

Management and Leadership  
National Occupational Standards

# BEST PRACTICE GUIDE



**MSC**  
MANAGEMENT  
STANDARDS  
CENTRE

# Foreword

In today's increasingly competitive and global economy an organisation needs to be able to learn to prosper. Managers and Leaders are the pioneers for learning within any given organisation. Obviously, if you are concerned with learning, it is natural to ask the question: What are we learning? And perhaps even more importantly: What do we need to learn?

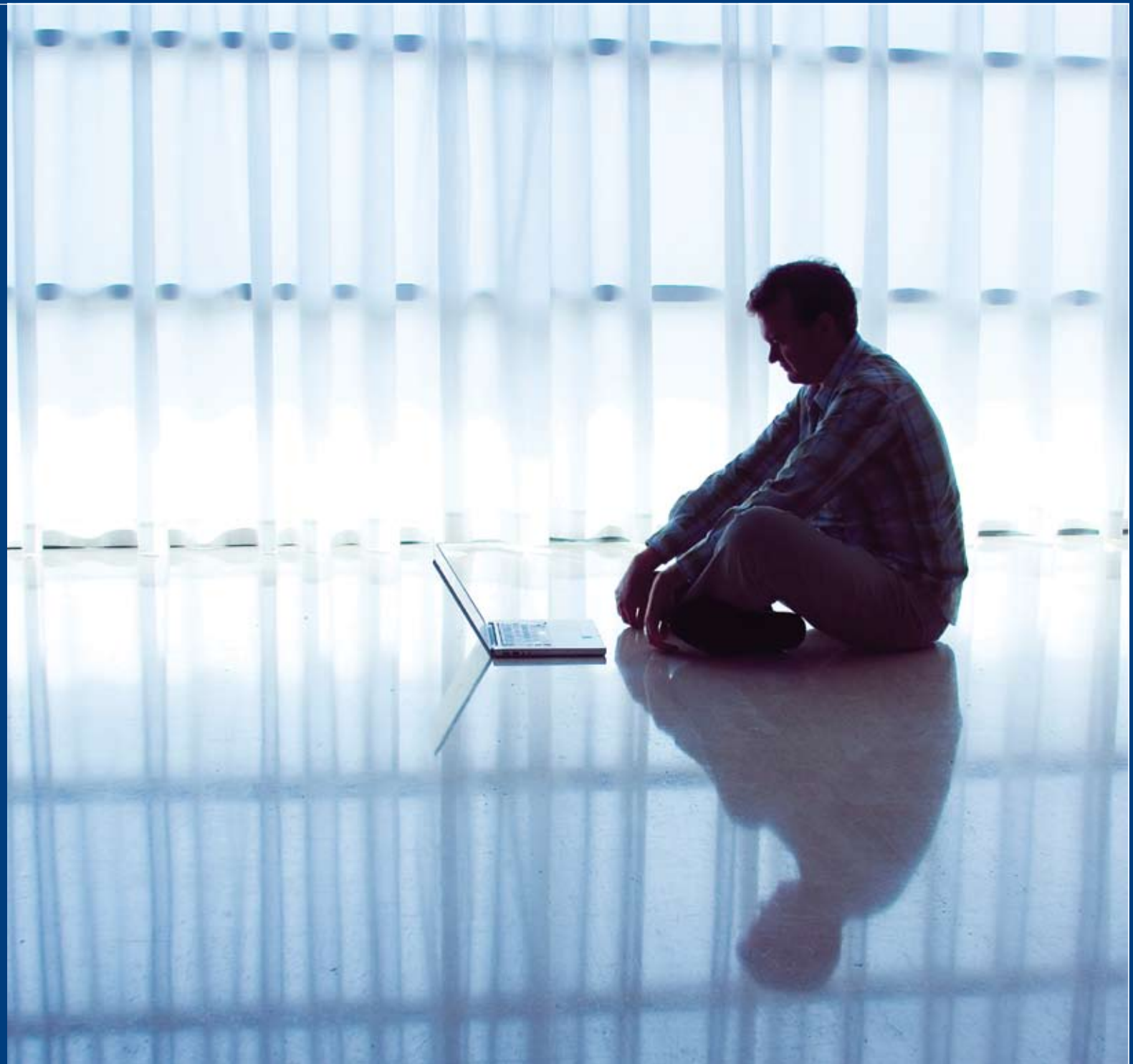
The answer is, I believe, that as managers and leaders we are concerned about learning in order to build businesses which are more successful, and that are better places to work for people. For this reason I am pleased to be introducing this best practice guide based on the Management and Leadership National Occupational Standards. The standards provide world class benchmarks of good practice to which anyone with management and leadership responsibilities can refer to at any time.

