



GENERIC ROLE PROFILE

Organisational Fit	
ROLE TITLE: Team Leader - Substance Misuse	REPORTS TO: Service Manager
DEPARTMENT: Service Performance	GRADE: 4 PAY RANGE: Standard
ROLE PURPOSE: To lead and develop the team to deliver high quality person centred services as directed by the Service Manager in line with Business Plan. To work as a key member of the team in delivering the Service. To ensure Turning Point's vision and values are embedded in the team. To ensure all statutory requirements of the service specification are met.	

Key Generic Accountabilities	Key Generic Activities / Decision Areas
1. People management	To lead, manage and develop the team by:- <ul style="list-style-type: none"> ▪ Encouraging a culture of continuous performance improvement at both an individual and service level ▪ Building a cooperative and collaborative team that is flexible and adaptable to changing requirements ▪ Assigning work to team members, monitor and supervise the day-to-day delivery and quality standards of the work ▪ Openly and honestly participating in regular performance management (PDPO) meetings agreeing objectives, identifying specific actions and development needs, reflecting on performance, providing constructive feedback and assessing against the competency framework ▪ Ensuring team members have the time to prepare for PDPO meeting during working hours ▪ Providing effective coaching to team members in the required technical and behavioural competencies ▪ Agreeing and implementing plans for reaching and maintaining performance standards where appropriate including capability assessments and disciplinary investigations ▪ Actively monitoring attendance and absence undertaking return to work interviews and implementing absence management procedures as necessary ▪ Resolving any grievance issues informally where possible and/or hear Stage 1 formal process. ▪ Participating in recruitment and selection of new employees as part of the interview panel ▪ Undertaking Induction of new employees and ensure they participate in the Core Training programme as appropriate ▪ Undertaking probationary assessments taking appropriate actions in a timely manner. ▪ Taking responsibility for own self development DANOS: AC2:AC3:AC4:BF3:BF4:BF5:BF6:BF7:BF8:BC3
2. Quality	To ensure quality standards are maintained by:- <ul style="list-style-type: none"> ▪ Monitoring team's performance to ensure it meets expectations and agreed performance criteria ▪ Reporting variances to expected team performance to the Line Manager ▪ Monitoring contract performance where required to do so by the Line Manager ▪ Participating and utilising management information and data collection systems as appropriate DANOS: AC1:AC2:BF5:BE4:BE5:BE6
3. Own Development	To continuously review own performance and development needs to assist growth and development by:- <ul style="list-style-type: none"> ▪ Participating in open two-way dialogue during Performance Management meetings

	<p>agreeing own task and development objectives and reviewing these and overall performance against the competency framework.</p> <ul style="list-style-type: none"> Participating in training and development opportunities as agreed within the Performance Management process <p>DANOS: AC1:AC2</p>
4. Health, Safety & Risk Management	<p>To ensure Health and Safety standards are maintained and risk is mitigated to the lowest level possible by:-</p> <ul style="list-style-type: none"> Ensuring a good standard of general housekeeping within the team's environment Ensuring all Health and Safety concerns are appropriately reported and action taken in a timely manner Ensuring that task-based and, where appropriate, clinical risk assessments and reviews are undertaken, and that identified risks are managed and mitigated where possible Ensuring full compliance with all Health and Safety requirements within the team Participating in regular reviews of the business continuity plan where appropriate Ensuring staff take personal responsibility for their own and others safety e.g. vaccinations, eye sight tests, work place assessments Ensuring staff comply with partner H&S policies and procedures where appropriate Following the formal reporting process for serious untoward incidents and accidents <p>DANOS: AB3:AB4:AB5:AB8:BD4:BD3</p>
5. Compliance	<p>To ensure compliance with internal and external standards and codes of conduct by-</p> <ul style="list-style-type: none"> Meeting all regulatory requirements Complying with Turning Point's Code of Conduct, policies and procedures
6. Miscellaneous	To undertake any other duties reasonably requested by the Service Manager

