Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT405A Provide personal leadership

Revision Number: 1

ISC INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBMGT405A Provide personal leadership

Modification History

Not applicable.

Unit Descriptor

Unit descriptor	This unit describes the performance outcomes, skills and knowledge required to display high levels of personal leadership and to be a role model within the work environment.
	No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Application of the Unit

Application of the unit	This unit applies to staff who have a leadership role. It applies to the manner in which they conduct themselves, the initiative they take in influencing, assisting and guiding others, and to the way they manage their own role and responsibilities.
	Competence in this unit requires consistently high levels of self management and behaviours that exemplify the desired standards within the organisation. This involves the candidate earning the trust and respect of the team and acting as a role model at all times.
	This role is undertake by staff with managerial responsibility (people management or operational/ specialist management).

Licensing/Regulatory Information

Not applicable.

Pre-Requisites

Prerequisite units		

Employability Skills Information

Employability skills	This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.

Elements and Performance Criteria

ELEMENT	PERFORMANCE CRITERIA
1. Influence individuals and teams in a positive manner	1.1. Encourage, value and reward individual and team efforts and contributions 1.2. Promote accountability of work undertaken by individuals/teams by communicating roles, responsibilities and expectations clearly 1.3. Gain positive acceptance and support for information and ideas from the team
2. Make informed decisions	2.1. Gather and organise information relevant to the issue/s under consideration 2.2. Involve individuals/teams to actively participate in the decision making process 2.3. Determine preferred course of action after risks and options are examined and assessed 2.4. Communicate decisions to individuals/teams clearly and in a timely manner 2.5. Prepare plans to implement decisions after agreement by relevant individuals/team 2.6. Monitor the implementation and impact of decision using reliable feedback processes
3. Enhance the image of the enterprise	3.1. Conduct business in a way that is consistent with *enterprise standards and values* 3.2. Note and promptly discuss with the appropriate person, any inappropriate values and standards exhibited within the organisation, using established communication channels 3.3. Consistently display a very high standard of *personal presentation* in line with organisational expectations and policies
4. Demonstrate high standards of personal and management performance	4.1. Contribute to developing a reputable organisation which has integrity and credibility, through personal performance and behaviours 4.2. Ensure standards of personal and management performance are consistent with enterprise requirements 4.3. Provide a positive role model for others through *personal and managerial performance* 4.4. Develop and implement plans in accordance with *enterprise goals and objectives* 4.5. Develop, set and monitor key performance indicators and targets within the team/enterprise

ELEMENT	PERFORMANCE CRITERIA
	business plans

Required Skills and Knowledge

REQUIRED SKILLS AND KNOWLEDGE

This section describes the skills and knowledge required for this unit.

Required skills

- coaching and mentoring skills to encourage and develop team members effectively
- communication skills to conduct effective informal and formal meetings, to communicate effectively with personnel at all levels, and to provide effective feedback
- effective goal setting skills to be able to set realistic but challenging goals for team members
- interpersonal skills to establish rapport and to build relationships with clients, team members and stakeholders
- leadership skills to gain the trust and confidence of colleagues and clients
- literacy skills to communicate and articulate information and ideas clearly and effectively
- organisational skills to lead the team in a methodical and organised manner and in line with to agreed timeframes
- problem-solving skills to resolve problems in a systematic and positive manner and to create innovative and effective solutions
- team building skills to effectively develop team spirit and morale.

Required knowledge

- coaching and mentoring techniques
- continuous improvement techniques and processes
- enterprise culture and values
- enterprise mission, business goals and standards
- enterprise policies, procedures and guidelines
- operational environment - customer base, company products and services
- performance management policies, procedures and systems.

Evidence Guide

EVIDENCE GUIDE	
The Evidence Guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the Assessment Guidelines for the Training Package.	
Overview of assessment	
Critical aspects for assessment and evidence required to demonstrate competency in this unit	Evidence of the following is essential: • acquiring and using information to the best advantage for achievement of team/project performance goals • making decisions appropriate to the achievement of team performance goals • effectively managing work to achieve goals and results • introducing and monitoring practices to improve performance • undertaking effective consultation processes • effectively using management information systems in the achievement of team performance goals and objectives • clearly and effectively communicating critical information to team, peers and management • promoting available learning methods to support team competence • knowledge of the organisational goals, values and objectives.
Context of and specific resources for assessment	Assessment must ensure: • access to workplace information and data • access to relevant legislation, standards and guidelines • access to 360 degree feedback • access to documentation relating to continuous improvement initiatives, development plans and training plans.
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: • direct questioning combined with review of portfolios of evidence and third party workplace reports of on-the-job performance by the candidate • direct observation of leadership style and

Innovation and Business Skills Australia

EVIDENCE GUIDE	
	effectiveness in the work environment • review of 360 degree feedback • review of performance management, development planning, training and team meeting minute documentation • oral and/or written questioning to assess knowledge of organisational goals, values and objectives • review of leader's self-assessment of leadership effectiveness and self-awareness.
Guidance information for assessment	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended, for example: • other management units

Range Statement

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. Bold italicised wording, if used in the performance criteria, is detailed below. 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) may also be included.	
Enterprise standards and values may include:	• code of conduct (behaviours) • compliance with regulatory and legislative requirements • customer service charter • enterprise quality and continuous improvement processes and standards • ethical standards established by the enterprise • policies and procedures • values of the organisation • vision and mission statement
Personal presentation may include:	• body language • conduct • dress standards • language • punctuality
Personal and managerial performance may include:	• way the candidate manages the performance and behaviours of team members and teams • way the candidate self manages own performance and behaviours
Enterprise goals and objectives may include:	• company business objectives • company standards and values • productivity and profitability objectives and targets

Unit Sector(s)

Unit sector	

| Innovation and Business Skills Australia

Competency field

Competency field	Management and Leadership - Management

Co-requisite units

Co-requisite units		

     Innovation and Business Skills Australia