

**World Class Leadership and Management Standards**  
developed by The Management Standards Consultancy

**for the Management Standards Centre**

**1. Manage your own resources**

**Unit Overview**

***What is the unit about?***

This unit is about managing your own resources – your time, your energy, your knowledge and understanding and your physical and mental skills – effectively in order to meet the requirements of your job.

It also covers developing your knowledge, understanding and skills to meet planned and anticipated future work requirements and your personal and career goals.

It is recognised that you may not always possess all the resources you need. In this case you must develop alternative strategies – such as getting support from others, developing your knowledge and skills or renegotiating requirements – so that you can still meet requirements.

***Who is this unit for?***

This unit is recommended for leaders and managers who have limited authority and autonomy of decision-making.

Unit 2 *Manage your own contribution* and Unit 3 *Manage your continuing professional development* may be more appropriate for leaders and managers with significant authority and autonomy of decision-making

***Links to other units***

Previously Unit O1 in Draft Version 1

## **1. Manage your own resources**

### **Outcomes of effective performance**

1. Your performance consistently meets or exceeds agreed requirements.
2. You possess the knowledge, understanding and skills required to meet current work requirements.
3. You systematically develop your knowledge, understanding and skills to meet planned and anticipated future work requirements and your personal goals.
4. You have alternative strategies to meet requirements, where your own resources are insufficient.

### **Behaviours which underpin effective performance**

1. do appropriate things without being asked or forced to by events
2. agree achievable objectives for yourself and give a consistent and stable performance
3. prioritise objectives and schedule work to make best use of time and resources
4. address multiple demands without losing focus or energy
5. monitor quality of work and progress against plans
6. recognise changes in circumstances promptly and adjust plans and activities accordingly
7. take pride in delivering accurate work to the required standard
8. seek to understand your own strengths and limitations
9. take responsibility for meeting your own learning and development needs.

## **1. Manage your own resources**

### **Knowledge and Understanding**

#### **General Knowledge and Understanding**

1. work planning
2. risk analysis
3. decision-making
4. monitoring quality of work and progress against requirements and plans
5. personal and professional learning and development.

#### **Industry/Sector Specific Knowledge and Understanding**

1. Your sector's and/or professional body's requirements for continuing professional development.

#### **Context Specific Knowledge and Understanding**

1. Your own strengths and limitations.
2. Your own role, responsibilities and levels of authority and autonomy.
3. The requirements of your job.
4. The knowledge, understanding and skills required for your current and likely future roles and responsibilities.
5. People who can give you feedback on your performance.
6. People who can support your learning and development.
7. Learning opportunities and resources available.

### **Skills**

1. Setting objectives.
2. Prioritising.
3. Planning.
4. Decision making.
5. Negotiating.
6. Multi-tasking.
7. Self-assessment.
8. Identifying and analysing gaps.
9. Continuous improvement.

## 2. Manage your own contribution

### Unit Overview

#### *What is the unit about?*

This unit is about managing your own contribution to achieving the vision, mission, aims and objectives of the organisation or partnership you are working for.

You need to have a clear understanding of your own values and motivations and how these align with the values and aims of the organisation or partnership. Where they are not fully aligned, you need to develop strategies to minimise any conflict, tension or stress that may occur.

You also need to develop a good understanding of your own capabilities – your knowledge and understanding and physical and mental skills - and apply these effectively within the limits of your own capacity – your time and personal energy – to meet the requirements of your job.

It is recognised that you may not always have all the capabilities and capacity you need to meet requirements. In this case you must develop alternative strategies – such as getting support from others, developing your capabilities and capacity or renegotiating requirements – so that you can still meet requirements.

#### *Who is this unit for?*

This unit is recommended for leaders and managers with significant authority and autonomy of decision-making.

Unit 1 *Manage your own resources* may be more appropriate for leaders and managers who have limited authority and autonomy of decision-making.

#### *Links with other units*

Previously Unit O2 in draft version 1

## **2. Manage your own contribution**

### **Outcomes of effective performance**

1. Your performance consistently meets or exceeds agreed requirements.
2. Your contribution represents the effective, efficient and diligent application of your own capabilities and capacity.
3. Your contribution is sustainable in the medium to long term and is compatible with your health and well-being.
4. You have alternative strategies to meet requirements, where your own resources are insufficient.