Service Performance Specific Key Accountabilities	Service Performance Specific Key Activities/Decision Areas
7. Service specific operational supervision	<p>To provide effective operational supervision by:-</p> <ul style="list-style-type: none"> Ensuring team works to Turning Point and/or other external national standards (as relevant), so that the correct standards and quality of care are maintained Ensuring service user involvement and a person centred approach are embedded within the day to day working of the team Providing professional guidance and coaching on case management Participating in regular audits (internal and external) and ensure results are acted upon within the team. Monitoring KPIs, SLAs, contracts and outcomes identifying variances against targets and reporting same to Service Manager <p>DANOS: AC2:AC3:AC4:BI1:BI5:BC2</p>
8. Service user case work	<p>To monitor the case work of team members ensuring it meets required quality standards and undertake own case work, depending on the project requirements by:-</p> <ul style="list-style-type: none"> Carrying out service user assessments and admissions, developing and regularly review care plans, and being an advocate on behalf of service users Carrying out risk assessments e.g. for an activity or for a specific service user case, and providing contingency plans Overseeing the assessment, move in and induction of new service users to the service Ensuring risk assessments are completed satisfactorily by Project Workers and Support Workers In the case of a difficult or complex service user, or as a part of formal supervision, providing support and coaching to Project Workers and Support Workers, e.g. helping to make the difficult service user decisions, or be the escalation channel if the situation requires it Helping with service user goal planning as part of a multi-disciplinary team where appropriate Being a member of the rota, e.g. on call, on shifts, doing hands on work where required by the service <p>DANOS: AA1:AA2:AA3:AA4:AA6:AB2:AB5:AC2:AC3:AC4:AF2:AG2:A11:A12:AG3:BE5:BE6:BI1:BI2:BI3:BI4:BI5:BI6:BI7</p>

9. Financial Control	<p>To monitor team's expenditure and throughput to contribute to the service maximising full cost recovery and meet its financial targets by:-</p> <ul style="list-style-type: none"> ▪ Maintaining accurate financial records, e.g. petty cash, credit card spend ▪ Collating data/information and write regular reports/returns ▪ Contributing to the preparation of budget figures based on income figures and submit for approval where required <p>DANOS: BG3:BG4:BG5:BG6</p>
10. Service development	<p>To assist in the development of the service by:</p> <ul style="list-style-type: none"> ▪ In liaison with Service Manager, representing Turning Point at external meetings, and network locally to develop contacts, services and Turning Point's profile ▪ Working with the Service Manager to enhance, develop and expand the service ▪ Putting forward new ideas on service development to the Service Manager ▪ Providing feedback to the Service Manager service-relevant information or intelligence <p>DANOS: BA1:BA2:BA3:BA4:BA5</p>
11. Deputising for the Service Manager	<p>To deputise for the Service Manager by:-</p> <ul style="list-style-type: none"> ▪ Attending meetings on behalf of the Service Manager ▪ Being the first point of contact in the absence of the Service Manager, and resolve the day-to-day issues or escalate to the Locality Manager ▪ Carrying out specific tasks delegated by the Service Manager

Substance Misuse Specific Duties	Substance Misuse Key Activities/Decision Areas
12. Empathy and Support	<p>To ensure the team support Service Users with substance misuse issues turn their lives around by adopting a person centred approach which results in:-</p> <ul style="list-style-type: none"> ▪ Recognising indicators of substance misuse, providing harm reduction and health promotion advice and overseeing appropriate referrals where necessary ▪ Ensuring the consistency of evidence based advice, support and information ▪ Displaying a knowledge and understanding of theoretical models underpinning substance misuse and ensure consistent application within interventions deployed ▪ Implementing and overseeing the effectiveness of appropriate care pathways for all service users ▪ Providing guidance on current legislation (e.g. Models of Care) and translate this into practice <p>DANOS: AA6:AA1:AA2:AA3:AA4:AA5:AB1:AB2:AB3:AB4:AB5:AB8:AB9:AB10:AD1:AD2:AD3:AD4: AG1:AG2:AG3:AI1:AI3:BI1:BI5:BI6:BI7</p>
13. Sector Quality Standards	<p>To ensure all services are delivered in accordance with recognised standards by: -</p> <ul style="list-style-type: none"> ▪ Ensuring all services are delivered within DANOS requirements, QuADS and CSCI standards as appropriate

