

BSBMGT605B

Provide leadership across the organisation

Descriptor

This unit describes the performance outcomes, skills and knowledge required to demonstrate senior leadership behaviour, and personal and professional competence.

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Employability Skills

This unit contains Employability Skills

Application

This unit applies to senior managers who have a role in inspiring and motivating others to achieve organisational goals and to model professionalism in their organisation and industry. Leadership is seen in the context of the organisational mission. Business ethics are also addressed in this unit.

The unit may relate equally to leadership of a small to medium sized organisation or to a business unit or area in a large organisation.

Competency Field

Management and Leadership – Management

ELEMENT

Elements define the essential outcomes of a unit of competency.

1. Communicate organisational mission and goals

PERFORMANCE CRITERIA

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. Terms in bold italics are elaborated in the Range Statement.

- 1.1 Clarify objectives, values and standards in accordance with organisation's strategic direction
- 1.2 Establish linkages between organisational objectives, values and standards and the responsibilities of relevant groups and individuals
- 1.3 Ensure media and language used is appropriate to individuals and group circumstances
- 1.4 State clear expectations of internal groups and individuals and explain in a manner which builds commitment to the organisation
- 1.5 Address ***expectations of the organisation***
- 1.6 Investigate ***incidents*** promptly and communicate results clearly to relevant groups and individuals

ELEMENT

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PERFORMANCE CRITERIA

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| 2. Influence groups and individuals | 2.1 Build trust, confidence and respect of diverse groups and individuals, through positive role modelling, and effective communication and consultation |
| | 2.2 Embrace, resource and effectively implement improvements to organisational and workplace culture |
| | 2.3 Demonstrate understanding of the global environment and new technology in work activities |
| | 2.4 Ensure actions convey flexibility and adaptability to change and accessibility |
| | 2.5 Ensure consultation and participation in decision making occurs with relevant groups and individuals where appropriate |
| | 2.6 Ensure decision making takes into account needs and expectations of both internal and external groups |
| | 2.7 Ensure decision making occurs in accordance with risk management plans for all options, and within appropriate timeframes |
| | 2.8 Ensure that the organisation is represented positively in the media and community |
| 3. Build and support teams | 3.1 Assign accountabilities and responsibilities to teams consistent with their competencies and operational plans |
| | 3.2 Ensure teams are resourced to allow them to achieve their objectives |
| | 3.3 Empower teams and individuals through effective delegation and support for their initiatives |
| | 3.4 Create and maintain a positive work environment |
| | 3.5 Encourage teams and individuals to develop innovative approaches to the performance of work |

ELEMENT

Elements define the essential outcomes of a unit of competency.

4. Demonstrate personal and professional competence

PERFORMANCE CRITERIA

The Performance Criteria specify the level of performance required to demonstrate achievement of the Element. Terms in bold italics are elaborated in the Range Statement.

- 4.1 Model ethical conduct in all areas of work and encourage others to adopt business ethics
- 4.2 Adapt appropriate interpersonal and leadership styles to meet particular circumstances and situations
- 4.3 Set and achieve personal objectives and work program outcomes
- 4.4 Ensure self performance and professional competence is continuously improved through engagement in a range of professional development activities
- 4.5 Participate regularly in industry/professional networks and groups

REQUIRED SKILLS AND KNOWLEDGE

This describes the essential skills and knowledge and their level required for this unit.

Essential knowledge:

The candidate must be able to demonstrate essential knowledge required to effectively perform task skills; task management skills; contingency management skills and job/role environment skills as outlined in elements and performance criteria of this unit

These include knowledge of:

- business ethics and their application
- leadership styles and their application
- legislation, codes and by-laws relevant to the organisation's operations
- organisation mission, purpose and values
- organisation objectives, plans and strategies
- organisational change processes.

Essential skills:

- interpersonal skills to communicate and inspire trust and confidence of others and to ensure their cooperation and support
- networking skills to ensure support from key groups and individuals for concepts/ideas/products/services
- risk management skills to analyse, identify and develop mitigation strategies for identified risks.

RANGE STATEMENT

The Range Statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Add any essential operating conditions that may be present with training and assessment depending on the work situation, needs of the candidate, accessibility of the item, and local industry and regional contexts.

Expectations of the organisation include:

- environmental management
- occupational health and safety
- product safety
- service
- values and ethics
- other relevant factors

Incidents may include:

- emergency response
- environmental event (emissions, noise, etc.)
- product failure
- workplace accident

Risk management means:

- process of identification of potential negative events and the development of plans to mitigate or minimise the likelihood of the negative event occurring and/or the consequences in the event it does occur

Accountabilities and responsibilities means:

- clarification of who is to be accountable for a decision or action prior to its execution, and identification of groups, individuals and activities for which a person is responsible for managing

Positive work environment means:

- environment where employees identify with the organisation and its purpose and where communication is free-flowing, decisions are transparent and conflict is positive and constructive

EVIDENCE GUIDE

The evidence guide provides advice on assessment and must be read in conjunction with the Performance Criteria, Required Skills and Knowledge, the Range Statement and the Assessment Guidelines for this Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- input from a wide range of sources providing evidence in respect to a broad range of activities and situationsapplication of business ethics
- demonstration of personal competence that links to the organisation's requirements for managers
- effective communication skills and an ability to win commitment to the organisation and its activities
- knowledge of leadership styles and their application
- knowledge of legislation, codes and by-laws relevant to the organisation's operations.

Context of and specific resources for assessment

Assessment must ensure:

- access to appropriate documentation and resources normally used in the workplace.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- analysis of responses to case studies and scenarios
- direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate
- observation of demonstrated leadership techniques
- observation of presentations
- review of media and language used when communicating with individuals and groups
- evaluation of accountabilities and responsibilities assigned to teams
- review of documentation outlining personal objectives and work program outcomes
- review of professional development activities undertaken to improve self performance and professional competence.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example:

- other units from the Advanced Diploma of Management.