

## UNIT SUMMARY

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### What is the unit about?

Every organisation should have an overall strategic business plan and each identified area of responsibility should also have an operational plan that will contribute to achieving the objectives set out in the strategic business plan.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

### Who is the unit for?

The unit is recommended for middle managers.

### Links to other units

This unit is linked to units **B6. Provide leadership in your area of responsibility**, **D6. Allocate and monitor the progress and quality of work in your area of responsibility**, **E2. Manage finance for your area of responsibility** and **F3. Manage business processes** 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 developing and implementing operational plans for your area of responsibility. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Planning
- Risk management
- Delegating
- Networking
- Involving others
- Innovating
- Consulting
- Communicating
- Influencing and persuading
- Monitoring
- Evaluating
- Setting objectives
- Building consensus

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Balance new ideas with tried and tested solutions.
2. Balance risk with desired outcomes.
3. Make sure your plans are consistent with the objectives of your area of responsibility.
4. Make sure your plan is flexible and complements related areas of work.

5. Develop and assign objectives to people together with the associated resources.
6. Win the support of key colleagues and other stakeholders.
7. Monitor and control your plan so that it achieves its overall objectives.
8. Evaluate the implementation of your plan and make recommendations that identify good practice and areas for improvement.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You constantly seek to improve performance.
2. You work towards a clearly defined vision of the future.
3. You present information clearly, concisely, accurately and in ways that promote understanding.
4. You reflect regularly on your own and others' experiences, and use these to inform future action.
5. You prioritise objectives and plan work to make best use of time and resources.
6. You set demanding but achievable objectives for yourself and others.
7. You create a sense of common purpose.
8. You balance agendas and build consensus.
9. You consider the impact of your own actions on others.

## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

### General knowledge and understanding

1. Principles and methods of short to medium-term planning.
2. The importance of creativity and innovation in operational planning.
3. How to develop and assign objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).
4. How to analyse and manage risk.
5. How to develop and plan for contingencies.
6. Principles and methods of delegation.
7. How to use resources effectively to achieve objectives.
8. How to consult with colleagues and other key stakeholders.
9. How to monitor and control operational plans to achieve their objectives.
10. How to develop and use an evaluation framework.

**Industry/sector specific knowledge  
and understanding**

1. Legal, regulatory and ethical requirements in your sector.
2. Market developments in your sector.
3. Actual and potential competitors, and their strategies and plans.
4. Actual and potential partners, and their strategies and plans.

**Context specific knowledge  
and understanding**

1. The market in which your organisation works.
2. The overall vision of your organisation and the goals you are responsible for achieving.
3. Your organisation's actual and potential customer base.
4. Available market opportunities.
5. How to respond to market opportunities.
6. Colleagues and other key stakeholders, and their needs and expectations.
7. Processes for consultation.
8. Sources of information you can use to monitor and evaluate plans.
9. Procedures for reporting and making recommendations.

## UNIT SUMMARY

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### What is the unit about?

This unit is about making sure you have a clear and up-to-date picture of the environment in which your organisation operates and can produce information which could be used for planning and operational purposes. The environment includes the 'external' operating environment – for example, customers and their needs, market trends, new technologies and methods, legislation, and the activities of competitors and partners. It also includes the 'internal' operating environment – for example, resources available to and the culture of the organisation.

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.

### Who is the unit for?

The unit is recommended for senior managers.

### Links to other units

This unit is linked to units **B3. Develop a strategic business plan for your organisation**, **B4. Put the Strategic business plan into action**, **D2. Develop productive working relationships with colleagues and stakeholders** and **E4. Promote the use of technology within your organisation** in the overall suite of National Occupational Standards for Management and Leadership.

If your organisation is a small firm, you should look at unit *A1 Review the business*, 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](http://www.sfedi.co.uk)).

### Skills

Listed below are the main generic 'skills' that need to be applied in mapping the environment in which your organisation operates. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Thinking strategically
- Networking
- Analysing
- Decision-making
- Communicating
- Consulting
- Monitoring
- Evaluating
- Scenario-building

- Information management
- Presenting information

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Obtain information on customers and competitors from a wide variety of sources and actively use the information to support planning and decision-making.
2. Monitor and evaluate trends and developments inside and outside your organisation.
3. Identify good practice and benchmark your organisation's performance and practices with comparable organisations in your sector and other sectors, both nationally and internationally.
4. Identify and prioritise the strengths and weaknesses of your organisation and opportunities and threats in your organisation's external environment.
5. Explore and assess a range of future scenarios within the environment in which your organisation operates.
6. Consult with all relevant colleagues and other key stakeholders on future market and organisational development in order to inform and support organisational decisions.
7. Organise information and knowledge in a way that supports effective planning.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
  2. You analyse and structure information to develop knowledge that can be shared.
  3. You develop systems to gather and manage information and knowledge effectively, efficiently and ethically.
  4. You identify strengths, weaknesses, opportunities and threats to current and future work.
  5. You identify systemic issues and trends and recognise their impact upon current and future work.
  6. You anticipate likely future scenarios based on realistic analysis of trends and developments.
  7. You articulate the assumptions made and risks involved in understanding a situation.
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## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

### **General knowledge and understanding**

1. Different sources of information on customers and competitors and how to use them effectively.
2. How to measure and review organisational performance.
3. How to analyse organisational culture.
4. How to carry out benchmarking to identify good practice in relation to an organisation's performance and practices.
5. How to undertake a strengths, weaknesses, opportunities and threats (SWOT) analysis.
6. How to undertake an analysis of the political, economic, social, technological, legal and environmental (PESTLE) factors in the external environment.
7. How to analyse stakeholder interests.
8. How to build future scenarios and assess their implications.