Residential Specific Duties	Residential Services Key Activities/Decision Areas
14. Service Users/ Tenants	<p>To support residential services users/tenants by: -</p> <ul style="list-style-type: none"> ▪ Providing additional support for service users during their induction period at the service, completing all necessary paperwork to 'sign up' the resident and informing them of their rights and responsibilities while living at the service ▪ Undertaking any other duties required regarding providing advice on benefits, collection of rent, etc., from service users residing at the service
15. Property Management	<p>To ensure the property is effectively and cost efficiently managed by:-</p> <ul style="list-style-type: none"> ▪ Managing the re-letting of rooms in line with Turning Point's voids policy including liaising with referral agencies and taking appropriate action to ensure that the property is brought back to use within agreed targets. Where necessary organise the cleaning of rooms before the room is let ▪ Ensuring appropriate property maintenance is undertaken in accordance with service tenancy agreement and as approved by the Service Manager

Other Duties	

Role Dimensions	
<i>Financial (limits/mandates etc.)</i> <ul style="list-style-type: none"> ▪ Responsible for petty cash 	<i>Non-financial (customers/staff etc)</i> <ul style="list-style-type: none"> ▪ 2-14 team members, depending on the service size ▪ Case load dependent on the service

Main Contacts (external and internal)		
<i>Contact group</i> <ul style="list-style-type: none"> ▪ Team members (project workers, support workers, administrators, volunteers) ▪ Service Manager/Locality Manager ▪ Service users ▪ Carers (e.g. family members) ▪ Commissioners ▪ Agencies/partners ▪ Central Departments ▪ General public ▪ Media enquiries ▪ Local businesses/community 	<i>Frequency</i> <ul style="list-style-type: none"> ▪ Daily ▪ Daily ▪ Daily ▪ As required ▪ As required ▪ As required ▪ As required/daily ▪ As required ▪ Periodic ▪ Weekly 	<i>Purpose</i> <ul style="list-style-type: none"> ▪ Service delivery ▪ Service delivery ▪ Service delivery ▪ Service delivery ▪ Service specific requirements ▪ Case management, networking, benchmarking, joint working, service delivery, benefit advice etc ▪ Meeting organisational requirements and seeking assistance ▪ Facilitate inclusion in the community, service delivery ▪ First point of contact for escalation ▪ Networking, organising provision for service users, e.g. volunteer opportunities or jobs

Person Specification (Essential only)
<i>Technical / Professional Skills, Expertise and Qualifications</i> <ul style="list-style-type: none"> ▪ Proven track record in relevant area ▪ In depth knowledge of relevant theory and practice ▪ Experience of supervising a team ▪ Experience of working towards achieving individual and team objectives ▪ Numeracy, literacy and IT skills ▪ Effective oral and written communication skills, and ability to adapt communication to suit the audience, e.g. service users, commissioners or staff ▪ Good time management and able to work to deadlines ▪ A participative leadership and management style in normal circumstances

Additional Service user Sector Specific Requirements (Essential only)
<i>Technical / Professional Skills, Expertise and Qualifications</i> <ul style="list-style-type: none"> ▪ Holds qualification appropriate to the sector e.g. NVQ4 or willingness to study towards same ▪ In depth knowledge and understanding of the complex and multiple needs faced by the service user group ▪ In depth knowledge and understanding of the Valuing People framework ▪ A demonstrable belief in a values-led approach to working with service users with a Substance Misuse issue. ▪ Demonstrable track record that is DANOS compliant ▪ Knowledge and experience of developing, implementing and reviewing substance misuse-related interventions, i.e. group work programmes ▪ A sound working knowledge of current legislation (e.g. Models of Care) and the ability to translate this into practice

PROGRESSION IN ROLE TEAM LEADER – SUBSTANCE MISUSE

What does this role look like when done at varying levels of competency?