If you are an aspiring/seasoned manager or leader this guide will provide you with an easy initiation to improving your practice in some crucial areas of business. Becoming a great manager and leader is a journey with an ultimate destination. Consider this guide a first step on your journey to becoming a better manager and leader for the future.

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[www.management-standards.org](http://www.management-standards.org)



# Introducing the Standards

The Management Standards Centre (MSC) is the Government recognised standards setting body for Management and Leadership. During 2004 the MSC was engaged in a publicly funded project to develop a new set of National Occupational Standards (NOS) for Management and Leadership.

The new standards, which were approved in November 2004, describe the level of performance expected by employers in a range of management and leadership functions / activities. The Standards are available for viewing and to download at [www.management-standards.org.uk](http://www.management-standards.org.uk)

The functional areas covered by the Management and Leadership NOS were identified by consulting widely with employers, individual managers and other key stakeholders during the course of the standards review project.

The standards continue to be revised on an incremental basis, with new units being added or imported, removed or changed from time to time to ensure the standards remain as relevant as possible.

The NOS define the key Outcomes, Behaviours and Knowledge required for Effective Performance at various management levels.

The standards are divided into six key areas:

- A. Managing self and personal skills
- B. Providing Direction
- C. Facilitating Change

- D. Working with People
- E. Using Resources
- F. Achieving Results

Each of these six key areas contains a number of units. Each unit represents a function / activity which contributes to effective management and leadership. For example Unit D3 focuses on how to effectively 'Recruit, select and keep colleagues'.

Using this example unit, the 'Outcomes' focus on those activities used to identify, plan, implement and evaluate effective recruitment and retention systems, processes, policies and procedures.

The 'Behaviours' relate to the performance and conduct of the manager / leader necessary to ensure the best possible outcomes relating to the unit's content.

Each Unit also refers to what the manager will need to know and understand to be effective, including:

- Background general knowledge and understanding needed to support the delivery of the 'outcomes'
  - Industry or sector specific knowledge and understanding which is specific to the issues faced within the industry
  - Context specific knowledge and understanding, focusing on the issues the manager faces in their role within the organisation, for a specific set of circumstances.
- For example, Unit D3 includes the need to know 'local employment market conditions'.

## BEST PRACTICE GUIDES

Contained within this document are a series of best practice guides. These guides have been developed to help organisations improve their effectiveness in a range of business and management processes.

## STRUCTURE OF THE GUIDES

Each guide has been designed to give an overview of that topic area as follows:

### Definition

A definition and introduction to the given topic.



## USING THE NATIONAL STANDARDS TO SUPPORT YOUR ORGANISATION

### **Benefits**

A breakdown of benefits to help leaders and managers to promote the advantages of effective processes and systems.

### **Issues and Concerns**

Where there are known concerns and difficulties in implementing changes to systems and approaches these are highlighted with suggestions on how to deal with them.

### **Process**

The guides have been written to provide leaders and managers with suggestions on how to adopt new processes and ways of working, linked, wherever relevant, to the National Occupational Standards for Management and Leadership.

### **Tools & Techniques**

Some of the guides provide a step by step guide and/or information on the relevant tools commonly used. Further detailed information on the tools and techniques highlighted is widely available on the internet.

### **The Guides**

As the standards evolve and change over time so too will the content and number of guides. The first guides to be developed are in response to needs identified in discussions and feedback to the MSC, these include:

- Performance Management
- Organisation Development
- Recruitment and Selection
- Business Planning
- Succession Planning
- Team Working

The standards have been designed to be used individually or in combination with each other, to support managers and leaders in meeting the demands faced by them on a day to day basis. The guides provide examples of how this can be done effectively.

### **Feedback**

If you have used the standards to improve your own, your team's, or your organisation's performance we would love to hear from you. If you believe there is a need for further guides and other resources, please contact the MSC.



# Performance Management

**Performance management (PM) is a process which enables managers to set targets, measure and review performance and repeat this cycle to support the achievement of organisational, team and individual goals.**

**There is often a gap between current and target levels of performance. An effective performance management process helps managers to identify what the gap is and take action to improve the knowledge, skills and competencies of the individuals being performance managed.**



## **WHAT DOES PERFORMANCE MANAGEMENT INCLUDE?**

- A Process based on outcomes and required behaviours
- A clear link to the vision, aims and goals of the organisation or business unit
- Clear definitions of the competencies and roles of those being performance managed
- Identification of the gaps in skills, knowledge and behaviours of individuals, teams and the organisation and how these will be met
- A system to record, link and monitor performance
- A method of reviewing whether outcomes have been met and behaviours adjusted to meet specified requirements

## **BENEFITS OF MANAGING PERFORMANCE**

Managing performance is all about encouraging people to be the best they can be and providing them with the resources to achieve.

