers, middle managers and senior managers.

Links to other units

This unit is linked to units **A1. Manage your own resources** and **A3. Develop your personal networks** in the overall suite of National Occupational Standards for Management and Leadership.

If your organisation is a small firm, you should look at unit *A3 Check your own skills*, which has been developed by the Small Firms Enterprise and Development Initiative (SFEDI) specifically for small firms and which **may** be more suitable to your needs. You can obtain information on the unit from SFEDI on tel. 0114 241 2155 or at the SFEDI website (www.sfedi.co.uk).

Skills

Listed below are the main generic 'skills' that need to be applied in managing your own resources and professional development. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Setting objectives
- Evaluating
- Planning
- Learning
- Reviewing
- Communicating
- Self-assessment
- Time management
- Stress management
- Obtaining feedback
- Reflecting
- Prioritising

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Evaluate, at appropriate intervals, the current and future requirements of your work role taking account of the vision and objectives of your organisation.
2. Consider your values and your career and personal goals and identify information which is relevant to your work role and professional development.
3. Discuss and agree personal work objectives with those you report to and how you will measure progress.
4. Identify the learning styles which work best for you and ensure that you take these into account in identifying and undertaking development activities.
5. Identify any gaps between the current and future requirements of your work role and your current knowledge, understanding and skills.
6. Discuss and agree, with those you report to, a development plan to address any identified gaps in your current knowledge, understanding and skills and support your own career and personal goals.
7. Undertake the activities identified in your development plan and evaluate their contribution to your performance.
8. Review and update your personal work objectives and development plan in the light of performance, any development activities undertaken and any wider changes.
9. Get regular and useful feedback on your performance from those who are in a good position to judge it and provide objective and valid feedback.
10. Ensure that your performance consistently meets or goes beyond agreed requirements.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You address multiple demands without losing focus or energy.
2. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
3. You prioritise objectives and plan work to make best use of time and resources.
4. You take personal responsibility for making things happen.
5. You take pride in delivering high quality work.
6. You show an awareness of your own values, motivations and emotions.
7. You agree achievable objectives for yourself and give a consistent and reliable performance.

8. You recognise your own strengths and limitations, play to your strengths and use alternative strategies to minimise the impact of your limitations.
9. You make best use of available resources and proactively seek new sources of support when necessary.
10. You reflect regularly on your own experiences and use these to inform future action.

KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. The principles which underpin professional development.
2. The importance of considering your values and career and personal goals and how to relate them to your work role and professional development.
3. How to evaluate the current requirements of a work role and how the requirements may evolve in the future.
4. How to set work objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).
5. How to identify development needs to address any identified gaps between the requirements of your work role and your current knowledge, understanding and skills.
6. What an effective development plan should contain and the length of time that it should cover.
7. The range of different learning styles and how to identify the style(s) which work(s) best for you.
8. The type of development activities that can be undertaken to address identified gaps in your knowledge, understanding and skills.
9. How to identify whether/how development activities have contributed to your performance.
10. How to update work objectives and development plans in the light of performance, feedback received, any development activities undertaken and any wider changes.
11. How to monitor the quality of your work and your progress against requirements and plans.
12. How to evaluate your performance against the requirements of your work role.
13. How to identify and use good sources of feedback on your performance.

Industry/sector specific knowledge and understanding

1. Industry/sector requirements for the development or maintenance of knowledge, skills and understanding and continuing professional development.

Context specific knowledge and understanding

1. The requirements of your work role including the limits of your responsibilities.
2. The vision and objectives of your organisation.
3. Your own values and career and personal goals.
4. Your personal work objectives.
5. Your preferred learning style(s).
6. Your current knowledge, understanding and skills.
7. Identified gaps in your current knowledge, understanding and skills.
8. Your personal development plan.
9. Available development opportunities and resources in your organisation.
10. Your organisation's policy and procedures in terms of personal development.
11. The reporting lines in your organisation.
12. Possible sources of feedback in your organisation.

UNIT SUMMARY

What is the unit about?

This unit is about developing your personal networks to support both your current and future work.

Your personal networks may include people in your own organisation, people you meet from other organisations and people you are in contact with over the phone or the Internet.

Developing personal networks is based on the principles of reciprocity (exchanging things with others for mutual benefit) and confidentiality. People only want to network if there are mutual benefits from exchanging information and other resources. There must also be clearly agreed boundaries of confidentiality – certain information and resources may not be exchanged because they are confidential.

Who is the unit for?

The unit is recommended for middle managers and senior managers.

Links to other units

This unit is linked to units **A2. Manage your own resources and professional development** and **D2. Develop productive working relationships with colleagues and stakeholders** in the overall suite of National Occupational Standards for Management and Leadership.

If your organisation is a small firm, you should look at unit **A3 Check your own skills**, which has been developed by the Small Firms Enterprise and Development Initiative (SFEDI) specifically for small firms and which **may** be more suitable to your needs. You can obtain information on the unit from SFEDI on tel. 0114 241 2155 or at the SFEDI website (www.sfedi.co.uk).

Skills

Listed below are the main generic 'skills' that need to be applied in developing your personal networks. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Setting objectives
- Questioning
- Time management
- Information management
- Presenting information
- Influencing and persuading
- Reflecting
- Learning
- Evaluating
- Risk management

OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Develop and maintain personal networks of contacts, which are appropriate to meet your current and future needs for information and resources.
2. Ensure that key members of your personal networks have an accurate idea of your knowledge, understanding, skills, abilities and experience and are aware of the benefits of networking with you.
3. Establish boundaries of confidentiality between yourself and members of your personal networks and, where appropriate, develop guidelines for exchanging information and resources.
4. Develop your personal networks to reflect your changing interests and needs.
5. Make active use of the information and resources gained through your personal networks.
6. Introduce people and organisations with common interests to each other.

BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You acknowledge when your own interests are in conflict with common goals.
 2. You state your own position and views clearly and confidently in conflict situations.
 3. You encourage others to share information and knowledge within the constraints of confidentiality.
 4. You identify and work with people and organisations that can provide support for your work.
 5. You work to develop an atmosphere of professionalism and mutual support.
 6. You clarify your own and other's expectations of relationships.
 7. You model behaviour that shows respect, helpfulness and co-operation.
 8. You keep promises and honour commitments.
 9. You consider the impact of your own actions on others.
 10. You reflect regularly on your own experiences and use these to inform future actions.
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KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

General knowledge and understanding

1. The benefits of networking for individuals and organisations.
2. Principles of effective communication and how to apply them in developing personal networks.
3. The range of different types of questions, and how and when to use them.
4. The range of different communication styles and how people prefer to communicate.
5. The range of methods for developing effective relationships with others in the work context and, where necessary, how to end relationships which are no longer of use.
6. How to make active use of the information and resources gained through personal networks.
7. The principles of confidentiality, and how to develop guidelines for exchanging information between individuals and organisations.

Industry/sector specific knowledge and understanding

1. Industry/sector legislation, requirements, regulations, policies and professional codes that are relevant to networking and confidentiality of information.

Context specific knowledge and understanding

1. Your own values, motivations and emotions, and the effect of these on your own actions.
2. Your own interests and how these may conflict with the interests of others.
3. Your own objectives in developing your personal networks.
4. Your current and likely future needs for information and resources.
5. Your knowledge, understanding, skills, abilities and experience.
6. People and organisations that can support your work, and vice versa.
7. The range of information and resources people may need.
8. People and organisations in your current personal networks.