### **Behaviours which underpin effective performance**

1. display a good understanding of your own values, motivations and emotions and the impact of these on your actions and on others
2. agree achievable objectives for yourself and give a consistent and stable performance
3. prioritise objectives and schedule work to make best use of time and resources
4. accurately calculate risks, and make provision so that unexpected events do not impede the achievement of objectives
5. take personal responsibility for making things happen
6. play to your own strengths with confidence
7. recognise your own limitations and use alternative strategies to minimise the impact of your limitations
8. address multiple demands without losing focus or energy
9. respond assertively to unreasonable requests
10. monitor quality of work and progress against plans
11. focus personal attention on specific details that are critical to achieving successful results
12. recognise changes in circumstances promptly and adjust plans and activities accordingly
13. take repeated or different actions to overcome obstacles and respond positively and creatively to set-backs
14. take pride in delivering accurate work to the required standard.

## 2. Manage your own contribution

### Knowledge and Understanding

#### General Knowledge and Understanding

1. work planning
2. risk analysis
3. decision-making
4. change management
5. monitoring quality of work and progress against requirements and plans
6. evaluating the outputs and outcomes of work against requirements.

#### Context Specific Knowledge and Understanding

1. Your own values, motivations and emotions and the impact of these on your own actions and on others.
2. Your own capabilities and capacity.
3. Your own strengths and limitations.
4. Your own role, responsibilities and levels of authority and autonomy.
5. The vision, mission, aims and objectives of the organisation or partnership you are working for.
6. Factors that are likely to present risks to achieving objectives and actions you can take to minimise these risks.
7. Common obstacles to achieving objectives and ways to overcome them.

### Skills

1. Setting objectives.
2. Prioritising.
3. Planning.
4. Assessing risk
5. Decision making.
6. Negotiating.
7. Multi-tasking.
8. Thinking creatively
9. Problem solving.

### 3. Manage your continuing personal and professional development

#### Unit Overview

##### *What is the unit about?*

This unit is about managing your continuing personal and professional development. This involves a cycle of activity:

- being clear what is required to meet your work objectives and your personal goals
- understanding the knowledge, understanding and skills you need, and the extent to which you possess these
- planning to develop your knowledge, understanding and skills in ways that fit with your preferred learning styles
- taking action in line with your plan and applying your new knowledge, understanding and skills in the work context
- evaluating the effectiveness and impact of your learning and identifying more effective ways to learn in the future.

This individual cycle of activity closely mirrors the Investors in People cycle, which is the organisational benchmark of good practice in human resource development.

Unit 3 also requires you to have a curiosity to learn and try out new things and a generosity to share your learning with others (within the limits of confidentiality, of course).

##### *Who is this unit for?*

This unit is appropriate for leaders, managers and other workers who wish to take a systematic approach to their continuing personal and professional development or who are required to do so by their sector, organisation or professional body.

It is recommended for leaders and managers with significant authority and autonomy of decision-making.

Unit 1 *Manage your own resources* may be more appropriate for leaders and managers who have limited authority and autonomy of decision-making.

##### *Links to other units.*

### **3. Manage your continuing personal and professional development**

#### **Outcomes of effective performance**

1. You gain and apply the knowledge, understanding and skills required to meet current work requirements.
2. You have a regularly-updated and realistic personal development plan to meet planned and anticipated future work requirements and your personal goals.
3. You develop your knowledge, understanding and skills in line with your plan and opportunistically, as appropriate.
4. You improve the ways in which you develop your knowledge, understanding and skills in line with your experience of what is most effective for you.

#### **Behaviours which underpin effective performance**

1. display a curiosity to learn and try out new things
2. take responsibility for meeting own learning and development needs
3. develop knowledge, understanding, skills and performance in a systematic way
4. identify people and organisations that can provide support for own work
5. seek feedback on performance to identify strengths and weaknesses
6. readily accept constructive feedback from others
7. develop self to meet the demands of changing situations
8. apply new learning effectively to changing situations
9. freely share learning with others who can benefit from it and who have a right to it.