COMPETENCY	INEFFECTIVE	PROFICIENT	ADVANCED
<p><u>Commitment to Customer Service</u></p> <p><i>Provides a quality, inclusive customer-focussed service</i></p> <p>The Team Leader's aim is to achieve excellent customer focus within their strand of service provision.</p>	<ul style="list-style-type: none"> ▪ Often generates complaints from customers ▪ Does not comply with organisational policies, procedures and/or statutory regulations ▪ Makes promises that cannot be delivered ▪ Is unresponsive, unhelpful and inflexible with customers and colleagues ▪ Covers up mistakes,, hides problems ▪ Allows unsafe working environments to continue, does not undertake risk assessments appropriately or does not act upon them ▪ Fails to treat people with dignity and respect 	<ul style="list-style-type: none"> ▪ Actively monitors overall team performance identifying areas for improvement in customer service and quality ▪ Sees the service provision from the service users' and others' perspectives and is not defensive ▪ Seeks out and uses customer feedback in order to improve working practices ▪ Deals effectively with service issues/failures and takes corrective action to ensure they do not reoccur. ▪ Ensures that the team operates safely and has a safe working environment by ensuring all necessary risk assessments are carried out, insisting on good housekeeping and resolving any safety issues promptly. 	<ul style="list-style-type: none"> ▪ Encourages and motivates the team to strive for the highest standards of service provision e.g. runs quality circles or similar continuous improvement techniques ▪ Brings knowledge in to Turning Point from external forums etc. and uses it to develop best practice and make suggestions for implementation ▪ Identifies barriers to achieving excellence and provides solutions ▪ Finds different and innovative ways of involving customers in service provision ▪ Works with the Service Manager to ensure that business and continuity plans are in place, tested and refined regularly
<p><u>Delivering Positive Outcomes</u></p> <p><i>Working towards and achieving agreed outcomes</i></p> <p>The Team Leader's aim is to coordinate others efforts, activities and resources in order to achieve agreed outcomes.</p>	<ul style="list-style-type: none"> ▪ Wastes commodities or time ▪ Takes decisions inappropriately without consulting line manager ▪ Does not keep others informed ▪ Consistently fails to meet agreed objectives ▪ Takes inappropriate risks ▪ Endangers the health & safety of self and/or others ▪ Creates barriers to effective performance ▪ Either ignores or pays 'lip service' to PDPO performance management system 	<ul style="list-style-type: none"> ▪ Develops work plans for the team, implements and regularly measures progress and achievement of agreed objectives ▪ Identifies and uses the most appropriate methods to achieve required outcomes ▪ Actively engages services users and other customers to developing care plans and outcomes ▪ Ensures the team is properly resourced and has the necessary skills to be successful ▪ Ensures risk management is taken account of in all the teams' activities ▪ Ensures the team is well informed and able to take appropriate decisions. ▪ Feeds information upwards to ensure Service Manager is kept abreast of all 	<ul style="list-style-type: none"> ▪ Feedback from service users or others is consistently complimentary about the employee or their team members have helped the service user exceed their own expectations in turning their lives around ▪ Balances the need for short term results with longer term aims and requirements ▪ Ensures the best use of resources across the service volunteering to lend resources to help others out when their need is greater. ▪ Anticipates obstacles to success and takes pre-emptive action to ensure the issue is resolved ▪ Challenges the need for activities that do not contribute positively to the agreed outcomes or objectives

