

**IFE Level 3 Diploma (former Graduate) Paper 6:**  
**UK Leadership and Management.**

**1. Planning Control and Review.**

**Health and Safety.** It is important that staff are safe within the workplace, especially where there are dangers involved, such as having to fight fires.

**Leadership.** It is the responsibility of leaders to make things happen so that operations run smoothly. You should ask yourself whether or not the people in charge of you do this and how they do it.

**Leadership Styles.** Different situations sometimes need different ways of doing things, but using the wrong style can affect the motivation of the team.

**Planning.** Nothing happens spontaneously in an organisation: there has to be some sort of plan and the better the plan, the better the organisation. Think about the types of plan that you work to. Team leaders will often be working to organisational plans which mean they have responsibilities to customers and suppliers of goods and services as well as to work colleagues who are often described as ***internal customers and suppliers***.

**Team Leadership.** In most organisations people work in a team and the way in which the team is led can have a major effect on how well the team operates. Think critically about the way in which your team works.

**2. Introduction to Quality Management.**

**Budgetary Control.** All organisations have to work to a budget because there is no endless supply of money. It is essential that records are kept indicating how much money is available in the first place, how it is being spent and who is responsible for spending it. The roles of managers and team leaders often involves making sure that they do not overspend their budget.

**Effective Recording Systems.** The purpose of record systems is to show what is happening in an organisation (so that managers can tell if things are on track), to identify problems that might be happening and to take action to prevent problems from occurring now or in the future. A ***budget*** is one form of record system, but there are others such as:-

1. ***Targets*** that need to be met.
2. ***Numbers of staff*** employed.
3. ***Maintenance*** or repairs that need to be carried out.
4. ***Training*** that has taken place.
5. ***Accidents*** which have happened.

Think carefully about the records you keep and why you keep them.

**Employee Training and Development.** For most organisations people are the main resource so it is important that everyone has the right skills needed for the job. Over time people often have to develop new skills as the demands made by an organisation change. Which new skills have you had to develop?

**Quality Assurance.** Many organisations have formal quality assurance schemes in place to try and ensure that things run smoothly. The idea behind this is that people do the right things first time and every time. This should avoid staff time, money and equipment being wasted through errors.

**Team Leadership.** Very often the role of a team leader will involve:-

1. Working to a budget,
2. Keeping accurate records,
3. Ensuring that staff have the right skills, that they do a good job and follow the correct procedures.

### 3. Use and Control of Resources.

**Communication Systems.** All organisations need ways of letting staff know the rules and procedures that they have to follow and the deadlines to which they have to work. Communication systems allow staff to feel part of the organisation and promote ways of letting staff put forward ideas to improve matters. Sometimes information has to be put across in meeting or in reports.

**Delegation.** Managers and team leaders rarely have time to do everything they are responsible for by themselves, so they have to **delegate** some work to others. As with most practices there are good and poor ways to delegate.

**Motivation.** Having staff who feel interested in their work and who want to do a good job is important for all organisations. The way managers and team leaders treat their staff can have an important effect on them. People invariably respond best when they are treated with respect and when they feel that their manager is interested in them as a person.

**Resource Management.** Managers and Team Leaders are often responsible for using a range of different **resources** to get a job done. These can include money, staff, information, equipment and buildings. Think about all the different resources you call upon when you have to fight a fire.

**Team Leadership.** Leading a team involves ensuring that the resources mentioned above are used properly and effectively.

### 4. Management and Self Development.

**Communication Systems.** Good managers and team leaders recognise that effective communication is a necessary skill if they are to do the job well. It is essential to let people know what is required of them and also to encourage them to put forward ideas.

**Confidentiality.** The staff need to know that private information about them is not shared with others. Being able to trust a manager is very important.

**CPD.** It is important for any professional person to carry out CPD because it enables them to keep abreast of new developments and helps ensure that the advice they give is sound, reflecting current good practice.

