

## Unit details

### Developing Yourself as a Team Leader

#### Unit summary

To develop an understanding of developing yourself as required by an effective practising or potential team or cell leader. Topics covered include the role and responsibilities of the team leader and the limits of their authority/accountability, leadership styles, and responding positively to feedback on personal performance.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the roles, functions and responsibilities of the team leader; and the limits of his/her authority and accountability	1.1 Describe four responsibilities of a team leader 1.2 Give two examples of problems they would need to refer to someone with more authority
2 Know how to seek, accept and respond positively to feedback on personal performance to improve workplace performance	2.1 Use feedback on own performance to identify one strength and one area for improvement 2.2 Describe one thing that can be done to establish and maintain trust within the team 2.3 Prepare a simple action plan to address areas needing improvement in own performance

## Unit details

### Motivating the Work Team to Perform

#### Unit summary

To develop an understanding of motivating teams to perform as required by a practising or potential team or cell leader. Topics covered include understanding individual performance, addressing underperformance and understanding what motivates people.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the organisation's requirements in relation to individual performance	1.1 Explain one example of an organisation's performance requirements in relation to individual employees
2 Understand how to address underperformance	2.1 Describe two indicators of underperformance that relate to own team 2.2 Explain the possible causes and action that could be taken to rectify one of these areas of underperformance
3 Understand what motivates people	3.1 Briefly describe one recognised theory of motivation 3.2 Describe two things they could do to motivate own team to improve performance using a theory of motivation of your choice

## Unit details

### Planning and Monitoring Work

#### Unit summary

To develop an understanding of effective planning and monitoring of work as required by a practising or potential team or cell leader. Topics covered include understanding how to plan work within the organisation's policies, procedures and priorities, and monitoring the team's work.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand how to work within the organisation's policies, procedures and priorities	1.1 Identify one organisational policy that is relevant to the work of the team 1.2 Give one example of a target or objective that the team is working to achieve 1.3 Give one example of conflict or incompatibility between different targets or objectives in the workplace
2 Understand how to plan and allocate work	2.1 Explain how work is planned or allocated to meet the target or objective selected in 1.2 above 2.2 Describe one way of checking that team members understand what work is required of them
3 Understand how to monitor a team's work	3.1 List two ways to monitor the team's work 3.2 Describe one action the team leader could take to rectify performance that does not meet the required standard

## Unit details

### Developing the Work Team

#### Unit summary

To develop an understanding of developing the team as required by a practising or potential team or cell leader. Topics covered include understanding the nature of teams and features of team roles and responsibilities, and identifying and meeting team training needs.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the nature of teams and the features of team roles and responsibilities including the advantages and disadvantages	1.1 Explain how teams differ from groups in the workplace 1.2 Describe two team roles and responsibilities 1.3 Briefly describe the stages in team development using a recognised model 1.4 Explain two advantages and two disadvantages of teams
2 Know how to identify training needs of a group or team and how those needs may be met	2.1 Conduct a basic training needs analysis of a group or team in the workplace 2.2 Suggest possible training opportunities to meet identified needs

## Unit details

### Induction and Coaching in the Workplace

#### Unit summary

To develop an understanding of induction and coaching as required by a practising or potential team or cell leader. Topics covered include understanding how to integrate new team members, and coaching individuals in the team.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand how to integrate new members in the team	1.1 Describe the benefits of induction 1.2 Briefly describe the organisation's procedure for induction 1.3 Briefly describe any two ways that new members in the organisation could be supported
2 Know how to coach individuals in the team	2.1 Explain one recognised coaching technique they could use to build confidence and performance in the workplace 2.2 Prepare an outline plan for a short coaching session in a task or activity in the workplace 2.3 Explain the importance of constructive feedback in the coaching relationship

## Unit details

### Leading the Work Team Lawfully

#### Unit summary

To develop an understanding of working within the law as required by a practising or potential team or cell leader. Topics covered include Knowing how to lead the team lawfully and understanding the customer's rights and your team's responsibilities.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Know how to lead the team lawfully	1.1 Briefly describe why an employment contract is needed 1.2 List the key employment legislation relating to unfair discrimination in the workplace 1.3 Briefly explain the team leader's responsibility relating to the organisation's employment policies and procedures for discipline and dismissal 1.4 Briefly explain the function of employment tribunals