		<p>necessary information</p> <ul style="list-style-type: none"> ▪ Delivers own objectives through the team within agreed budgetary and time parameters. ▪ Actively participates in all PDPO requirements and encourages team to do so 	<ul style="list-style-type: none"> ▪ Is willing to take difficult and/or unpopular decisions to ensure a positive outcome is achieved.
<p><u>Showing Personal Leadership</u></p> <p><i>Taking personal responsibility and displaying integrity and professionalism at all times</i></p> <p>The Team Leader's aim is to provide professional leadership in the workplace</p>	<ul style="list-style-type: none"> ▪ Bad mouths Turning Point ▪ Does not lead by example ▪ Does not keep up to date with development in own professional area ▪ Takes credit for others' work or ideas ▪ Restricts opportunities for others to learn and develop ▪ Blames others for own mistakes ▪ Does not deal with conflict constructively ▪ Fails to keep things in perspective, causes anxiety and stress for others 	<ul style="list-style-type: none"> ▪ Leads on a daily basis in-line with Turning Point's vision and values ▪ Encourages others to take the lead on issues within their ability and creates the space in daily work for them to do so ▪ Promotes confidence and decision-making at the lowest level practicable ▪ Supports in daily conversations the organisation's expectations and upholds relevant external professional standards ▪ Enhances others' professional capability and expertise by coaching and assisting in development needs/aspirations ▪ Decisions are based on sound professional judgement ▪ Constructively confronts non-compliant behaviour, standards or performance issues ▪ Challenges unethical or inappropriate behaviour and takes action to resolve. 	<ul style="list-style-type: none"> ▪ Demonstrates expert knowledge in own area and others regularly request advice and expert input ▪ Uses own judgement to resolve issues that are not clear cut and normally achieves a positive outcome ▪ Encourages on a daily basis people to exceed professional standards both within own team and in the service in general ▪ Is an active member of relevant professional institute or body ▪ Manages upwards appropriately providing advice and guidance effectively and constructively challenging when necessary
<p><u>Effective Communication</u></p> <p><i>Listening and communicating clearly and openly</i></p> <p>The Team Leader's aim is to communicate effectively both individually and within groups.</p>	<ul style="list-style-type: none"> ▪ Fails to communicate effectively ▪ Interrupts and/or over-talks others ▪ Is rude and insensitive ▪ Writes ungrammatical and/or illogical communications ▪ Uses aggressive or inappropriate body language ▪ Uses jargon inappropriately 	<ul style="list-style-type: none"> ▪ The content of reports and presentations are well researched, thoroughly prepared and confidently presented using a style that is appropriate to the audience ▪ Reports and other written communication is well written, logically structured and use plain English. ▪ Communicates well across all levels and departments within Turning Point ▪ Represents others points of view accurately and fairly whether or not they agree with them ▪ Runs effective meetings ensuring good quality debate that results in agreed courses 	<ul style="list-style-type: none"> ▪ Communicates complex information in simple understandable language ▪ Understands the importance of establishing rapport with the audience or recipient(s) ▪ Consistently displays tact and sensitivity when communicating difficult messages ▪ Consistently responds competently and non-defensively to difficult or unexpected questions or challenges.

