

MANAGEMENT AND LEADERSHIP INFLUENCING SKILLS	Unit Level	4	Good Practice
	Unit Number	4006V1	
	Ofqual Reference	K/504/9020	
	Credit Value	7	
	Total Unit Time	70	
	Guided Learning Hours	25	

LEARNING OUTCOMES

ASSESSMENT CRITERIA

GOOD PRACTICE

1

Understand the sources of authority and leadership influence

1.1

Discuss the concept of leadership by authority

You could introduce this section with a brief discussion on what leadership is and the different styles which are used.

Consider how the concept, or theory, of leadership by authority emerges in an organisation. It would be beneficial here to include in your discussion how leaders gain their authority. You are required to discuss how managers utilise authority in their leadership.

Reference to models of leadership like French and Ravens 5 Powers might assist.

1.2

Discuss the concept of leadership influence

Leading on from A/C 1.1 include in this section the idea that leaders in organisations may have formal authorities and how informal authority develops within groups in the workplace. In addition, you should discuss the notion that without influence, leadership does not occur. In other words, leadership is the act of influencing outcomes. The processes the leader uses to influence someone can take a variety of forms.

For example, you could refer to transformational leadership within the example of change management

2	Understand management and leadership influencing skills	1.3	Describe a framework for managerial leadership	<p>You then need to describe a managerial leadership model or framework.</p> <p>Frameworks for managerial leadership include behavioural, trait, contingency and transformational theory</p>
		2.1	Analyse the skills needed to communicate a clear vision and sense of common purpose for the team	<p>This section requires you to carry out an analysis of the skills managers need to communicate vision and purpose effectively with a team. It takes strong leadership and management to bring about the actions which ensure the achievement of agreed goals and targets. Skills include clarity, focus, negotiation, motivation and the identification of common areas. You may consider including an analysis of the Cohen-Bradford Influence Model or Mehrabian's Communication Model. You might want to talk about why having a clear vision and sense of common purpose is important in the context of leading a team.</p>
		2.2	Explain the skills needed to develop personal responsibility for people and task objectives	<p>This section requires you to explain how personal responsibility is developed and how tasks are achieved. You could start</p>

2.3 Summarise the skills needed to create a culture which could influence and encourage team members

this section with an explanation of why you think the development of personal responsibility for people and task objectives are important. What skills are used for these areas? You could make reference to theories relating to motivation, for example Maslow's Hierarchy of Needs, Alderfer's ERG theory, McClelland's Human Motivation Theory and Frederick Herzberg's motivational theory. Two or three theories is adequate and you should give examples of how these relate to the development of personal responsibility for people and task objectives.

Teams working in a positive culture are highly motivated and positive and they also accomplish far more than teams that are struggling with negative energies. Here you need to provide a summary of what it takes to create this positive culture.

Consider the skills required; how would you support and encourage team members? How do you ensure aims and objectives are agreed and ultimately achieved? You might want to include reference to the skills required by the team leader to establish a clear framework of expectations of work

3

Understand the application of delegation and empowerment

3.1

Describe the application of delegation and management control in achieving objectives

standards and individual and team behaviours, and of creating an environment of ownership for tasks, involvement of the team in contributing ideas, and in establishing trust.

This section requires you to describe how delegation and management control are used in support of the achievement of objectives. It would be helpful to firstly define delegation and explain management control. You could then go on to describe how these impact on the achievement of objectives. You might want to consider good and bad examples

For delegation and management control to be effective managers must ensure that staff:

- know the objective the manager wants to work to achieve
- have the authority to achieve objectives
- know how to achieve the objectives.

The use of examples from the workplace would strengthen your answer

You could open this section by defining empowerment to set the context. You could discuss how empowerment works

3.2

Evaluate empowerment, and its implementation, on team and task objectives

3.3

Identify the results of delegation and empowerment on management and leadership influence

alongside delegation, and how both require the manager to know team members' strengths and weaknesses.

You should evaluate empowerment and its effectiveness in relation to teams and the achievement of objectives. You could provide an illustrative example of where empowerment has been done well and another where it has been done less well, with a note of the results and consequences on team and objectives in each case. You could discuss the benefits of empowerment and the responsibilities it brings

This section is linked to 3.1 and 3.2 and requires you to identify the impact delegation and empowerment has on the influence exercised by managers and leaders. You could use the examples of delegation already provided and go on to identify what was the result of these examples on the influence of the managers/leaders involved.

ADDITIONAL INFORMATION ABOUT THIS UNIT

Unit Aims

This unit is about management and leadership influencing skills which can be employed and their impact on the achievement of individual and task objectives.