### **Industry/sector specific knowledge and understanding**

1. Sources of information on trends and developments in your sector, including those at a global level and how to access these.
2. Current and emerging trends and developments in your sector internationally, nationally and locally.
3. Legal, regulatory and ethical requirements in your sector.

### **Context specific knowledge and understanding**

1. Relevant factors in the international, national and local market in which your organisation works.
2. Your organisation's actual and potential customer base.
3. The needs and expectations of your actual and potential customers and other key stakeholders.
4. Your actual and potential competitors, including their activities and relative performance levels.
5. Your actual and potential partners, including their activities and relative performance levels.
6. Your organisation's structure.
7. Your organisation's culture.
8. Your organisation's performance and the factors that influence this.

## UNIT SUMMARY

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### What is the unit about?

This unit is about providing your organisation with a clear sense of direction and long-term plans that will help it move in that direction.

Managers and leaders need to focus on the future and provide a clear vision of where the organisation is going and the route it is going to follow to get there.

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.

### Who is the unit for?

This unit is recommended for senior managers.

### Links to other units

This unit is linked to units **B2. Map the environment in which your organisation operates**, **B4. Put the strategic business plan into action** and **B7. Provide leadership for your organisation**, **D4. Plan the workforce**, **E3. Obtain additional finance for the organisation** and **E4. Promote the use of technology within your organisation** in the overall suite of National Occupational Standards for Management and Leadership.

If your organisation is a small firm, you should look at unit *A2 Develop your plans for the business*, 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](http://www.sfedi.co.uk)).

### Skills

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

- Consulting
  - Negotiating
  - Influencing and persuading
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- ## OUTCOMES OF EFFECTIVE PERFORMANCE
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- You must be able to do the following:
1. Establish a clear, achievable and compelling vision which sets out where the organisation should be going.
  2. Identify and prioritise strategic objectives that are consistent with the vision of the organisation.
  3. Balance risk with desired outcomes.
  4. Balance innovation with tried and tested solutions.
  5. Ensure that your plan is flexible and open to change.
  6. Develop policies and values that will guide the work of others towards your vision.
  7. Delegate responsibility for achieving goals and allocate resources effectively.
  8. Identify measures and methods for monitoring and evaluating the plan.
  9. Balance the needs and expectations of key stakeholders and win their support.
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- ## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE
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1. You constantly seek to improve performance.
  2. You generate and recognise imaginative and innovative solutions.
  3. You reflect regularly on your own and others' experiences, and use these to inform future action.
  4. You balance risks against the benefits that may arise from taking risks.
  5. You balance agendas and build consensus.
  6. You consider the impact of your own actions on others.
  7. You take opportunities when they arise to achieve longer-term aims.
  8. You create a sense of common purpose.
  9. You find practical ways to overcome barriers.
  10. You show sensitivity to stakeholders' needs and interests and manage these effectively.
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## KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

### General knowledge and understanding

1. The importance of long and medium-term planning to the success of an organisation.
2. The principles of strategic management and business planning.
3. What a written strategic business plan should cover.
4. The importance of creativity and innovation in strategic management.
5. How to identify potential risks in relation to the achievement of objectives.
6. How to develop strategic objectives which are SMART (Specific, Measurable, Achievable, Realistic, and Time-bound).
7. How to delegate responsibility and allocate resources to support a strategic plan.
8. How to identify sustainable resources and ensure their effective use to support a strategic plan.
9. The importance of consulting with colleagues and other stakeholders during the development of the plan and how to do so effectively.
10. How to develop measures and methods for monitoring and evaluating performance against the strategic business plan.
11. How to take account of unfamiliar cultural practices, expectations and business processes when dealing with overseas companies or customers.
12. How to use the skills and experiences of staff from different cultures or countries and the business benefits of sharing different perspectives and learning from others.

### Industry/sector specific knowledge and understanding

1. Legal, regulatory and ethical requirements in your sector.
2. Market developments in your sector at local, national and international levels.

### Context specific knowledge and understanding

1. The market in which your organisation works.
2. Your organisation's actual and potential customer base.
3. The needs and expectations of your actual and potential customers.
4. Your actual and potential competitors and partners, and their strategies and plans.
5. New and available market opportunities at local, national and international levels.
6. Your organisation's ability to respond to market opportunities.
7. Colleagues and other key stakeholders, and their needs and expectations.
8. Processes for consultation within your organisation.
9. Sources of information that can aid monitoring and evaluation.

## UNIT SUMMARY

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### What is the unit about?

Once a strategic business plan has been developed and agreed, it needs to be put into action. This means: 'selling' the plan to the managers and other staff involved in putting it into practice; having agreed standards for measuring success; carefully monitoring the implementation of the plan and making adjustments along the way – a process that may need a lot of flexibility and openness to change.

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.

### Who is the unit for?

The unit is recommended for senior managers.

### Links to other units

This unit is linked to units **B2. Map the environment in which your organisation operates**, **B3. Develop a strategic business plan for your organisation**, **B7. Provide leadership for your organisation**, **D4. Plan the workforce**, **E3. Obtain additional finance for the organisation** and **E4. Promote the use of technology within your organisation** in the overall suite of National Occupational Standards for Management and Leadership.

If your organisation is a small firm, you should look at unit *D1 Carry out your business plan*, 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](http://www.sfedi.co.uk)).