		<p>of action</p> <ul style="list-style-type: none"> Has a consultative style and seeks others views which are valued and respected Positively communicates corporate decisions and a 'one team spirit'. 	
<p><u>Building Relationships</u></p> <p><i>Works collaboratively internally and externally with others to achieve Turning Point's vision</i></p> <p>The Team Leader's aim is to build effective relationships with their service users and their family and friends; across all the teams at the Service; with central departments that they deal with; and externally with inspectors, commissioners and other they come in contact with on Turning Point's behalf.</p>	<ul style="list-style-type: none"> Allows personal agendas to override others Avoids involving others Displays unethical behaviour Commits beyond own remit Is inflexible and unable to adapt personal style Harbours grudges Allows own emotions to overcome professionalism Has an aggressive, abrasive or overly controlling style 	<ul style="list-style-type: none"> Finds ways to build effective relationships across team at the service and to build an effective overall team. Takes time to understand the aims and goals of each team within the service and the central departments they deal with. Reviews joint team activities promoting collaborative working and continuous improvement by involving all the teams in discussions Understands that central departments have a large number of customers and takes this into account when dealing with service delivery issues Recognises and understands that external stakeholders may have differing agendas and priorities whilst ensuring a professional approach is maintained at all times Inspires confidence in the team and promotes decision-making at the lowest level practicable Places the team's agenda before personal agenda to ensure that the overall team is successful 	<ul style="list-style-type: none"> Initiates to establish and strengthen relationships across team and department boundaries Recognises and discusses the impact of team dynamics when reviewing joint activities in order to improve outcomes Anticipates things that may threaten the success of joint team working and takes preventative action. Resolves ambiguity and/or conflict between teams and/or individuals Uses initiative to identify and restore challenging internal or external relationships for the overall benefit of Turning Point
<p><u>Innovation & Change</u></p> <p><i>Delivering service improvement through innovation and change</i></p>	<ul style="list-style-type: none"> Unwilling to see things from others' perspectives Always finds a reason for not doing something new Dismisses new ideas before giving them a chance Says 'we've always done it this way' Prevents or slows change by introducing 	<ul style="list-style-type: none"> Creates the environment within the team where new ideas and suggestions are encouraged, welcomed, and nurtured Sees need for change and recommends a way forward Develops, implements and uses structured project plans when bringing in changes Consults regularly with staff going through 	<ul style="list-style-type: none"> Continuous improvement activities are evident on a daily basis within their own team Encourages new and/or wider thinking in others outside of immediate team Builds commitment and enthusiasm for change outside of immediate team Constructively challenges change to

<p>The Team Leader's aim is to solve complex problems, implement change, encourage their team to embrace change and lead by example.</p>	<p>unnecessary barriers and obstacles</p>	<p>change and takes account of suggestions made, adopting them where practicable</p> <ul style="list-style-type: none"> ▪ Builds commitment and enthusiasm for change within team members ▪ Involves service users and others actively and constructively in the changes being made ▪ Encourages others to challenge their pre-conceived ideas resulting in team members becoming more open minded. 	<p>ensure relevancy</p> <ul style="list-style-type: none"> ▪ Actively develops own ability to lead and manage change ▪ Actively encourages service users, staff and significant others to become champions and agents of change
<p><u>Developing & Applying job knowledge and skills</u></p> <p><i>Contributing to the provision of social care by developing, maintaining and applying own job knowledge and skills)</i></p> <p>The Team Leader's aim is to develop and apply both their technical and management job knowledge and skills to the team environment</p>	<ul style="list-style-type: none"> ▪ Does not meet minimum knowledge and skill requirements ▪ Avoids sharing knowledge and skills ▪ Does not complete required learning and development activities in a timely manner ▪ Discourages new thinking or ways of working ▪ Fails to apply knowledge and skills in practice 	<ul style="list-style-type: none"> ▪ Practically applies their technical and managerial skills to achieve their own objectives ▪ Coaches team members using their own experience to assist them in achieving the team's objectives and in stretching their individual abilities ▪ Keeps their own knowledge and skills up to date through participating in continuous professional development and self-development activities ▪ During performance management meetings and at other times encourages team members to reflect on and learn from their work experiences in order to continuously improve. ▪ Ensures team members have access to required learning and development activities taking a creative approach to any budgetary restraints e.g. coaching, self-development, job rotation, etc. 	<ul style="list-style-type: none"> ▪ Proactively supports longer term individual and team development by arranging secondments, project assignments ▪ Understand team dynamics and take account of requirements when recruiting new team members in order to build a more effective team. ▪ Proactively participates in organisation-wide sharing of knowledge ▪ Consistently challenges out-of-date practices and replaces it with best practice.
<p><u>Business and Financial Acumen</u></p> <p><i>Managing and growing the business</i></p>	<ul style="list-style-type: none"> ▪ Provides inaccurate information to support the preparation of the budget ▪ Shows poor financial management and control e.g. <ul style="list-style-type: none"> ○ overspends budgets ○ wastes resources such as time or 	<ul style="list-style-type: none"> ▪ Identifies business opportunities and proactively discusses them with the Service Manager ▪ Uses customer information to identify potential organic growth ▪ Considers both costs and benefits when 	<ul style="list-style-type: none"> ▪ Demonstrates an in-depth understanding of the local business environment and markets ▪ Proactively monitors the local competitors sharing this information within the Service and Turning Point