Benefits include:

- Increased accountability;
- A focus on objectives, goals, targets and results rather than personalities
- Equitable treatment of employees as the focus is on what can be and is achieved

- Increased focus from employees on actions that support the vision and goals of the organisation
- A change in focus from being busy (activities) to being effective (outcomes)
- Improvement in communication and teamwork through sharing information on progress, outcomes and issues
- Recognition of performance as an ongoing process, rather than a singular event

## **GETTING READY TO IMPLEMENT PM**

Prior to implementing PM, consideration needs to be given to particular issues:

- Unclear vision, aims and objectives
- Rate of change in markets, products and systems;
- Lack of clarity in roles and responsibilities;
- Management culture which is closed and focused more on instruction rather than collaboration
- Skills and approach of managers directed at finding fault rather than addressing areas of concern

If any of the concerns above are given as reasons for not using performance management then consideration should be given to addressing these attitudes and behaviours which will be holding the organisation back.

## USING THE NATIONAL STANDARDS TO DEVELOP A PERFORMANCE MANAGEMENT SYSTEM

### THE PERFORMANCE MANAGEMENT PROCESS

This best practice guide focuses on the process of putting in place a performance management system using the National Occupational Standards (NOS) as a guide.

#### Identify current situation

The starting point for developing a performance management system is identifying where you are currently and how your organisation is performing. This will require an open dialogue between managers, staff and other stakeholders such as customers and suppliers. Use unit B2 of the NOS as a guide.

#### Review/Audit systems and processes

Are the organisation's systems and processes aligned to meet the needs of your customers? You may be externally audited through IIP, ISO, and CSCI etc. Each of these processes will provide measures of performance. Use this information and feedback from internal/external customers to identify what is and is not effective. See unit B2.

#### Identify where you want to be?

What direction does the organisation need to take? Units B3 and B4 act as process checklists to ensure you develop a vision, aim and objectives which are sustainable and linked to the business plan.

#### Define roles and responsibilities

Are there clear role profiles for each member of your team? The NOS provide guidance on the range of competencies for managers and leaders at all levels. Audit the list of units to identify the activities and processes each manager needs to follow.

#### Establish Performance Measures/ Criteria

Once you have a clear idea of what you want to achieve at an organisational level, decide on the intended outcomes and the behaviours to be demonstrated. These can be linked directly to the NOS.

#### Performance Appraisal/Review

There are numerous systems which have been designed and developed to record performance, including web based solutions, multi page paper based systems, 360 degree appraisals and informal job chats. It is important to decide which system is most appropriate for you.

Although it is important to acknowledge past performance, it is more important to identify and set clearly defined targets and objectives and monitor these through ensuring the objectives set are SMART (Specific, Measurable, Achievable, Realistic and Time-bound).

The action plan needs to describe the changes in skills, knowledge and behaviours, and the support that will be provided in order

to help people move towards effective performance.

Beware of allowing the appraisal system to dictate how appraisals are conducted. A highly bureaucratic form-based system can lead to a process whereby managers merely tick boxes and do little else. A good appraisal system provides the tools to enable the much more important process of dialogue between manager and employee to occur.

It takes time, effort and commitment to develop a system that supports and guides everyone to improved performance. In the early stages of the development of the system it is important that there are regular reviews to increase ownership and effectiveness as much as possible.

#### WORKING WITH PEOPLE UNIT D6

This is a NOS unit that has been specifically developed to help managers use the performance management system to support improved performance in their organisation. This unit, and unit D5 (for Team Leaders), focuses on the outcomes and behaviours of managers whose role it is to 'allocate and monitor the progress and quality of work in their area of responsibility'.

# Organisation Development

## WHAT IS ORGANISATION DEVELOPMENT?

According to Warren Bennis, organisation development (OD) is a complex strategy intended to change the beliefs, attitudes, values and structure of organisations so that they can better adapt to new technologies, markets and challenges. It is the process through which an organisation develops its internal capacity to ensure long term sustainability.

In order to succeed in the long term, organisations need to continuously adapt and evolve. In particular they need to:

- Create a Sense of Purpose
- Have a Sense of Identity
- Align Beliefs and Values
- Develop Capability
- Foster Positive Behaviour

Without a clear sense of direction and purpose, organisations may well prosper in the short term by exploiting an idea or market, but will find it difficult to grow or develop in the long term.