### Skills

Listed below are the main generic 'skills' that need to be applied in putting the strategic business plan into action. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Thinking strategically
- Planning
- Monitoring
- Leadership
- Innovating
- Problem-solving
- Risk management
- Communicating
- Delegating
- Networking
- Involving others
- Presenting information
- Evaluating
- Consulting
- Influencing and persuading

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Make sure the people involved understand and support the plan, and their responsibilities in relation to it.
  2. Use agreed methods and measures to monitor implementation of the plan.
  3. Identify variations from agreed standards and the reasons for these.
  4. Adjust the plan or the people and resources in a way that is consistent with the organisation's overall vision and objectives.
  5. Inform the people involved of adjustments to the plan and help them make changes to their own plans.
  6. Record how the plan has been put into practice, evaluated and adjusted, in a way that will help future planning.
  7. Identify good practice and areas for improvement and communicate these to colleagues and key stakeholders.
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### BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You work to turn unexpected events into opportunities rather than threats.
2. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
3. You constantly seek to improve performance.
4. You respond positively and creatively to setbacks.
5. You show sensitivity to stakeholders' needs and interests and manage these effectively.
6. You work towards a clearly defined vision of the future.
7. You take opportunities when they arise to achieve longer-term aims.
8. You take and implement difficult and/or unpopular decisions, if necessary.

### KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

#### **General knowledge and understanding**

1. Principles and methods of strategic management and business planning.
2. The importance of communicating the plan to people and ensuring understanding and how to do so effectively.
3. How to monitor and review implementation of and performance against the plan.
4. How to assess and manage risk.
5. How to further develop and adjust the plan.
6. How to adjust the way you allocate people and resources to implement the plan.
7. The importance of identifying ways in which future planning can be improved.

#### **Industry/sector specific knowledge and understanding**

1. Legal, regulatory and ethical requirements in your sector.
2. Market developments in your sector at local, national and international levels.

#### **Context specific knowledge and understanding**

1. The agreed strategic business plan for your organisation.
2. The market in which your organisation works.
3. Customer feedback, financial and other management information.
4. Your organisation's structure and business processes.
5. Your organisation's culture.
6. Colleagues and other key stakeholders, and their needs and expectations.
7. The processes for communication within your organisation.

## UNIT SUMMARY

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### What is the unit about?

This unit is about providing direction to the members of your team and motivating and supporting them to achieve the objectives of the team and their personal work objectives.

### Who is the unit for?

The unit is recommended for team leaders.

### Links to other units

This unit is linked to units **B6. Provide leadership in your area of responsibility**, **C1. Encourage innovation in your team**, **D1. Develop productive working relationships with colleagues**, **D5. Allocate and check work in your team** and **D9. Build and manage teams** 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 providing leadership for your team. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Planning
- Team-building
- Leading by example
- Providing feedback
- Setting objectives
- Motivating
- Consulting
- Problem-solving
- Valuing and supporting others
- Monitoring
- Managing conflict
- Decision-making
- Following

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Set out and positively communicate the purpose and objectives of the team to all members.
2. Involve members in planning how the team will achieve its objectives.
3. Ensure that each member of the team has personal work objectives and understands how achieving these will contribute to achievement of the team's objectives.
4. Encourage and support team members to achieve their personal work objectives and those of the team and provide recognition when objectives have been achieved.
5. Win, through your performance, the trust and support of the team for your leadership.
6. Steer the team successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the team.
7. Encourage and recognise creativity and innovation within the team.
8. Give team members support and advice when they need it especially during periods of setback and change.
9. Motivate team members to present their own ideas and listen to what they say.
10. Encourage team members to take the lead when they have the knowledge and expertise and show willingness to follow this lead.
11. Monitor activities and progress across the team without interfering.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You create a sense of common purpose.
  2. You take personal responsibility for making things happen.
  3. You encourage and support others to take decisions autonomously.
  4. You act within the limits of your authority.
  5. You make time available to support others.
  6. You show integrity, fairness and consistency in decision-making.
  7. You seek to understand people's needs and motivations.
  8. You model behaviour that shows respect, helpfulness and co-operation.
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## KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

### **General knowledge and understanding**

1. Different ways of communicating effectively with members of a team.
2. How to set objectives which are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).
3. How to plan the achievement of team objectives and the importance of involving team members in this process.
4. The importance of and being able to show team members how personal work objectives contribute to achievement of team objectives.
5. That different styles of leadership exist.
6. How to select and successfully apply a limited range of different methods for motivating, supporting and encouraging team members and recognising their achievements.
7. Types of difficulties and challenges that may arise, including conflict, diversity and inclusion issues within the team, and ways of identifying and overcoming them.
8. The importance of encouraging others to take the lead and ways in which this can be achieved.
9. The benefits of and how to encourage and recognise creativity and innovation within a team.

### **Industry/sector specific knowledge and understanding**

1. Legal, regulatory and ethical requirements in the industry/sector.

### **Context specific knowledge and understanding**

1. The members, purpose, objectives and plans of your team.
2. The personal work objectives of members of your team.
3. The types of support and advice that team members are likely to need and how to respond to these.
4. Standards of performance for the work of your team.

## UNIT SUMMARY

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### What is the unit about?

The unit is about providing direction to people in a clearly and formally defined area or part of an organisation and motivating and supporting them to achieve the vision and objectives for the area.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

### Who is the unit for?

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

### Links to other units

This unit is linked to all other units in the overall suite of National Occupational Standards for Management and Leadership where leadership in your area of responsibility may be required.

