

Operations/Departmental Manager Apprenticeship Standard

NCFE Level 5 Diploma in Management Skills and Knowledge (603/2999/3)

| Knowledge | What is required (through formal learning and applied according to business environment) | Unit number and title |
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| Organisational Performance – delivering results | | |
| Operational Management | Understand operational management approaches and models, including creating plans to deliver objectives and setting KPIs. | Unit 1 Operational Management 1.1 Evaluate a range of management approaches and models 1.4 Analyse the relationship between strategic and operational plans |
| | Understand business development tools (eg SWOT), and approaches to continuous improvement. | Unit 1 Operational Management 1.7 Analyse a range of business development tools and approaches to continuous improvement |
| | Understand operational business planning techniques, including how to manage resources, development of sales and marketing plans, setting targets and monitoring performance. | Unit 1 Operational Management 1.2 Explain the components of an operational plan 1.3 Explain the components of sales and marketing plans 1.5 Evaluate the use of operational business planning techniques in the operational planning process 1.6 Explain how to set specific, measurable, achievable, realistic and time bound (SMART) objectives and key performance indicators (KPIs) |
| | Knowledge of management systems, processes and contingency planning. | Unit 1 Operational Management 1.8 Evaluate the use of contingency planning |

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| | Understand how to initiate and manage change by identifying barriers and know how to overcome them. | Unit 1 Operational Management 3.1 Explain how to initiate and manage operational change 3.2 Analyse the advantages and limitations of different change management tools and techniques |
| | Understand data security and management, and the effective use of technology in an organisation. | Unit 1 Operational Management 1.9 Evaluate the effective use of technology in operational planning 5.1 Explain best practice principles and techniques for effective data security and management |
| Project Manager | Know how to set up and manage a project using relevant tools and techniques and understand process management. | Unit 2 Project Management 1.1 Evaluate project planning and management tools and techniques 1.2 Explain how to carry out a cost-benefit analysis |
| | Understand approaches to risk management | Unit 2 Project Management 1.3 Evaluate the use of risk management techniques 1.4 Analyse the requirements of project governance a Arrangements |
| Finance | Understand business finance and financial forecasting | Unit 3 Managing Finance 1.1 Describe the business planning and financial forecasting cycle 1.2 Explain how to calculate the estimated costs of activities, resources and overheads needed to achieve objectives |
| | How to manage budgets | Unit 3 Managing Finance 2.1 Explain the purposes of budget-setting 2.2 Analyse the information needed to enable realistic budgets to be set 2.3 Explain how to address contingencies |

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| | | 2.4 Explain organisational policies and procedures on budget setting |
| Interpersonal Excellence – managing people and developing relationships | | |
| Leading People | Understand different leadership styles, how to lead multiple and remote teams and manage team leaders. | Unit 4 Leading and Managing People 1.1 Analyse how leadership and management theories may be applied in your organisation 1.3 Assess the suitability of a range of leadership styles for use in different situations |
| | Know how to motivate and improve performance, supporting people using coaching and mentoring approaches. | Unit 4 Leading and Managing People 2.1 Analyse how theories of motivation may be applied in the practice of leadership to improve performance 2.2 Analyse a range of performance management techniques 2.4 Analyse the benefits of coaching and mentoring techniques to support staff and improve performance |
| | Understand organisational cultures and diversity and their impact on leading and managing change. | Unit 4 Leading and Managing People 1.2 Assess the influence of an organisation's culture and diversity on its leadership styles |
| | Know how to delegate effectively. | Unit 4 Leading and Managing People 2.5 Explain how to use delegation effectively to support staff development |
| Managing People | Know how to manage multiple teams and develop high performing teams. | Unit 4 Leading and Managing People 1.1 Analyse how leadership and management theories may be applied in your organisation 1.2 Assess the influence of an organisation's culture and diversity on its leadership styles 1.3 Assess the suitability of a range of leadership styles for use in different situations 2.3 Analyse how team building theories help to develop high performance teams |
| | Understand performance management techniques, talent management models | Unit 4 Leading and Managing People |