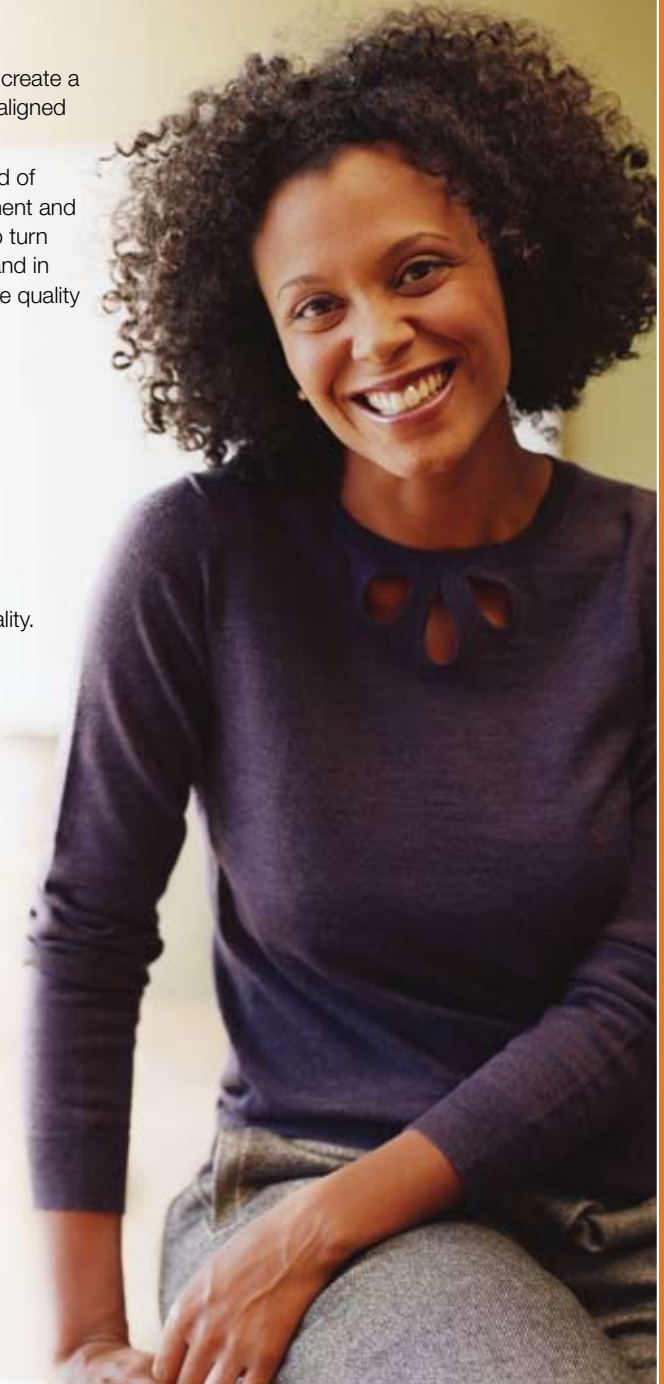
## BENEFITS OF ORGANISATION DEVELOPMENT

Organisation Development helps to create a culture of continuous improvement aligned around shared goals and targets.

OD can help to accelerate the speed of change by harnessing the commitment and motivation of employees. It can help turn conflict into constructive dialogue, and in doing so, improve the speed and the quality of decision making.

## OUTCOMES

- Improved customer satisfaction;
- Improved flexibility;
- Pooling of ideas;
- Positive change and innovation;
- Increased profit or surplus;
- Improved service and product quality.



**USING THE NATIONAL  
STANDARDS TO  
SUPPORT  
ORGANISATION  
DEVELOPMENT**

**THE ORGANISATION DEVELOPMENT  
PROCESS**

The National Occupational Standards (NOS) for Management and Leadership include a number of units that can help with an Organisation Development process. These units can help you implement changes to your organisation that will help ensure it develops in line with future requirements.

**Map your Environment**

Develop a clear and up-to-date picture of the environment in which your organisation operates – Use unit B2 to support this process.

**Identify the Purpose and Core Vision /  
Mission for the Organisation**

This should be done in collaboration with at least other members of the senior management team wherever possible - Use unit B3.

**Develop Strategy for Change**

This process looks at the changes you wish to make and the strategy which will be applied to take you there—refer to unit C3—encouraging innovation in your organisation.