### Skills

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

- Communicating
- Influencing and persuading
- Leading by example
- Motivating
- Consulting
- Planning
- Setting objectives
- Providing feedback
- Coaching
- Mentoring
- Valuing and supporting others
- Empowering
- Learning
- Following
- Managing conflict
- Obtaining feedback

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Create a vision of where your area is going and clearly and enthusiastically communicate it, together with supportive objectives and operational plans, to the people working within your area.
  2. Ensure that people working within your area understand and can see how the vision, objectives and operational plans link to the vision and objectives of the overall organisation.
  3. Steer your area successfully through difficulties and challenges, including conflict, diversity and inclusion issues within the area.
  4. Create and maintain a culture within your area which encourages and recognises creativity and innovation.
  5. Develop a range of leadership styles and select and apply them to appropriate situations and people.
  6. Communicate regularly, making effective use of a range of different communication methods, with all the people working within your area and show that you listen to what they say.
  7. Give people in your area support and advice when they need it especially during periods of setback and change.
  8. Motivate and support people in your area to achieve their work and development objectives and provide recognition when they are successful.
  9. Empower people in your area to develop their own ways of working and take their own decisions within agreed boundaries.
  10. Encourage people to take the lead in their own areas of expertise and show willingness to follow this lead.
  11. Win, through your performance, the trust and support of people within your area for your leadership and get regular feedback on your performance.
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## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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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 make complex things simple for the benefit of others.
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 encourage and support others to make the best use of their abilities.

## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

### General knowledge and understanding

1. The fundamental differences between management and leadership.
2. How to create a compelling vision for an area of responsibility.
3. How to select and successfully apply different methods for communicating with people across an area of responsibility.
4. A range of different leadership styles and how to select and apply these to different situations and people.
5. How to get and make use of feedback from people on your leadership performance.
6. Types of difficulties and challenges that may arise, including conflict, diversity and inclusion issues within the area, and ways of identifying and overcoming them.
7. The benefits of and how to create and maintain a culture which encourages and recognises creativity and innovation.
8. The importance of encouraging others to take the lead and ways in which this can be achieved.
9. How to empower people effectively.
10. How to select and successfully apply different methods for encouraging, motivating and supporting people and recognising achievement.

### Industry/sector specific knowledge and understanding

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

### Context specific knowledge and understanding

1. Your own values, motivations and emotions.
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 vision and objectives of the overall organisation.
6. The vision, objectives, culture and operational plans for your area of responsibility.
7. Types of support and advice that people are likely to need and how to respond to these.
8. Leadership styles used across the organisation.

## UNIT SUMMARY

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### What is the unit about?

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.

### Who is the unit for?

The unit is recommended for senior managers.

### Links to other units

This unit is linked to all other units in the overall suite of National Occupational Standards for Management and Leadership where leadership for your organisation may be required.

### Skills

Listed below are the main generic 'skills' that 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

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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, diversity and inclusion issues 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.
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## BEHAVIOURS WHICH UNDERPIN EFFECTIVE 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 AND UNDERSTANDING

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, diversity and inclusion issues 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 you may need to communicate and work with.

## UNIT SUMMARY

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### What is the unit about?

Organisations must show that they act responsibly in relation to their staff, customers, investors and the communities in which they work. All types of organisations must obey the law in key areas such as health and safety, employment, finance and company law. Many organisations also have to work within specific regulations for their industry and ethical frameworks. Organisations who want to maintain a good reputation also have to take account of the views of people in their communities on a whole range of issues such as the environment and other ways in which the organisation affects people's quality of life.

### Who is the unit for?

The unit is recommended for middle managers and senior managers.

### Links to other units

This unit is linked to all other units in the overall suite of National Occupational Standards for Management and Leadership where compliance with legal, regulatory, ethical and social requirements is a possible requirement.

### Skills

Listed below are the main generic 'skills' that need to be applied in ensuring compliance with legal, regulatory, ethical and social requirements. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Information management
- Communicating
- Involving others
- Analysing
- Monitoring
- Assessing
- Motivating
- Decision-making
- Reporting
- Risk management
- Valuing and supporting others
- Presenting information
- Leadership

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Monitor the relevant national and international legal, regulatory, ethical and social requirements and the effect they have on your area of responsibility, including what will happen if you don't meet them.
2. Develop effective policies and procedures to make sure your organisation meets all the necessary requirements.
3. Make sure relevant people have a clear understanding of the policies and procedures and the importance of putting them into practice.
4. Monitor the way policies and procedures are put into practice and provide support.
5. Encourage a climate of openness about meeting and not meeting the requirements.
6. Identify and correct any failures to meet the requirements.
7. Identify reasons for not meeting requirements and adjust the policies and procedures to reduce the likelihood of failures in the future.
8. Provide full reports about any failures to meet the requirements to the relevant stakeholders.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You recognise changes in circumstances promptly and adjust plans and activities accordingly.
2. You make time available to support others.
3. You give feedback to others to help them improve their performance.
4. You identify and raise ethical concerns.
5. You are vigilant for potential risks.
6. You make appropriate information and knowledge available promptly to those who need it and have a right to it.
7. You encourage others to share information and knowledge within the constraints of confidentiality.
8. You show sensitivity to stakeholders' needs and manage these effectively.

## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand the following:

### **General knowledge and understanding**

1. The importance of having an ethical and value-based approach to governance and how to put this into practice.
2. Relevant legal requirements governing the running of organisations.
3. Current and emerging social attitudes to management and leadership practice and the importance of being sensitive to these.

