Australian Government

Department of Education, Employment and Workplace Relations

BSBMGT605B Provide leadership across the organisation

Release: 1

INDUSTRY SKILLS COUNCILS
Creating Australia's Future

BSBMGT605B Provide leadership across the organisation

Modification History

Not applicable.

Unit Descriptor

Unit 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.

Application of the Unit

Application of the unit	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.

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. Communicate organisational mission and goals	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
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

ELEMENT	PERFORMANCE CRITERIA
	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
4. Demonstrate personal and professional competence	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

REQUIRED SKILLS AND KNOWLEDGE
This section describes the skills and knowledge required for this unit.
Required 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.
Required knowledge
• 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.

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: - input from a wide range of sources providing evidence in respect to a broad range of activities and application 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 responsibilitiesassigned 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	Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended,

EVIDENCE GUIDE	
assessment	for example: • other units from the Advanced Diploma of Management.

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.	
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

Unit Sector(s)

Unit sector	

Competency field

Competency field	Management and Leadership - Management

Co-requisite units

Co-requisite units		