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| | | <p>2.2 Analyse a range of performance management techniques 3.3 Explain the use of talent management models when recruiting and managing staff</p> |
| | <p>and how to recruit and develop people.</p> | <p>Unit 4 Leading and Managing People 3.1 Describe the information needed to identify recruitment requirements 3.2 Evaluate the suitability of different recruitment and selection methods for different roles 2.4 Analyse the benefits of coaching and mentoring techniques to support staff and improve performance 2.5 Explain how to use delegation effectively to support staff development</p> |
| <p>Building Relationships</p> | <p>Understand approaches to partner, stakeholder and supplier relationship management including negotiation, influencing, and effective networking.</p> | <p>Unit 5 Building Relationships 1.1 Explain how negotiating and influencing skills and techniques can be used to enhance partner, stakeholder and supplier relationships 1.3 Analyse the advantages of different types of partner, stakeholder and supplier consultation 1.4 Evaluate the risks and potential consequences of inadequate partner, stakeholder and supplier consultation 1.5 Explain the principles of effective networking when building partner, stakeholder and supplier relationships</p> |
| | <p>Knowledge of collaborative working techniques to enable delivery through others and how to share best practice.</p> | <p>Unit 5 Building Relationships 2.1 Identify the partners, stakeholders and suppliers with whom relationships should be developed 2.2 Explain the roles, responsibilities, interests and concerns of partners, stakeholders and suppliers 2.3 Evaluate business areas that would benefit from collaboration with partners, stakeholders and suppliers 2.4 Assess the benefits and limitations of collaborative working techniques to enable</p> |

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| | | <p>delivery through others</p> <p>2.5 Explain how to share best practice with partners and stakeholders</p> |
| | <p>Know how to manage conflict at all levels.</p> | <p>Unit 5 Building Relationships</p> <p>1.2 Explain how expectation management and conflict resolution techniques are applied to partner, stakeholder and supplier relationship management</p> |
| <p>Communication</p> | <p>Understand interpersonal skills and different forms of communication and techniques (verbal, written, non-verbal, digital) and how to apply them appropriately.</p> | <p>Unit 6 Communication</p> <p>1.1 Analyse different communication techniques and how to apply them appropriately</p> <p>1.2 Analyse different forms of communication</p> <p>1.3 Explain how to give constructive feedback</p> <p>1.4 Explain how to prepare for and how to chair different types of meetings</p> <p>1.5 Analyse the impact of interpersonal skills on effective communication</p> |
| <p>Personal Effectiveness – managing self</p> | | |
| <p>Self-Awareness</p> | <p>Understand own impact and emotional intelligence.</p> | <p>Unit 07 Self-awareness and continuous development</p> <p>1.1 Explain the concepts of self-awareness and emotional intelligence</p> |
| | <p>Understand different learning and behaviour styles.</p> | <p>Unit 07 Self-awareness and continuous development</p> <p>1.4 Explain the value of Continuous Professional Development (CPD)</p> <p>1.5 Analyse a range of learning and behavioural styles</p> <p>1.6 Evaluate a range of feedback mechanisms</p> |
| <p>Management of self</p> | <p>Understand time management techniques and tools, and how to prioritise activities and the use of different approaches to planning, including managing multiple tasks.</p> | <p>Unit 07 Self-awareness and continuous development</p> <p>2.1 Analyse a range of time management techniques and tools used to plan and prioritise activities</p> |

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| Decision Making | Understand problem solving and decision making techniques, including data analysis. | Unit 8 Decision Making 1.1 Analyse a range of problem solving and decision making techniques 1.2 Analyse the possible courses of action that can be taken in response to a problem and when to escalate |
| | Understand organisational values and ethics and their impact on decision making. | Unit 8 Decision Making 1.3 Explain the impact of organisational values and ethics on the decision making process |
| Skills | What is required (acquired and demonstrated through continuous professional development) | Unit number and title |
| Organisational Performance – delivering results | | |
| Operational Management | Able to input into strategic planning and create plans in line with organisational objectives. | Unit 1 Operational Management 2.1 Identify specific, measurable, achievable, realistic and timebound (SMART) objectives and key performance indicators (KPIs) 2.2 Develop plans that are consistent with organisational strategy, objectives, values, policies and procedures 2.3 Develop plans that complement sales and marketing plans |
| | Support, manage and communicate change by identifying barriers and overcoming them. | Unit 1 Operational Management 4.3 Support colleagues to implement operational change 4.4 Identify and address barriers that effect the achievement of change 4.7 Evaluate the effectiveness of the operational change |
| | Demonstrate commercial awareness, and able to identify and shape new opportunities. | Unit 1 Operational Management 4.1 Assess the reasons for a required change, demonstrating commercial awareness and the ability to identify and shape new opportunities |