**Carry out the Change**

This part of the process includes leading, planning and implementing the changes (units C4, C5, and C6).

**Provide Support through Leadership**

This is critical to ensuring people are committed and motivated to achieving the changes—use unit B7 to review your leadership approach.

**Tools and Techniques**

A number of methodologies have developed in the OD field, such as Peter Senge's 5th Discipline and the concept of the learning organisation. In addition, the following tools and techniques can be helpful throughout the OD process:

**Five Forces Analysis**

This looks at five key areas for businesses: threat of entry, power of buyers, power of suppliers, threat of substitutes, and competitive rivalry.

**Appreciative Enquiry**

Traditional approaches to problem solving look at what is wrong with a system, appreciative enquiry looks at what has worked in the past and the reasons why it worked.

**PESTLE**

Political, Economic, Social, Technological, Legal and Environmental Benchmarking is a model for looking at what is happening in the external environment and using the findings to determine future strategy.

**SWOT Analysis**

Whereas the PESTLE focuses on external factors, the SWOT (Strengths, Weaknesses, Opportunities and Threats) is mostly used to examine internal factors.

**Stakeholder Analysis**

This is a technique you can use to identify and assess the importance of key people, groups or institutions that may significantly influence the success of your organisation, activity or projects.



# Recruitment & Selection

How often have you heard the phrase ‘people are an organisation’s greatest asset’? If this is true why do many organisations spend far less time and money on the process of recruitment and selection than they do on purchasing new equipment?



## **BENEFITS OF GETTING THE PROCESS RIGHT**

The time and resources used in getting the process right will be repaid many times over. The benefits will include:

- Having the right skills— Being able to deliver the service your customers and clients expect.
- Improved team working— Getting the right fit is important for developing an effective team culture.
- Growth and development— The right people will allow the organisation to grow and develop to meet future challenges.

## **COSTS OF GETTING THE PROCESS WRONG**

Alongside the direct costs of having to re-recruit, estimated by the CIPD as £3,500 per employee on average, the effects of poor recruitment decisions include:

- Time and money spent on advertising, short listing, interviewing, inducting, training, managing, saying goodbye and re-hiring.
- Negative individual and team morale — This relates to the physical and emotional cost to people of having to compensate for the new person’s lack of skills, attitude or inappropriate behaviour.
- Reduced performance— The effort required in managing inappropriate recruitment decisions can have a detrimental effect on overall performance.

## **WHY DO WE NOT GET THIS RIGHT?**

Managers are extremely busy and the time they feel they can spare for recruitment is offset by the pressure to deliver on goals and targets. Other pitfalls include:

- Recruiting in your own likeness— Just because someone thinks like you, or seems to have a similar approach to life does not mean they are right for the specific role they are applying for.
- Getting the best of a bad bunch — A common mistake, desperation to fill the post may blind a manager to future problems.
- Basing a decision on subjectivity — How long does it take for you to make a decision on whether you like or dislike a person, and how will this influence the questions you will ask and the degree to which you will explore the persons’ ability to do the job?
- Time— Interviewing too many people and not allowing sufficient time can affect decisions made. So can a lack of recorded information on candidates.

People are a business’s greatest asset. It is worth remembering that the time and energy spent on the recruitment and selection process could make the difference between the success and failure of your business.

## USING THE NATIONAL STANDARDS AS PART OF THE RECRUITMENT AND SELECTION PROCESS

### THE RECRUITMENT & SELECTION PROCESS

The National Occupational Standards (NOS) for Management and Leadership include a number of units that can help guide you through the recruitment and selection process and be used to inform the decision making process. Outlined below are a number of key areas for recruitment and selection, along with the corresponding NOS units.

#### Identify the purpose of the job

Identifying why you are recruiting and what gaps need to be filled can be either a simple process or an extremely complex one. If recruiting for a senior role you will need to consider the future direction of the organisation, the make up of the existing management team and the skills required to move things forward.

A vacancy in a senior role will provide an opportunity to re-evaluate what type of person is needed to further develop your organisation. Do not rush this process; the impact will be greater and last for longer the more senior the role being filled is.

NOS units which support this process include:

- B2—Map the environment in which your organisation operates;
- B3—Develop a strategic business plan for your organisation;
- D9—Build and Manage Teams.

#### Whether to recruit or not?

Do you need to recruit at all or could you fill the position through succession planning? It may be useful to re-evaluate existing team members' roles prior to any recruitment process.

Key to this challenge is identifying the workforce requirements of your organisation and how these will be satisfied. Unit D9 - Plan the Workforce, can be used to this end. The standards can also be used to profile the competencies required at Senior, Middle and Junior Management levels.