<p>The Team Leader's aim is to assist the Service Manager in managing budgets and grow the business</p>	<p>commodities</p> <ul style="list-style-type: none"> ○ approves invoices without checking them ▪ Does not follow financial policies and procedures 	<p>making financial decisions</p> <ul style="list-style-type: none"> ▪ Provides accurate input into service budget and ensures it is monitored and adhered to ▪ Analyse financial data to identify potential savings and or efficiencies ▪ Understands and consistently applies financial policies and procedures 	<ul style="list-style-type: none"> ▪ Demonstrates an in-depth understanding of financial and budgetary processes
<p><u>Applying Management Information</u></p> <p><i>Managing and interpreting business and operational information</i></p> <p>The Team Leader's aim is to apply management information in order to facilitate business decisions</p>	<ul style="list-style-type: none"> ▪ Provides inaccurate and/or out of date information ▪ Produces misleading information ▪ Produces information that is not easy to understand ▪ Withholds information or provides too much ▪ Breaks confidentiality 	<ul style="list-style-type: none"> ▪ Provides reports that are concise, easy to understand and that provide the required information (not too much and not too little) in order for an informed decision to be made ▪ Utilises customer feedback constructively in order to aid business development and improve service provision ▪ Brings together different information streams to provide a wider picture prior to drawing conclusions ▪ Analyses information, draws sound conclusions and uses these in making decisions ▪ Reviews information requirements regularly and discusses and agrees improvements with the Service Manager 	<ul style="list-style-type: none"> ▪ Absorbs large amounts of management information, assimilates It quickly and focuses on the key issues ▪ Identifies sources of information that reveal new insights ▪ Suggests improvements and helps to develop enhanced management-information systems
<p>Leading People</p> <p><i>Leading and motivating people to achieve their best</i></p> <p>The Team Leader's aim is to effectively lead and manage a defined group of people.</p>	<ul style="list-style-type: none"> ▪ Takes credit for someone else's work ▪ Doesn't know what's going on, what their staff are doing ▪ Does not deal with conflict constructively ▪ Does not deal with poor performance appropriately ▪ Only tells people what they want to hear ▪ Inability to create and promote a respectful working environment ▪ Shows favouritism ▪ Expresses feedback in an unconstructive or negative manner ▪ Has an aggressive, abrasive or overly controlling management style ▪ Ignores or pays 'lip service' to PDPO performance management system 	<ul style="list-style-type: none"> ▪ Demonstrates personal commitment to own team, Service and Turning Point objectives ▪ Effectively motivates and encourages others to achieve their objectives ▪ Ensures that team members have the required knowledge, skills and behaviours to be successful in their current role by ensuring appropriate personal development plans are put in place ▪ Assists team members identify and work towards their development needs for current and future roles ▪ Delegates effectively to team members ensuring task and required outcome is understood and acceptable timetable agreed ▪ Provides ongoing coaching, support to team and monitors progress to ensure objectives 	<ul style="list-style-type: none"> ▪ Actively seeks out opportunities to develop others both inside and outside of immediate team ▪ Acts as a mentor for peers and colleagues ▪ Turns mistakes into learning opportunities and shares that knowledge openly with others ▪ Effectively handles or diffuses conflict within own team and across team boundaries ▪ Publicly recognises team and individuals' contributions ▪ Provides open and constructive feedback upwards ▪ Is recognised as someone to emulate and is regularly asked for advice by peers on how to deal with issues arising from team

		<p>are achieved</p> <ul style="list-style-type: none">▪ Provides regular, open and constructive feedback on a timely basis to team members and peers▪ Proactively supports PDPO and encourages team members to actively participate.	<p>dynamics</p>
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