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| | <p>Creation and delivery of operational plans, including setting KPIs, monitoring performance against plans.</p> | <p>Unit 1 Operational Management 2.4 Implement plans within agreed budgets and timescales 2.5 Clarify the requirements of the plans to those who will be affected 2.6 Review plans in the light of changing circumstances in accordance with strategic objectives and identified risks 2.7 Review periodically the progress and effectiveness of the plans, using information from a range of sources 4.2 Develop a plan in line with organisational objectives that specifies specific measurable, achievable, realistic and time bound (SMART) objectives and resources 4.5 Implement the plan within the agreed timescale using available resources 4.6 Monitor the plan against agreed objectives</p> |
| | <p>Producing reports, providing management information based on the collation, analysis and interpretation of data.</p> | <p>Unit 1 Operational Management 2.6 Review plans in the light of changing circumstances in accordance with strategic objectives and identified risks 2.7 Review periodically the progress and effectiveness of the plans, using information from a range of sources 2.8 Report on the effectiveness of operational plans</p> |
| <p>Project Management</p> | <p>Plan, organise and manage resources to deliver required outcomes.</p> | <p>Unit 2 Project Management 2.1 Analyse how a project fits with an organisation's overall vision, objectives, plans and programmes of work 2.2 Set objectives and scope of proposed projects with stakeholders 2.3 Assess the interdependencies and potential risks within a project 2.4 Develop a project plan with specific, measurable, achievable, realistic and time-bound</p> |

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| | | <p>(SMART) objectives, key performance indicators (KPIs) and evaluation mechanisms appropriate to the plan</p> <p>2.5 Develop a proportionate and targeted plan to manage identified risks and contingencies</p> <p>3.1 Establish resources in accordance with the project plan</p> <p>3.2 Clarify the roles and responsibilities to project team members</p> <p>3.3 Clarify the requirements of the plans to those who will be affected</p> <p>3.6 Establish communication channels to keep stakeholders up to date with developments and problems</p> |
| | <p>Monitor progress and identify risk and their mitigation</p> | <p>Unit 2 Project Management</p> <p>2.3 Assess the interdependencies and potential risks within a project</p> <p>2.5 Develop a proportionate and targeted plan to manage identified risks and contingencies</p> <p>3.4 Implement plans within agreed budgets and timescales</p> <p>3.5 Revise plans in the light of changing circumstances in accordance with project objectives and identified risks</p> <p>3.6 Establish communication channels to keep stakeholders up to date with developments and problems</p> <p>3.7 Apply processes to complete actions in accordance with project plans</p> <p>3.8 Adhere to organisational policies and procedures, legal and ethical requirements when managing a project</p> <p>4.1 Review periodically the progress and effectiveness of a project</p> |
| | <p>Able to use relevant project management tools.</p> | <p>Unit 2 Project Management</p> <p>2.6 Apply project lifecycle approaches to the project plan</p> <p>3.5 Revise plans in the light of changing</p> |

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| | | <p>circumstances in accordance with project objectives and identified risks</p> <p>3.6 Establish communication channels to keep stakeholders up to date with developments and problems</p> <p>3.7 Apply processes to complete actions in accordance with project plans</p> <p>3.8 Adhere to organisational policies and procedures, legal and ethical requirements when managing a project</p> <p>4.1 Review periodically the progress and effectiveness of a project</p> <p>4.2 Evaluate the effectiveness of the project</p> |
| Finance | Able to monitor budgets | <p>Unit 3 Managing Finance</p> <p>3.1 Apply a budget to control performance and expenditure</p> <p>3.2 Identify the cause of variations from budget</p> |
| | And provide reports, | <p>Unit 3 Managing Finance</p> <p>3.3 Explain the actions to be taken to address variations from budget</p> <p>3.4 Develop realistic revisions to budget, supporting recommendations with evidence</p> <p>3.5 Analyse relevant information to produce budget-related reports within agreed timescales</p> <p>3.6 Explain the actions to be taken in the event of suspected instances of fraud or malpractice</p> |
| | and consider financial implications of decisions and adjust approach/recommendations accordingly. | <p>Unit 3 Managing Finance</p> <p>4.1 Identify successes and areas for improvement in budget management</p> <p>4.2 Recommend improvements to future budget setting and management</p> |
| Interpersonal Excellence – managing people and developing relationships | | |
| Leading People | Able to communicate organisational vision and goals and how these to apply to teams. | <p>Unit 4 Leading and Managing People</p> <p>4.1 Clarify the organisation's vision and goals in</p> |