A separate Best Practice Guide has been produced for succession planning.

#### Job and person specification

Once you have decided there is a need to recruit, you will need to review the role, create a Job Description and define the essential and desirable qualities through the person specification.

The person specification should help you identify:

- Their capabilities;
- The knowledge they need to possess;
- Essential attitudes or characteristics;
- How they would fit into the organisation.

Agree in advance with colleagues who are involved in the recruitment and selection process what is essential and what could be developed.

#### Recruitment

Ensure that any information on vacancies is fair, clear and accurate before it goes to potential applicants. Where possible, seek and make use of specialist expertise in relation to recruiting, selecting and retaining colleagues.

#### Selection

Completed applications should be sifted to ensure that you will be interviewing only suitable candidates.

The process of selecting the right person can be accomplished through interviews, assessment centres, and personality and competency based selection techniques which can be based on the NOS.

The process for effective recruitment and selection, along with related behaviours and knowledge is contained within Unit D3 —Recruit, Select and Keep Colleagues.

# Business Planning

**Business plans are tools for decision making. They may be used by external stakeholders for investment decisions or by internal stakeholders to aid planning, ensure focus on common goals and to set out the steps required by departments and teams to meet an organisation's vision and core aims.**

**You may already have developed plans for your business, be they business strategy documents, sales plans, marketing strategies, financial plans, visions or core aims and objectives. Each of these documents and processes provides information that guides and supports your organisation. What is important is that your plan, however simple or complex, meets the needs of your business.**

**Often the first time an organisation perceives a need for a plan is when they are trying to obtain finance. However, the value of a business plan extends beyond a document for the bank. A well constructed business plan helps leaders and managers identify where the organisation is, where they want to take it, and highlight the steps needed to take it there.**

## **BENEFITS OF BUSINESS PLANS**

### **Helping to Clarify your Vision**

The process of developing a business plan will help to identify whether your idea and business model will achieve the desired results.

### **Determining the Market for Your Product**

The planning process can help you to determine whether there is a market for your product or service. This is valuable for both existing and new businesses.

### **Defining your Market**

Defining the market in terms of who your customers are and the best way to reach them will help you establish whether existing processes are fit for purpose.

### **Reviewing Competition**

Reviewing the competition can clarify whether there are new entrants in the market, what the competition is doing and your own competitive position.

### **Support Growth**

A business plan is often a prerequisite for obtaining funding at the start up stage; however this plan should develop with the business, charting key stages in its development, revisiting goals and targets and restating them in line with changes in structure, markets and strategic direction.

### **Cash Flow**

Many businesses fail within the first three years of operation for one simple reason: poor cash flow. A business plan will help to identify peaks and troughs and will enable managers to forecast issues and take preventative measures in advance.

## **Communication and Team Work**

If communicated effectively and regularly, the efforts and goals of a team can be focused through cascaded unit or departmental business plans and aligned to the overall aims of the business.

### **Moving on**

A business plan can also be used to help potential suitors identify the true value of the organisation, should the owners wish to merge, sell or leave the business.

## **STRUCTURE OF A BUSINESS PLAN**

The following sections detail the typical structure and content of a business plan. Remember this is your plan and therefore it is important to consider what you need to achieve through the plan and how it will be used.

### **Executive Summary**

This is the last section to be written and answers the key questions addressed by the plan:

- What the business concept is
- Which industry you will be operating in
- Where you want the organisation to be
- Your competitive advantage
- Successes to date
- Management Team's experience and credentials
- Projected financial performance and needs

## USING THE NATIONAL STANDARDS TO SUPPORT BUSINESS PLANNING

### The Team

- Ownership structure of the business
- Members of the board / senior management team
- Specific skills of key people / availability of skills
- Policy and plans for developing staff
- Management of diversity and equality
- External support and advice, i.e. Accountants.

### Business Environment

- What is the stage in the business's development
- Size of the industry
- Product / service positioning
- Who your competitors are
- Demographics of your customers
- Long term outlook for the industry
- Consider other aspect from PESTLE (see unit B2 of the NOS)

### Marketing Plan

The marketing plan is a statement of how you are going to develop your business; what you are going to sell; how and when you are going to sell it; the costs and return on investment that will be made. NOS Unit F4 (Develop and implement marketing plans for your area of responsibility) supports this process.