### **Industry/sector specific knowledge and understanding**

1. Legal, regulatory and ethical requirements in your sector, both national and international.
2. Procedures to follow if you do not meet the requirements.
3. Particular current and emerging social concerns and expectations that are relevant to your sector.
4. Ways in which other organisations deal with current and emerging social concerns and expectations.

### **Context specific knowledge and understanding**

1. The culture and values of your organisation and what effect they have on corporate governance.
2. Policies and procedures that make sure people meet the requirements.
3. The processes for maintaining the relevant policies and procedures and making sure they continue to be effective and sustainable.
4. The different ways in which people may not meet the requirements and the risks of these actually happening.
5. The procedures for dealing with people who do not meet the requirements, including requirements for reporting.

## UNIT SUMMARY

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### What is the unit about?

Every organisation, whatever its size or history, has a culture (simply defined as 'the way we do things around here'). The culture of an organisation is based on assumptions and values about organisations, working life and relationships. These values influence the way people behave towards each other and customers, and how they relate to their work. There may be no such thing as a 'right' or 'wrong' culture. However, the culture of an organisation has to be in line with its overall vision and strategy. If culture and strategy do not match, it's unlikely the vision will be achieved.

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.

### Who is the unit for?

The unit is recommended for senior managers.

### Links to other units

This unit is linked to a number of units in the overall suite of National Occupational Standards for Management and Leadership, particularly **B7. Provide leadership for your organisation**, **C3. Encourage innovation in your organisation**, **C4. Lead change**, **C5. Plan change**, **E7. Ensure an effective organisational approach to health and safety** and **F10. Develop a customer-focused organisation**.

### Skills

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

- Thinking strategically
- Leading by example
- Learning
- Managing conflict
- Communicating
- Valuing and supporting others
- Monitoring
- Motivating
- Building consensus
- Influencing and persuading

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Agree values and assumptions that encourage

behaviour that is consistent with your organisation's overall vision and strategy and the needs and interests of key stakeholders.

2. Make sure your personal behaviour, actions and words consistently reinforce these values and assumptions.
3. Communicate agreed values to people across your organisation and motivate them to put these into practice.
4. Put in place policies, programmes and systems to support agreed values.
5. Counter messages that conflict with agreed values.
6. Continuously monitor and adjust values and assumptions, and the way they are applied.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You constructively challenge the status quo and seek better alternatives.
2. You find practical ways to overcome barriers.
3. You show an awareness of your own values, motivations and emotions.
4. You show empathy with others' needs, feelings and motivations and take an active interest in their concerns.
5. You make time available to support others.
6. You clearly agree what is expected of others and hold them to account.
7. You create a sense of common purpose.
8. You deploy a range of legitimate strategies and tactics to influence people.
9. You recognise the opportunities presented by the diversity of people.

## KNOWLEDGE AND UNDERSTANDING

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You need to know and understand:

### General knowledge and understanding

1. The concept of culture as applied to organisations.
2. Different definitions of organisational culture.
3. The importance of values in underpinning individual and organisational performance.
4. Internal and external factors that influence organisational culture, including national cultures.
5. Different types of organisational culture.
6. The relationship between organisational culture, strategy and performance.
7. The principles and methods of managing culture change within organisations.

**Industry/sector specific knowledge and understanding**

1. Legal, regulatory and ethical requirements in your sector.
2. Dominant types of organisational culture in your sector and their strengths and limitations.

**Context specific knowledge and understanding**

1. Your organisation's vision and strategy.
2. Current organisational culture.
3. Values, assumptions and behaviours that are consistent and inconsistent with your vision and strategy.
4. Needs and interests of key stakeholders.
5. Effective methods of communicating values, and supporting the way they are applied in your organisation.
6. Effective ways of dealing with messages and behaviour that conflict with agreed values and assumptions.

## UNIT SUMMARY

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### What is the unit about?

This unit is about taking the lead in establishing and operating an effective risk management process across your organisation. This involves systematically identifying, evaluating and prioritising potential risks and communicating information to enable appropriate decisions and actions to be taken. It also involves developing an organisational culture in which individuals are risk aware but are not afraid of taking decisions and undertaking activities which involve acceptable levels of risk.

For the purposes of this unit, '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.

### Who is the unit for?

The unit is recommended for senior managers.

### Links to other units

This unit is linked to a number of units in the overall suite of National Occupational Standards for Management and Leadership where risk is a factor that needs to be considered in planning and undertaking activities.

### Skills

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

- Evaluating
- Reviewing
- Consulting
- Presenting information
- Decision-making
- Monitoring
- Communicating
- Influencing and persuading
- Leadership
- Contingency planning
- Prioritising
- Planning
- Scenario-building
- Information management
- Involving others
- Thinking systematically

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Ensure that your organisation has a written risk management policy, including setting out responsibilities for risk management, which is clearly communicated across the organisation and to other relevant parties.
2. Establish, and periodically review, risk criteria for your organisation, seeking and taking account of the views of relevant people across the organisation and stakeholders.
3. Evaluate significant current and planned organisational activities and identify potential risks, the nature of the risks, the probability of occurrence and consequences.
4. Produce a risk profile for your organisation and, taking account of the organisation's risk criteria and other relevant information, prioritise the identified risks.
5. Communicate information on identified risks to relevant people across the organisation and, where appropriate, to stakeholders, to enable decisions and actions to be taken in terms of accepting or treating the risks.
6. Collect and evaluate information from across the organisation on how identified risks have been or are being dealt with, including contingency plans which have been put in place.
7. Develop an organisational culture in which people are risk aware but are prepared to take acceptable risks and to make and learn from mistakes.
8. Ensure that there is senior management commitment to the risk management process.
9. Ensure that sufficient resources are allocated across the organisation to support and enable effective risk management.
10. Monitor and review the effectiveness of the risk management process in your organisation, identifying potential improvements and making changes where necessary.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You constantly seek to improve performance.
2. You show sensitivity to stakeholders' needs and interests and manage them effectively.
3. You identify people's information needs.
4. You identify the implications or consequences of a situation.
5. You use communication styles that are appropriate to different people and situations.
6. You balance risks against the benefits that may arise from taking risks.

7. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.
8. You are vigilant for potential risks and hazards.
9. You take personal responsibility for making things happen.
10. You balance agendas and build consensus.
11. You create a sense of common purpose.

## KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

### General knowledge and understanding

1. Types of risk and the factors which drive different types of risk.
2. Key stages in the risk management process.
3. The importance of protecting the interests of stakeholders and how to identify their views in relation to risk.
4. The importance of showing senior management commitment to risk management.
5. How to develop a written risk management policy and what it should cover.
6. How to communicate the written risk management policy to people who work for the organisation and other relevant parties.
7. How and when to revise the written risk management policy including taking views from across the organisation and other relevant parties.
8. What risk criteria might cover and the importance of seeking and taking account of the views of relevant people across the organisation and stakeholders.
9. How and where to identify current and planned organisational activities.
10. Ways of identifying and clearly describing potential risks in relation to current and planned activities, the nature of the risks, the probability of occurrence and consequences.
11. Why it is important and how to communicate information on identified risks to relevant people across the organisation and, where appropriate, to stakeholders.
12. The type of decisions and actions that might be taken in relation to identified risks.
13. Why it is important and how to collect and evaluate information on how identified risks have been or are being dealt with, including contingency plans.
14. Ways of developing an organisational culture in which people are risk aware but are prepared to take acceptable risks in undertaking activities.
15. The type of resources required to raise risk awareness across the organisation and with stakeholders and implement the risk management policy effectively.

16. How to establish effective systems for monitoring the risk management process of an organisation.

### Industry/sector specific knowledge and understanding

1. The sector(s) in which your organisation operates.
2. Sector-specific legislation, regulations, guidelines and codes of practice.
3. Current and emerging political, economic, social, technological, legal and environmental developments in the sector(s) in which your organisation operates.
4. Typical risks encountered in the sector(s) in which your organisation operates.

### Context specific knowledge and understanding

1. The vision, values, objectives and plans of your organisation.
2. Your organisation's products and services.
3. Other relevant parties with an interest in risk management in your organisation.
4. Mechanisms for consulting with and the views of relevant people across the organisation and stakeholders in relation to risk.
5. The written risk management policy of the organisation, including allocated responsibilities for risk management, and how it is communicated to people who work for the organisation and to other relevant parties.
6. Risk criteria of your organisation.
7. Significant current and planned organisational activities and the related potential risks, including probability of occurrence and consequences.
8. The risk profile of your organisation and prioritised risks.
9. Relevant people across the organisation and, where appropriate, stakeholders, to whom information on identified potential risks should be communicated.
10. Decisions and actions taken across the organisation in relation to identified potential risks, including any contingency plans which have been put in place.
11. Your organisation's culture in relation to risk.
12. How senior management's commitment to risk management has been demonstrated.
13. Resources made available across the organisation to support risk management.
14. Systems in place for monitoring and reviewing the effectiveness of the risk management process in your organisation.
15. Identified improvements and changes made to the risk management process in your organisation.

## UNIT SUMMARY

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### What is the unit about?

This unit is about actively promoting equality of opportunity, diversity and inclusion in your area of responsibility. It is intended to go beyond compliance with equality legislation and move towards a situation where there is awareness in your area of and active commitment to the need to ensure equality of opportunity and the benefits of diversity and inclusion.

The 'area of responsibility' may be, for example, a branch or department or functional area or an operating site within an organisation.

### Who is the unit for?

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

### Links to other units

This unit links to a number of units in the overall suite of National Occupational Standards for Management and Leadership which involve managing or working with people.

### Skills

Listed below are the main generic 'skills' that need to be applied in promoting equality of opportunity, diversity and inclusion in your area of responsibility. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Communicating
- Leadership
- Motivating
- Monitoring
- Information management
- Evaluating
- Valuing and supporting others
- Consulting
- Balancing competing needs and interests
- Influencing and persuading
- Planning
- Reporting
- Decision-making
- Reviewing
- Risk management

## OUTCOMES OF EFFECTIVE PERFORMANCE

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You must be able to do the following:

1. Ensure commitment within your area of responsibility to promoting equality of opportunity, diversity and inclusion, including making them priority areas in terms of informing the vision and objectives for your area and planning and decision-making.
2. Ensure that your behaviour, words and actions and those of people working in your area of responsibility support a commitment to equality of opportunity, diversity and inclusion.
3. Identify your personal responsibilities and liabilities under equality legislation and any relevant codes of practice.
4. Identify the diversity and needs of your area's current customers and potential customers and identify areas where needs could be better satisfied and where the diversity of customers could be improved.
5. Ensure that the organisation's written equality, diversity and inclusion policy is clearly communicated to all people in your area of responsibility and other relevant parties.
6. Implement the organisation's written equality, diversity and inclusion policy in your area, including relevant parts of any accompanying organisation-wide action plan, seeking and making the required resources available.
7. Ensure regular consultation with people in your area of responsibility or their representatives on equality, diversity and inclusion issues.
8. Seek and make use of specialist expertise in relation to equality, diversity and inclusion issues.
9. Ensure that working arrangements, resources and business processes in your area of responsibility respond to different needs, abilities, values and ways of working.
10. Monitor, review and report to the relevant people on progress in relation to equality of opportunity, diversity and inclusion within your area of responsibility, identifying required actions and changes to practice.

## BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

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1. You use communication styles that are appropriate to different people and situations.
2. You understand individuals' needs, feelings and motivations and take an active interest in their concerns.
3. You encourage and support others to make the best use of their abilities.
4. You use a range of leadership styles appropriate to different people and situations.
5. You show a clear understanding of different customers and their needs.
6. You treat individuals with respect and act to uphold their rights.
7. You show integrity, fairness and consistency in decision-making.

8. You make time available to support others.
9. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.

## KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

### General knowledge and understanding

1. Different definitions of diversity and inclusion.
2. The different forms which discrimination and harassment might take.
3. The business case for ensuring equality of opportunity and promoting diversity and inclusion.
4. The probable effects of not promoting equality of opportunity, diversity and inclusion within your area of responsibility.
5. How commitment within your area of responsibility to promoting equality of opportunity, diversity and inclusion might be demonstrated.
6. Why it is important to make equality, diversity and inclusion priority areas and how to do so effectively.
7. Why it is important to lead by example in terms of your behaviour, words and actions supporting a commitment to equality of opportunity, diversity and inclusion.
8. How to recognise when the behaviour, words and actions of others does and does not support a commitment to equality of opportunity, diversity and inclusion.
9. How and where to identify your personal responsibilities and liabilities under equality legislation and any relevant codes of practice.
10. The importance of identifying the diversity and needs of your area's current and potential customers in order to identify areas for improvement and how to do so effectively.
11. How to communicate the organisation's written equality, diversity and inclusion policy to people who work in your area of responsibility and other relevant parties.
12. The importance of implementing an organisation's written equality, diversity and inclusion policy and any supporting action plan.
13. The type of resources which might be required to support implementation of an equality, diversity and inclusion policy and any supporting action plan.
14. How and when to consult with people in your area of responsibility or their representatives on equality, diversity and inclusion issues.
15. Sources of specialist expertise in relation to equality, diversity and inclusion.
16. How to provide working arrangements, resources and business processes in your area of responsibility that

respond to different needs, abilities, values and ways of working.

17. How to monitor, review and report on progress in relation to equality of opportunity, diversity and inclusion within your area of responsibility.

### Industry/sector specific knowledge and understanding

1. Sector-specific legislation, regulations, guidelines and codes of practice relating to equality, diversity and inclusion.
2. Equality, diversity and inclusion issues and developments that are particular to the industry or sector.
3. Information sources on equality and diversity and inclusion in the industry or sector, including those at an international level.

### Context specific knowledge and understanding

1. The vision, objectives and operational plans for your area of responsibility.
2. The planning and decision-making processes within your area of responsibility.
3. The overall vision, values, objectives, plans and culture of the organisation.
4. The diversity of the people working in your area of responsibility.
5. Your area's current and potential customers and their needs.
6. Other relevant parties with an interest in diversity and inclusion in your area of responsibility.
7. The organisation's written equality, diversity and inclusion policy and any accompanying action plan and how they are communicated to people who work for the organisation, people in your area and to other relevant parties.
8. Sources of specialist expertise in relation to equality, diversity and inclusion used in your area of responsibility.
9. The support and resources allocated to and across your area of responsibility to promote equality of opportunity, diversity and inclusion.
10. Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
11. Working arrangements, resources and business processes in your area of responsibility.
12. Systems in place in your area of responsibility for monitoring, reviewing and reporting on progress in relation to equality of opportunity, diversity and inclusion.
13. Allocated responsibilities for promoting equality of opportunity, diversity and inclusion in your area of responsibility and the organisation in general.

## UNIT SUMMARY

### What is the unit about?

This unit is about taking a lead in actively promoting equality of opportunity, diversity and inclusion in your organisation. There are a multitude of organisational benefits from doing this, ranging from releasing the full potential of the workforce to being seen by customers, suppliers, potential employees and the wider community as a fair, forward-looking and ethical employer. There is also the need to comply with equality legislation and any relevant codes of practice.

The unit involves committing senior management to promoting equality of opportunity, diversity and inclusion and backing this up by ensuring that a policy and an action plan exist and are communicated and implemented across the organisation. It also involves monitoring and reviewing progress in order to identify further actions and changes to practice.

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.

### Who is the unit for?

The unit is recommended for senior managers.

### Links to other units

This unit links to a number of units in the overall suite of National Occupational Standards for Management and Leadership which involve managing or working with people.

### Skills

Listed below are the main generic 'skills' that need to be applied in promoting equality of opportunity, diversity and inclusion in your organisation. These skills are explicit/implicit in the detailed content of the unit and are listed here as additional information.