## Unit details

### Fulfilling Customer Requirements

#### Unit summary

To develop an understanding of fulfilling customer requirements as required by a practising or potential team or cell leader. Topics covered include Knowing how to fulfil customer requirements and understanding the importance of collecting and analysing customer feedback.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Know how to fulfil customer requirements	<ul style="list-style-type: none"><li>1.1 Identify any two internal and/or external customer groups and explain their differing expectations</li><li>1.2 List two established standards of service in the organisation</li><li>1.3 Explain how performance is measured against one of these established standards of service</li><li>1.4 Briefly describe one technique they could use to improve customer service or satisfaction</li><li>1.5 Briefly explain why it is important to exceed customer expectations</li></ul>
2 Understand the importance of collecting and analysing customer feedback	<ul style="list-style-type: none"><li>2.1 Explain the importance of customer feedback</li><li>2.2 Briefly describe two different methods of collecting formal and informal feedback</li><li>2.3 Collect and analyse simple feedback from customers</li><li>2.4 Depict customer feedback using a chart, graph or pictogram</li><li>2.5 Briefly describe the Data Protection Act and its implications for collecting, storing and using customer feedback</li></ul>

## Unit details

### Providing Quality to Customers

#### Unit summary

To develop an understanding of providing quality to customers as required by a practising or potential team or cell leader. Topics covered include understanding the importance of quality within the organisation, and knowing how to deliver quality within the organisation.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the importance of quality within the organisation	1.1 Explain the importance of quality to the customer 1.2 Explain the difference between quality assurance and quality control 1.3 Briefly describe one quality system relevant to the organisation
2 Know how to deliver quality within the organisation	2.1 Briefly describe one method of monitoring the quality of the team's work 2.2 Briefly describe two things the team could do to improve quality 2.3 Describe one way that the team could measure an improvement in quality

## Unit details

### Using Information to Solve Problems

#### Unit summary

To develop an understanding of using information to solve problems as required by a practising or potential team or cell leader. Topics covered include identifying problems, gathering information to solve problems, problem solving techniques and using decision making techniques to resolve problems.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Use information to solve problems	1.1 Identify a problem in the team or elsewhere in the organisation 1.2 Identify appropriate success criteria 1.3 Use two different methods to gather and/or retrieve information to help solve the problem 1.4 Use a recognised problem solving technique to solve the problem 1.5 Check the problem solution against the success criteria 1.6 Briefly explain how they will plan and implement the solution

## Unit details

### Dealing with Change in the Workplace

#### Unit summary

To develop an understanding of dealing effectively with change as required by a practising or potential team or cell leader. Topics covered include understanding change in the workplace, knowing how to support and implement change in the team, and dealing with conflict in the team.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand change in the workplace	1.1 Briefly describe two potential reasons or drivers for change in the workplace 1.2 Briefly describe people's possible attitudes and responses to change at work 1.3 Identify two potential barriers to change in the team and state how these barriers could be overcome
2 Know how to support and implement change in the team	2.1 Explain one way that a team leader could support and implement change in the team 2.2 Explain one thing they could do to develop and maintain group cohesion within a team during change
3 Know how to deal with conflict in the team	3.1 List two potential causes of conflict in the workplace 3.2 Briefly discuss one method of preventing conflict 3.3 Explain one method of effectively handling conflict if it arises

## Unit details

### Maintaining a Healthy and Safe Work Environment

#### Unit summary

To develop an understanding of helping to maintain a healthy and safe work environment as required by a practising or potential team or cell leader. Topics covered include understanding responsibilities for health and safety, conducting risk assessments of the team's work environment and understanding the importance of conserving energy and natural resources.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand responsibilities for health and safety	<ul style="list-style-type: none"><li>1.1 Identify two specific pieces of legislation relating to health, safety and welfare in the workplace</li><li>1.2 Briefly describe the organisation's health and safety policies, practices and systems</li><li>1.3 Identify one potentially harmful working practice within own work area</li><li>1.4 Explain one way that they could set a good example in relation to health and safety matters</li><li>1.5 Briefly describe how accidents are reported in the organisation</li><li>1.6 State who is responsible for first aid provision in the organisation</li></ul>
2 Know how to conduct a risk assessment of the team's work environment	<ul style="list-style-type: none"><li>2.1 Explain the differences between risks and hazards</li><li>2.2 Use one simple recognised technique to assess risk and hazards in the workplace</li><li>2.3 Use the information obtained from the risk and hazard assessment, and describe one way to reduce the risk and hazards identified</li><li>2.4 Explain the value of team involvement in risk assessment</li></ul>
3 Understand the importance of conserving energy and natural resources	<ul style="list-style-type: none"><li>3.1 Briefly explain the importance of conservation of energy and natural resources</li><li>3.2 Identify one way to improve the way that energy and/or natural resources are used in the workplace that will produce social and/or economic benefits</li></ul>