### Operations

- What is your product or service range
- How is your product made or service provided

- Accreditation quality awards
- Size of production / service offering
- Sourcing of materials and supplier power
- Environmental issues and action to manage these
- Where do you operate
- Industry associations and guidelines

### Risks

This focuses on the types of risks you may face, including; loss of key employees; changes in technology; supplier monopolies; and disruption of material supply.

### Finance

You may choose to produce your own review of the financial performance of your organisation; however it is often better to seek the support of your accountant and/or attend specific training. Key documents used include:

- Profit and loss Statement;
- Balance Sheet;
- Cash Flow Statement.

### BUSINESS PLAN PROCESSES

The National Occupational Standards (NOS) for Management and Leadership include a number of units that can help guide you through the business planning process. Outlined below are a number of key business planning areas and the corresponding NOS units.

Map your Environment— Use unit B2 which helps you to develop a clear and up-to-date picture of the environment in which your organisation operates. Consider using a SWOT and PEST analysis to support this process.

Develop the Business Plan—Identify the structure and content of your plan (this guide can act as a template) and evaluate the process using unit B3.

Implement and Review the Plan— The value of the business plan lies in its application by the organisation's internal and external stakeholders. The plan will also change over time so regular reviews are important. Unit B4 focuses on this.

Providing Support through Effective Leadership - This is critical to ensuring that people are committed and motivated to achieve the plan - use unit B7 to review your leadership approach.

# Succession Planning

## WHAT IS SUCCESSION PLANNING?

**Succession planning can be defined as the process of identifying and developing the future leaders and key individuals who will move your organisation forward.**

**All organisations in the public, private and voluntary sectors, large and small, need to be able to find the right people to fill their key positions.**

**This process has typically been done in a highly mechanised, secretive and structured way by large organisations. This system of selection worked to an extent in stable organisations where the past could inform the future, but in today's fast moving and ever changing environment, it is important that the process is given even more status.**

**If anything, it is more important than ever to be able to attract, motivate and keep the best performers.**

## BENEFITS OF SUCCESSION PLANNING

### Staff Retention

The concept of a job for life is fast becoming a thing of the past. The new psychological contract between an employer and employee assumes that the employee will work for the employer so long as there is a perceived benefit in terms of personal and/or financial growth.

Providing a route to the top via an open succession plan strengthens the psychological contract and will help your organisation to retain your top people for longer.

### Motivation

Knowing what you need to achieve and having a clear direction helps to motivate and inspire talented, capable people who are likely to meet or exceed expectations.

### Performance Management

Clearly focused targets and goals, linked to a succession plan, provide effective measurement of progress and achievement.

### Diversity

If the succession plan is based on a set of competencies and achievements, then these can become objectives supporting the breaking of any perceived glass ceilings.

### Recruitment

Organisations that offer an open competition for senior positions, with progression based on merit, are more likely to attract people who are capable, motivated and ambitious.



## USING THE NATIONAL STANDARDS TO SUPPORT SUCCESSION PLANNING

### THE SUCCESSION PLANNING PROCESS

The National Occupational Standards (NOS) for Management and Leadership include a number of units that can help and guide you through the succession planning process. This process includes the following:

- Identify the future direction the organisation needs to take, including the development of a vision, mission and long term aims (see units B2, B3 and B4).
- Identify the knowledge, skills and behaviours you will need to have in the organisation to ensure progress.
- Review your existing employees to determine whether they have, or could develop, the skills base your organisation will need in the future.
- Developing person specifications and Job Descriptions for the roles you are recruiting for (See unit D4).
- Provide a structured programme of development to ensure that the appropriate beliefs, values, skills and behaviours can be instilled in the future leaders (See unit D7– provide learning opportunities).
- Monitor, Review and Assess progress made towards achieving the overall aims of the organisation (see the best practice guide on performance management).

### WHAT TO CONSIDER

Succession Planning is often used to select the next leader of the organisation and as such can be an extremely complex process. Two important issues to consider are:

#### Lateral Progression

It may not be possible to give people the opportunity to develop purely through upward moves. This may be due to a lack of roles, movement or growth in the organisation. Instead, experience can often be developed through a series of internal moves, providing individuals with experience of all areas of the business - this is typically how graduate recruitment schemes work.

#### Roles V Goals

You may have decided on the future roles people will have in the organisation, however the speed of change may make roles identified now redundant in the future. Consider how people's capabilities can be developed to focus on purpose, mission, goals, change and innovation.

The units contained within the set of standards for 'facilitating change' (Section C of the NOS) provide information on the outcomes, behaviours and knowledge required to move an organisation and its people forward.



# Team Working

When asked to consider what a team is, most people will provide an example based on sport - a football, hockey or rugby team. But what is it that makes some teams successful? How does the concept of teams in sports translate into other organisations?