### **3. Manage your continuing personal and professional development**

#### **Knowledge and Understanding**

##### **General Knowledge and Understanding**

1. The principles and methods of personal and professional learning and development.
2. The range of different learning styles and how to identify those which are most effective for you.
3. The range of learning opportunities and resources.
4. Learning opportunities and resources that might present themselves in an unplanned way.

##### **Industry/Sector Specific Knowledge and Understanding**

1. Your sector's and/or professional body's requirements for continuing professional development.

##### **Context Specific Knowledge and Understanding**

2. Your own goals and aspirations
3. The knowledge and skills required for your current and likely future roles and responsibilities.
4. Your own role and responsibilities and the standards of performance required of you.
5. People who can give you feedback on your performance.
6. Learning opportunities and resources available.
7. People who can provide support for your learning and development.

#### **Skills**

1. Setting objectives.
2. Prioritising.
3. Decision making.
4. Planning.
5. Self-assessment.
6. Identifying and analysing gaps
7. Reflecting.
8. Monitoring.
9. Evaluating.
10. Continuous improvement.

## 4. Develop your personal networks

### Unit Overview

#### ***What is the unit about?***

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

Your personal networks may include people in your own organisation, people you meet from other organisations and people you are in contact with remotely via telephone, e-mail or the Internet.

The development of personal networks is based on the principals of reciprocity and confidentiality. People only want to network if there are mutual benefits from the exchange of information and other resources. There must also be clearly agree boundaries of confidentiality – certain information and resources may not be exchanged because of their confidential nature.

#### ***Who is this unit for?***

The development of personal networks is important for all leaders and managers.

However, this unit is especially recommended for those leaders and managers with significant authority and autonomy of decision-making and other leaders and managers whose work brings them into regular contact with key clients, suppliers and other external stakeholders.

#### ***Links to other units***

Previously unit O4 in draft version 1

## **4. Develop your personal networks**

### **Outcomes of effective performance**

1. You develop and maintain a personal network of contacts which is sufficient and appropriate to meet your current and anticipated future requirements for information and resources.
2. Key members of your personal network have an accurate perception of your skills, abilities and aspirations and the reciprocal benefits to them of networking with you.
3. The boundaries of confidentiality are clearly understood and recognised between yourself and members of your personal network, and protocols for exchange of information and resources are established, where required.
4. Your personal network evolves to reflect your changing interests and requirements.

### **Behaviours which underpin effective performance**

1. identify people and organisations that can provide support for own work, and vice versa
2. present oneself positively to others
3. clarify your own and others' expectations of relationships
4. model behaviour that shows respect, helpfulness and co-operation
5. make appropriate information and knowledge available promptly to those who need it and have a right to it
6. encourage free and reciprocal exchange of information, within the constraints of confidentiality
7. introduce people and organisations with common interests to each other
8. work to develop an atmosphere of professionalism and mutual support
9. keep promises and honour commitments
10. comply with, and ensure that others comply with, legal requirements, industry regulations, organisational policies and professional codes
11. respond assertively to unreasonable requests
12. acknowledge when your own interests are in conflict with common goals.

## 4. Develop your personal networks

### Knowledge and Understanding

#### General Knowledge and Understanding

1. The principles and methods of effective communication.
2. The range of different types of questions and how and when to use different types of questions.
3. The range of different communication media and styles and how people's preferences in the way they communicate differ.
4. The range of methods of establishing, developing and ending effective relationships with others in the work context.
5. The principles of confidentiality and how to develop protocols for the exchange of information between individuals and organisations.

#### Industry/Sector Specific Knowledge and Understanding

1. Legal requirements, industry regulations, organisational policies and professional codes relevant to networking and confidentiality of information.

#### Context Specific Knowledge and Understanding

1. Your own values, motivations and emotions and the impact of these on your own actions.
2. Your own interests and how these may conflict with the interests of others.
3. Your own objectives in developing your personal network.
4. Your current and likely future requirements for information and resources.
5. People and organisations that can provide support for own work, and vice versa.
6. The range of different information and knowledge people may need.

### Skills

1. Communicating.
2. Listening.
3. Questioning.
4. Empathising.
5. Setting objectives.
6. Influencing and persuading.
7. Reflecting.
8. Learning.
9. Evaluating.