- Leadership
- Influencing and persuading
- Monitoring
- Information management
- Communicating
- Thinking strategically
- Motivating
- Reporting
- Valuing and supporting others
- Balancing competing needs and interests
- Reviewing
- Prioritising
- Planning

- Consulting
- Benchmarking
- Decision-making
- Risk management

## OUTCOMES OF EFFECTIVE PERFORMANCE

You must be able to do the following:

1. Ensure senior management commitment to promoting equality of opportunity, diversity and inclusion, including making them priority areas in terms of informing the organisation's overall vision, values, objectives, planning and decision-making.
2. Ensure that your behaviour, words and actions and those of people working for the organisation support a commitment to equality of opportunity, diversity and inclusion.
3. Identify the organisation's and your own responsibilities and liabilities under equality legislation and any relevant codes of practice.
4. Review the diversity and needs of the organisation's current customers and potential customers and identify areas where needs are not being satisfied and where the diversity of customers should be improved.
5. Review the diversity of the workforce, at all levels, in comparison to the local and/or national population, as appropriate, and the organisation's current and potential customers and identify areas for improvement.
6. Ensure that the organisation has a written equality, diversity and inclusion policy and that this is clearly communicated to all people who work for the organisation and other relevant parties.
7. Ensure that the equality, diversity and inclusion policy is supported by an action plan, which prioritises areas for improvement and identifies required resources, and that the plan is communicated and implemented across the organisation.
8. Carry out benchmarking to identify good practice in relation to promoting equality of opportunity, diversity and inclusion and what lessons can be learnt and applied to your organisation.
9. Ensure ongoing consultation with people who work for the organisation or their representatives and other relevant parties on equality, diversity and inclusion issues.
10. Seek and make use of specialist expertise in relation to equality, diversity and inclusion issues.
11. Ensure that systems are in place to monitor, review and report on progress in relation to equality of opportunity, diversity and inclusion within your organisation and that the findings are used to identify required actions and changes to practice.

12. Monitor wider developments in relation to equality, diversity and inclusion and assess their implications for your organisation.

### BEHAVIOURS WHICH UNDERPIN EFFECTIVE PERFORMANCE

1. You constructively challenge the status quo and seek better alternatives.
2. You model behaviour that shows respect, helpfulness and co-operation.
3. You use communication styles that are appropriate to different people and situations.
4. You recognise the opportunities presented by the diversity of people.
5. You understand individuals' needs, feelings and motivations and take an active interest in their concerns.
6. You encourage and support others to make the best use of their abilities.
7. You use a range of leadership styles appropriate to different people and situations.
8. You show a clear understanding of different customers and their needs.
9. You treat individuals with respect and act to uphold their rights.
10. You show integrity, fairness and consistency in decision-making.
11. You comply with, and ensure others comply with, legal requirements, industry regulations, organisational policies and professional codes.

### KNOWLEDGE AND UNDERSTANDING

You need to know and understand the following:

#### General knowledge and understanding

1. Different definitions of diversity and inclusion.
2. The different forms which discrimination and harassment might take.
3. The business case for ensuring equality of opportunity and promoting diversity and inclusion and how to use it to persuade and influence others.
4. The probable effects of not promoting equality of opportunity, diversity and inclusion in an organisation.
5. Why it is important to ensure senior management commitment to promoting equality of opportunity, diversity and inclusion and how this can be demonstrated.
6. How and where to identify the organisation's and your personal responsibilities and liabilities under equality legislation and any relevant codes of practice.
7. Why it is important to make equality, diversity and

inclusion priority areas and how to do so effectively.

8. Why it is important to lead by example in terms of your behaviour, words and actions supporting a commitment to equality of opportunity, diversity and inclusion.
9. How to recognise when the behaviour, words and actions of others does and does not support a commitment to equality of opportunity, diversity and inclusion.
10. The importance of reviewing the diversity and needs of an organisation's current and potential customers in order to identify areas for improvement and how to do so effectively.
11. The importance of reviewing the diversity of an organisation's workforce, at all levels, in order to identify areas for improvement and how to do so effectively.
12. How to develop an effective written equality, diversity and inclusion policy and what it should cover.
13. How to communicate the organisation's equality, diversity and inclusion policy to all people who work for the organisation and other relevant parties.
14. What should be covered in an action plan for the promotion of equality, diversity and inclusion and how it should be communicated across the organisation and to other relevant parties.
15. The type of support and resources required across the organisation to promote equality of opportunity, diversity and inclusion and ways in which this can be provided.
16. How to carry out benchmarking to identify good practice in relation to promoting equality, diversity and inclusion.
17. Sources of specialist expertise in relation to equality, diversity and inclusion.
18. How and when to consult with people who work for the organisation or their representatives on equality, diversity and inclusion issues.
19. How to establish systems for monitoring, reviewing and reporting on progress in relation to equality of opportunity, diversity and inclusion within an organisation.
20. How/where to obtain information on wider developments in relation to equality, diversity and inclusion and how to assess their implications for your organisation.

#### Industry/sector specific knowledge and understanding

1. Sector-specific legislation, regulations, guidelines and codes of practice relating to equality, diversity and inclusion.
2. Equality, diversity and inclusion issues and developments that are particular to the industry or sector.

3. Information sources on equality, diversity and inclusion in the industry or sector including those at an international level.

**Context specific knowledge  
and understanding**

1. The overall vision, values, objectives, plans and culture of the organisation.
2. The planning and decision-making processes within the organisation.
3. Your organisation's current and potential customers and their needs.
4. The diversity of your organisation's workforce.
5. Appropriate comparators for reviewing the diversity of your organisation's workforce.
6. Other relevant parties with an interest in equality, diversity and inclusion in your organisation.
7. The organisation's written equality, diversity and inclusion policy and action plan and how they are communicated to people who work for the organisation and to other relevant parties.
8. Mechanisms for consulting with people who work for the organisation or their representatives on equality, diversity and inclusion issues.
9. Employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.
10. Organisations to benchmark against in terms of their approach to promoting diversity and inclusion.
11. Sources of specialist expertise in relation to equality, diversity and inclusion used by your organisation.
12. Systems in place for effective monitoring, reviewing and reporting on progress in relation to equality of opportunity, diversity and inclusion.