## WHAT IS A TEAM?

'A Team is a small number of people with complementary skills who are committed to working to meet a common purpose'.

Would you be able to identify any teams in your organisation that could meet the simple definition above? If so great! It is a wonderful experience to be part of an effective team.

## BENEFITS OF TEAM WORKING

- Teams can achieve better results than individuals working alone, through 'synergy'
- Team members support and encourage each other's growth and development
- Teams tend to be more creative and take greater risks
- Teams demonstrate commitment to the task, the organisation and each other
- In a team there is a sense of belonging, leading to improved motivation

## TEAMS VERSUS GROUPS

Effective Team Working is the goal; however, there is a difference between people working as a team and those who are part of a group.

*Groups:*

- Often do not have clear or unified goals and targets
- Often ignore or accommodate conflict
- Do not display high levels of trust or openness
- Often do not support each other

*So what does a team have that groups do not?*

*Teams:*

## SHARE A COMMON PURPOSE

A team may be set up for a specific purpose, to achieve a set objective, project or outcome. Teams may also be formed to support business processes. What is common to all teams is that they possess an understanding of what they have to achieve.

## HAVE CLEAR GOALS

The purpose should be shared with the team in the form of team goals, which can be further cascaded into individual targets. It is important that individuals can see how their contribution supports the achievement of the team's goals and the purpose for which the team was established.

## ARE INTERDEPENDENT

Effective teams are interdependent. The achievement of the team's purpose should drive cooperation and support, and individual success should not inhibit the team's ability to achieve a successful outcome.

## HAVE CLEAR ROLES

It is important that each member of a team has a clear understanding of the role they can play in the team's success. Everyone will have something to contribute. In effective teams there is an acknowledgment that people have different complementary skills which, if used well, will ensure that 'the sum of the parts will be greater than the whole'.

## HAVE EFFECTIVE COMMUNICATION

Active and regular listening, feedback and sharing of information will help the team to foster a culture of openness, trust and interdependence. Effective teams develop processes and behaviours that ensure everyone is kept informed.

## USING THE NATIONAL STANDARDS TO SUPPORT TEAM WORKING AND TEAM DEVELOPMENT

### USING THE NATIONAL OCCUPATIONAL STANDARDS TO AUDIT TEAM PERFORMANCE

The National Occupational Standards (NOS) have been written to help ensure that Managers and Leaders perform effectively as members and leaders of teams.

Unit D9 of the NOS - Build and Manage Teams - has been written specifically to support managers who want to create a new team or reflect on the performance of an existing team. The unit's outcomes focus on managers being able to:

1. Articulate the purpose of the team
2. Identify expertise, knowledge, skills and attitudes
3. Establish roles
4. Select team members
5. Agree behaviours
6. Help team members understand their contribution
7. Share knowledge of strengths and weaknesses within the team
8. Allow time for team growth
9. Introduce new members when needed
10. Share problems within the team
11. Encourage open communication
12. Review performance of the team
13. Celebrate success
14. Disband the team when necessary

This unit can be used to audit effective team performance and as tool for ensuring that when forming a new team the key issues are considered.

With the growth of technology there is a need to consider not only what a team does but also how the team operates.

A team may not always be located at the same location; a team may be 'virtual' or work remotely all or some of the time. It is important to consider teams that are not always centrally located and how to support and motivate them if this is the case.

### IDEAS ON TEAMS

The concept of developing an effective team has been examined at length by numerous management thinkers and psychologists. This has led to the development of key theories and models. Examples include:

### TUCKMAN – TEAM DEVELOPMENT

Psychologist B.W. Tuckman defined a process of team development which has five stages:

#### Forming

Team comes together, members may be anxious, and spend time finding out about each other.

#### Storming

Arguments develop on priorities; value of the task; working responsibilities and ways of doing the job.

#### Norming

Team starts to cooperate, members recognise each other's strengths, establish norms of behaviour, standards of performance and support required.

#### Performing

Team works effectively, members focus on tasks and outputs. Members work together to solve problems.

#### Adjourning

This is the final stage, the disbandment of the team once it has met its stated purpose.

### Belbin Team Roles

Another theory propounded in the 1970's but still used today was developed by Meredith Belbin. This looked at the complementary roles of people in teams. See [www.belbin.com](http://www.belbin.com) for further information.

### Task V Person – Blake/ Mouton (1961)

This theory looks at the team and whether the concern is mainly about production or people. Extensive links to their theories can be found online.



## The Management Standards Centre

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