## Unit details

### Diversity in the Workplace

#### Unit summary

To develop an understanding of managing diversity and acting ethically in the workplace as required by a practising or potential team or cell leader. Topics include contributing to the creation of a positive environment in the workplace and knowing how to deal with conflicting ethical views and value systems in the workplace.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Contribute to the creation of a positive environment in the workplace	1.1 Explain one thing that a team leader could do to encourage the team to value diversity and respect differences 1.2 Give one example of inappropriate behaviour in the workplace 1.3 Describe what actions should be taken if the inappropriate behaviour is outside the team leader's realm of authority
2 Know how to deal with difficulties that may arise as a result of conflicting individual values and organisational expectations	2.1 Give one example of a situation where an individual's views and opinions could clash with organisational expectations 2.2 Explain the possible implications for a team leader in dealing with a clash between individual values and organisational expectations

## Unit details

### Using Resources Efficiently in the Workplace

#### Unit summary

To develop an understanding of the efficient use of physical resources as required by a practising or potential team or cell leader. Topics include understanding the importance of using physical resources effectively and efficient planning and use of resources.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the importance of using physical resources effectively	1.1 Identify one material/consumable item and one capital item used in the workplace 1.2 Explain why it is important to have the appropriate level of physical resources in the workplace 1.3 Briefly describe how to obtain material/consumable items 1.4 Briefly explain one simple measure for the safe use and one simple measure for the efficient use of resources within the team

## Unit details

### Communicating With People Outside the Work Team

#### Unit summary

To develop an understanding of communicating with people outside the team as required by a practising or potential team or cell leader. Topics covered include understanding the importance of effective communication with people within and outside the team and understanding how to present a positive impression to those outside the team.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the importance of effective communication with people outside the team	1.1 Briefly describe one way that they could build effective working relationships with people outside the team
2 Understand how to present a positive impression to those outside the team	2.1 Explain why product/service knowledge is important in presenting a positive impression to those outside the team 2.2 Explain why it is important to observe legal, organisational and ethical rules when providing information to customers of own organisation 2.3 Briefly describe two communication skills that could improve the relationship with people outside the team 2.4 Give one example of a decision that they would refer to someone with more authority in the organisation

## Unit details

### Briefing the Work Team

#### Unit summary

To develop an understanding of briefing the team as required by a practising or potential team or cell leader. Topics covered include planning, delivering and reporting back to management on a team briefing.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Plan, deliver and report back on a team briefing	1.1 State the aim(s) of the team briefing 1.2 Anticipate the needs/expectations of the team prior to the briefing 1.3 Define the briefing objectives and plan the structure and content of the briefing 1.4 Prepare the location prior to the briefing 1.5 Conduct a team briefing 1.6 Promote and handle questions during/after the team briefing 1.7 Explain how they will check the team's understanding 1.8 State any two methods they could use to report the outcomes of the briefing back to management

## Unit details

### Workplace Communication

#### Unit summary

To develop an understanding of communication as required by a practising or potential team or cell leader. Topics covered include understanding the communication process, methods of communication and the importance of maintaining records of one to one communication.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the communication process	1.1 Illustrate the key stages in the communication process 1.2 List two barriers to communication and explain how these could be overcome
2 Understand methods of communication	2.1 Explain two methods of communicating with the team and state when each method would be appropriate 2.2 Explain one method of communicating with people outside own area of responsibility and state when this method would be appropriate
3 Understand the importance of maintaining accurate records of one-to-one communication	3.1 Briefly describe two methods of maintaining accurate records of one-to-one oral communication

## Unit details

### Workplace Information Systems

#### Unit summary

To develop an understanding of information systems as required by a practising or potential team or cell leader. Topics include understanding how information is stored, indexed and retrieved, and the importance of confidentiality and security of records.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the purpose of record keeping for the organisation	1.1 Give two reasons why the organisation needs to keep records
2 Understand how information is stored, indexed and retrieved	2.1 Briefly describe what spreadsheets and databases can be used for in the workplace 2.2 Briefly describe how one particular type of information relevant to the team is stored, indexed and retrieved (manual or electronic, as appropriate)
3 Understand the importance of confidentiality/security of records	3.1 Briefly describe why a team leader should ensure that information is kept secure and confidential 3.2 Briefly explain two things the team leader could do to ensure confidentiality/security of manual/electronic records as appropriate to own organisation