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| | | <p>relation to organisational objectives</p> <p>4.2 Ascertain that colleagues and other stakeholders understand their role in the achievement of organisational objectives</p> |
| | <p>Support development through coaching and mentoring, and enable and support high performance working.</p> | <p>Unit 4 Leading and Managing People</p> <p>4.4 Develop individuals and teams through coaching and mentoring to support high performance working</p> <p>4.5 Apply delegation techniques whilst delivering targets</p> <p>4.6 Empower individuals to take responsibility for their decisions and actions within agreed parameters</p> <p>4.7 Support individuals in identifying their current and likely future learning and development needs to enable development in the workplace</p> <p>4.8 Summarise agreed learning objectives, learning activities, review mechanisms and success criteria in an individual's personal development plan</p> <p>4.9 Provide opportunities for others to apply their developing competence in the workplace</p> |
| | <p>Able to support the management of change within the organisation.</p> | <p>Unit 4 Leading and Managing People</p> <p>4.3 Support the management of change within the organisation</p> |
| <p>Managing People</p> | <p>Able to manage talent and performance.</p> | <p>Unit 4 Leading and Managing People</p> <p>4.4 Develop individuals and teams through coaching and mentoring to support high performance working</p> <p>4.6 Empower individuals to take responsibility for their decisions and actions within agreed parameters</p> <p>4.7 Support individuals in identifying their current and likely future learning and development needs to enable development in the workplace</p> <p>4.8 Summarise agreed learning objectives, learning activities, review mechanisms and</p> |

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| | | <p>success criteria in an individual's personal development plan</p> <p>4.9 Provide opportunities for others to apply their developing competence in the workplace</p> |
| | <p>Develop, build and motivate teams by identifying their strengths and enabling development within the workplace.</p> | <p>Unit 4 Leading and Managing People</p> <p>4.7 Support individuals in identifying their current and likely future learning and development needs to enable development in the workplace</p> <p>4.8 Summarise agreed learning objectives, learning activities, review mechanisms and success criteria in an individual's personal development plan</p> <p>4.9 Provide opportunities for others to apply their developing competence in the workplace</p> |
| | <p>Able to delegate and enable delivery through others.</p> | <p>Unit 4 Leading and Managing People</p> <p>4.5 Apply delegation techniques whilst delivering targets</p> <p>4.9 Provide opportunities for others to apply their developing competence in the workplace</p> |
| Building Relationships | <p>Able to build trust, and use effective negotiation and influencing skills and manage conflict.</p> | <p>Unit 5 Building Relationships</p> <p>3.1 Develop a climate of mutual trust and respect by behaving openly and honestly</p> <p>3.3 Apply effective negotiation and influencing skills whilst working with partners, stakeholders and suppliers</p> <p>3.4 Apply effective conflict management techniques when working with partners, stakeholders</p> |
| | <p>Able to identify and share good practice, and work collaboratively with others both inside and outside of the organisation.</p> | <p>Unit 5 Building Relationships</p> <p>3.5 Identify and share best practice and work collaboratively with others both inside and outside of the organisation</p> |
| | <p>Use of specialist advice and support to deliver against plans.</p> | <p>Unit 5 Building Relationships</p> <p>3.2 Reflect on the specialist advice provided by partners, stakeholders and suppliers to deliver</p> |

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| | | against plans |
| Communication | Able to communicate effectively (verbal, non-verbal, written, digital) and be flexible in communication style. | Unit 6 Communication 2.1 Use different communication forms and techniques that are appropriate to the audience and information to be communicated 2.2 Adapt the style and content of communication, appropriate to different situations |
| | Able to chair meetings and present using a range of media. | Unit 6 Communication 2.3 Adhere to organisational procedures to chair meetings effectively and present using a range of media |
| | Use of active listening, and able to challenge and give constructive feedback. | Unit 6 Communication 2.4 Give constructive feedback and challenge the views of others |

Personal Effectiveness – managing self

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| Takes responsibility | Able to reflect on own performance, working style and its impact on others. | Unit 07 Self-awareness and continuous development 3.2 Evaluate feedback on performance from a range of valid sources 3.3 Reflect on own performance and working style, and the impact these can have on others |
| Management of Self | Able to create a personal development plan. | Unit 07 Self-awareness and continuous development 3.1 Evaluate own current and future personal development needs to create a personal development plan |
| | Use of time management and prioritisation techniques. | Unit 07 Self-awareness and continuous development 3.4 Implement time management techniques and tools to manage work load pressures |