**Grievance Procedures.** In all organisations things happen which can lead to staff feeling aggrieved or upset. Grievance procedures provide a way of dealing with these situations so that they can be anticipated and avoided or resolved when they do occur. In general an aggrieved employee is an unhappy and less productive employee.

**Handling Conflict.** Occasionally conflict arises in organisations and the way it is handled by managers and team leaders can have an important effect on morale. When conflict is handled well problems are resolved and strife avoided: when handled badly conflict can have an effect on working relationships for a long time. Have you encountered situations like this? Were they handled well or badly?

**Information Management** All organisations depend on information to operate effectively, so they need to identify just what information is important:-

1. Do they have ways of collecting the information?
2. Do they have ways of ensuring that facts and figures collected are correct? (If not you get "GIGO" - garbage in and garbage out.)
3. Do they analyse the information on a regular basis? If so does it identify problems?

Nowadays most organisations collect, store and analyse information using Information Technology. The idea is to turn data into knowledge and knowledge into wisdom. Think about the information that you collect and how it is used.

**Leadership.** It is important for leaders to demonstrate that they are committed to CPD. This promotes the development of the team and helps leaders to retain the respect of staff and colleagues.

**Planning.** Development activities need to be planned. The IFE's CPD process is one way of doing this and it is the approach taken by most professional associations.

**Supervision.** Supervision skills can be developed by learning about different approaches and discussing different theories. You can also reflect on situations known to you and analyse how these were handled

**Team Leadership.** Team leadership is an important skill and can be developed over time. A new team leader is unlikely to know everything on their first day in the job, but they can set out a development programme for themselves by identifying the skills they need and the areas in their performance where there is room for improvement.

**Time Management.** Most people have more work to do than the time available in which to do it. It is therefore important to manage time effectively, through delegation, prioritising, using information effectively and having the appropriate procedures in place.

## 5. Recruitment.

**Planning.** Managers and team leaders need to be aware of the type and number of staff they need in order to get the work done. Over time the criteria can change as new requirements are placed on an organisation. For example security is now more important at airports because of the potential threat of terrorist attacks.

**Job Descriptions.** These are used as a way of letting people know what is expected of them if they are going to apply for a job: they are also used as part of staff appraisal procedures.

**Employee Specifications.** These are used to identify the knowledge, abilities and competences are needed for a job to be done well. They are an important part of recruiting the right person to the job. Employing the wrong person can cause problems for an organisation.

**Recruitment.** This involves a range of processes, including advertising, sending out information, selecting people for interview, holding interviews and deciding on the best candidate. Managers and team leaders might be involved in drawing up job descriptions and employee specifications; telling potential applicants about the job; selecting people for interview on the basis of the employee specification and taking part in the interviews themselves.

**Selection Procedures.** The most common selection procedure is a panel interview involving managers and team leaders. Sometimes tests are used in deciding who should get the job. How were you selected for the job you currently hold? Did you have to do any tests during the selection process?

## **6. Individual and Team Development.**

**Employee Training and Development.** Managers and team leaders need to ensure that staff are competent and show the right attitude to work within the organisation. Consequently the initial training and development training of staff is important.

**Evaluation of Training Needs.** Before training is provided it is important to identify just what is needed. This can be done by examining the competencies that need to be kept up to date and seeing what new demands there will be in the future which might prompt the development of new skills. In a fire and rescue service, new pieces of equipment often mean that people need training to use them safely and effectively. Organisations try to ensure that staff have the skills required for promotion or the exercise of extra responsibilities.

**Individual and Team Development.** All teams are made up of individual employees, all of whom will have their own training needs. However very often work is carried out on a team basis (as in fire fighting) and so it can be important for the team as a whole to be developed.

**Performance Monitoring.** Managers and team leaders have to monitor the way in which employees and teams are performing to ensure that they are working effectively. **Performance monitoring** can also identify training and development needs.

**Planning of Development Activities.** The way in which training and development is provided will depend on the competencies that are required. It is important that the planning process is conducted thoughtfully and thoroughly.