## Unit details

### Business Improvement Techniques

#### Unit summary

To develop a basic knowledge of business improvement techniques required by a practising or potential team or cell leader. Topics covered include understanding the importance of quality and achieving continuous improvement at work and using business improvement techniques to continuously improve the workplace.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the importance of quality and achieving continuous improvement at work	1.1 Explain why quality and continuous improvement are important for any organisation 1.2 Explain two things they could do to encourage the team to continuously improve their performance
2 Know how to use business improvement techniques and tools to continuously improve the workplace	2.1 Identify a problem or need for improvement in the team or own area within the organisation 2.2 Briefly discuss two possible causes of the problem or need for improvement 2.3 Identify a way or improving the product, service or process using at least one recognised business improvement technique and one recognised tool for improvement 2.4 Briefly describe one method they could use to measure the effectiveness of the proposed improvement
3 Understand the principles of cost/benefit analysis	3.1 Describe how they could assess the costs and benefits of the proposed improvement

## Unit details

### Leading Your Work Team

#### Unit summary

To develop an understanding of leading your team required by a practising or potential team or cell leader. Topics covered include understanding the difference between leadership and management, leadership styles and their impact on others and self managed teams.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the difference between leadership and management	1.1 Explain the difference between leadership and management
2 Understand a range of leadership styles, their use and potential impact on individuals and outputs	2.1 Briefly describe any three leadership styles 2.2 Identify the leadership style or combination of styles most commonly used within the organisation 2.3 Explain the likely effect of this style or combination of styles on people and their work performance 2.4 Briefly review own leadership style and its impact on people and their work performance
3 Understand self-managed teams	3.1 Explain what is meant by a self managed team 3.2 Explain the benefits to an organisation of developing self managed teams 3.3 Identify two techniques they could use as a team leader to empower others in the team

## Unit details

### Managing Yourself

#### Unit summary

To develop an understanding of managing yourself required by a practising or potential team or cell leader. Topics covered include Knowing how to manage yourself and your time in line with team and organisational goals and managing own stress.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Know how to manage yourself and your time in line with team and organisational goals	<ul style="list-style-type: none"><li>1.1 Identify three strengths they have as a team leader and briefly justify their answer</li><li>1.2 Set personal SMART objectives to achieve team and organisational goals</li><li>1.3 List own SMART objectives in order of priority</li><li>1.4 Explain a simple time management technique they could use to assist themselves in achieving their objectives</li></ul>
2 Know how to manage own stress	<ul style="list-style-type: none"><li>2.1 Identify two causes of stress and state their impact on the workplace</li><li>2.2 List any two symptoms of stress in the workplace</li><li>2.3 Explain one simple stress management technique that could help to reduce stress or its effects</li><li>2.4 Identify one source of support available in the workplace or elsewhere</li></ul>

## Unit details

### Enterprise Awareness

#### Unit summary

To provide practising or potential team or cell leaders with the opportunity to demonstrate their awareness of the world of enterprise. Topics covered include the enterprise environment, finance, resources and enterprise and understanding customer focus.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the enterprise environment	1.1 Identify an organisation 1.2 Briefly describe the type of organisation, its size and what it does 1.3 Briefly explain the significant external influences (such as competitive and legal factors) on their chosen enterprise
2 Understand finance and enterprise	2.1 Briefly explain what is meant by cash flow and why it is important for their chosen enterprise to control its cash flow
3 Understand resources within enterprise	3.1 Choose one physical resource and explain why it is important for their chosen enterprise to manage the use of this particular resource effectively 3.2 Briefly explain one of the organisation's main legal responsibilities to its people
4 Understand customer focus	4.1 Describe their chosen enterprise's main product or service 4.2 State the main customer or market for this service/product 4.3 Briefly describe how the organisation promotes its products and services
5 Understand internal and external communication methods	5.1 Explain methods that could be used for internal communication and methods that could be used for external communication and state why they would use these methods

## Unit details

### Dealing with Customers Lawfully

#### Unit summary

To provide practising or potential team or cell leaders with the ability to deal with customers lawfully. Topics covered include understanding the customer's rights and your team's responsibilities, warranties and codes of practice, Data Protection Act, and procedures for dealing with complaints and problems.

#### Learning outcome / assessment criteria

Learning Outcome	Assessment Criteria
1 Understand the customer's rights and your team's responsibilities	1.1 List two rights of a customer in a contract with a supplier 1.2 Describe an organisation's responsibilities in collecting and storing information about customers 1.3 Briefly explain why it is important to maintain confidentiality 1.4 Briefly describe the organisation's procedures for dealing with complaints or problems 1.5 Give one example of a customer complaint or problem they would need to refer to someone with more authority