**Providing Feedback to Staff.** Very often training and development will mean letting staff know what they have achieved and the standard they reached. Also many

organisations have staff appraisal schemes where staff sit down with their line manager and discuss their work. New staff often need information on how they are getting on and sometimes more experienced staff need feedback on their performance if they are less effective than they should be. The way in which these situations are handled can have a major effect on motivation of staff and their working relationship with managers and team leaders.

**CPD/ Personal Development Plans.** The IFE CPD scheme identifies ways in which CPD can be carried out. By showing their commitment to CPD, managers and team leaders set an important example to their staff.

**Staff Appraisal.** Many organisations have formal appraisal schemes so that the contribution staff make to the organisation can be explained to them and targets agreed for the coming year. The scheme also gives staff the opportunity to raise issues of concern. The way the staff appraisal is operated by managers and team leaders can affect the motivation of employees. Do you have a staff appraisal scheme where you work? How does it operate?

**Team Leadership.** Managers and team leaders are responsible for developing the way in which their teams work in order to ensure they are effective and people co-operate together and co-ordinate their activities. The way in which a team is managed decides how effective it is, so good leadership skills are important.

**Team Work Plans.** Teams often work to plans specifying targets they have to meet. Consequently they have to understand how the plans achieve the targets and know the details of each plan. Where new work or new tasks are involved then it is important that the team has the right skills or receives training.

## 7. Improving Team Performance.

**Causes of Poor Performance.** There are many factors which can affect the performance of individuals and teams. Managers and team leaders need to know what these factors are and they need to understand how problems of poor performance can be approached and overcome.

**Confidentiality.** Staff who are performing badly may have personal problems that are affecting their work which they don't want to share with colleagues. In this case, maintaining confidentiality whilst finding ways to help them is an important skill of leadership.

**Disciplinary Procedures.** Sometimes staff do not heed advice and continue to perform badly or cause problems at work. To deal with such situations organisations have **disciplinary procedures** to overcome these problems while members of staff get a fair hearing and the chance to improve their performance.

**Effective Working Relationships.** Teams tend to work best when people work together in a spirit of co-operation. Developing effective and productive teamwork is one of the skills managers and team leaders have to develop and apply.

**Employee Training and Development.** All teams are comprised of individual employees, all of whom have their own training needs. However as firefighting is carried

out on a team basis, the team must be trained and developed as a unit. It is the responsibility of managers and team leaders to identify the training needs that will enhance the effective performance of their teams.

**Supporting Team Members.** Supporting staff involves demonstrating good leadership skills and also being aware of the different types of help within the organisation available to employees who may be experiencing personal difficulties or professional problems.

## **8. Information Collection and Analysis.**

**Confidentiality.** With reference to the personal information kept about staff, it is important for good working relations that this is handled sensitively and that staff do not feel they are under surveillance. In organisations that have rival competitors, commercial information can be so valuable that staff need to respect confidentiality and not reveal company secrets.

**Effective meetings.** One way in which organisations share information is by meetings: it is important therefore to ensure that meetings are well organised and a productive use of everyone's time.

**Effective recording systems.** As all organisations rely on information, it is important to have good recording procedures in place so that information is available when needed, can be accessed by relevant staff, is up to date and is relevant to the organisation's key activities.

**Investigations.** Some times organisations have to carry out investigations and it is important that these are well organised; that they take into account the resources that will be needed and that they identify timescales and deadlines.

**Planning Meetings.** The purpose of meetings needs to be clearly identified, so that they can be properly planned to make them effective and not regarded negatively as a waste of time.

**Providing feedback to staff.** Managers and team leaders often have to provide technical information to staff or pass on information from higher up the organisation. In order to do this they need to do so clearly and ensure that staff understand what has been communicated.

**Team Leadership.** Team Leadership very often involves collecting information in a timely and accurate manner, consulting with staff in analysing the information and identifying ways of tackling any problem areas which the information reveals.

**Team Work Plans.** These can often be based on management information and organisational plans, for example where targets have to be met by certain dates. Team leaders need to take this into account in the management of their teams and make sure everyone understands what they need to do.