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| Decision Making | Able to undertake critical analysis and evaluation to support decision making. | Unit 8 Decision Making 2.2 Critically analyse the potential solutions justifying their decisions 2.4 Evaluate the effectiveness of the decisions |
| | Use of effective problem solving techniques. | Unit 8 Decision Making 2.1 Apply effective problem solving techniques to identify potential solutions 2.3 Implement the most appropriate solution 2.4 Evaluate the effectiveness of the decisions |

| Behaviours | What is required (developed and exhibited in the workplace) | Unit number and title |
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| This section is for guidance only, depending on the content and circumstances of the learner's work, different cross-referencing opportunities will apply. | | |
| Takes responsibility | Drive to achieve in all aspects of work. Demonstrates resilience and accountability. Determination when managing difficult situations. Seeks new opportunities | Unit 1 Operational Management 2.1 Identify specific, measurable, achievable, realistic and timebound (SMART) objectives and key performance indicators (KPIs) 2.5 Clarify the requirements of the plans to those who will be affected 2.6 Review plans in the light of changing circumstances in accordance with strategic objectives and identified risks 2.8 Report on the effectiveness of operational plans 4.1 Assess the reasons for a required change, demonstrating commercial awareness and the ability to identify and shape new opportunities 4.4 Identify and address barriers that effect the achievement of change Unit 2 Project Management 2.5 Develop a proportionate and targeted plan to manage identified risks and contingencies 3.5 Revise plans in the light of changing circumstances in accordance with project |

objectives and identified risks

Unit 3 Managing Finance

3.2 Identify the cause of variations from budget

3.3 Explain the actions to be taken to address variations from budget

3.6 Explain the actions to be taken in the event of suspected instances of fraud or malpractice

Unit 4 Leading and Managing People

4.3 Support the management of change within the organisation

Unit 5 Building Relationships

3.4 Apply effective conflict management techniques when working with partners, stakeholders and suppliers

Unit 6 Communication

2.2 Adapt the style and content of communication, appropriate to different situations

2.3 Adhere to organisational procedures to chair meetings effectively and present using a range of media

2.4 Give constructive feedback and challenge the views of others

Unit 7 Self-Awareness and Continuous Development

3.1 Evaluate own current and future personal development needs to create a personal development plan

3.2 Evaluate feedback on performance from a range of valid sources

Unit 8 Decision Making

2.1 Apply effective problem solving techniques to identify potential solutions

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| <p>Inclusive</p> | <p>Open, approachable, authentic and able to build trust with others. Seeks views of others and values diversity.</p> | <p>Unit 1 Operational Management 2.5 Clarify the requirements of the plans to those who will be affected 4.3 Support colleagues to implement operational change</p> <p>Unit 2 Project Management 2.2 Set objectives and scope of proposed projects with stakeholders 3.3 Clarify the requirements of the plans to those who will be affected 3.6 Establish communication channels to keep stakeholders up to date with developments and problems</p> <p>Unit 3 Managing Finance 4.2 Recommend improvements to future budget setting and management</p> <p>Unit 4 Leading and Managing People 4.2 Ascertain that colleagues and other stakeholders understand their role in the achievement of organisational objectives 4.4 Develop individuals and teams through coaching and mentoring to support high performance working 4.5 Apply delegation techniques whilst delivering targets</p> <p>Unit 5 Building Relationships 3.1 Develop a climate of mutual trust and respect by behaving openly and honestly 3.2 Reflect on the specialist advice provided by partners, stakeholders and suppliers to deliver against plans 3.3 Apply effective negotiation and influencing skills whilst working with partners, stakeholders and suppliers 3.5 Identify and share best practice and work</p> |
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| | | <p>collaboratively with others both inside and outside of the organisation</p> <p>Unit 6 Communication 2.1 Use different communication forms and techniques that are appropriate to the audience and information to be communicated 2.4 Give constructive feedback and challenge the views of others</p> |
| <p>Agile</p> | <p>Flexible to the needs of the organisation. Is creative, innovative and enterprising when seeking solutions to business needs. Positive and adaptable, responds well to feedback and need for change. Open to new ways of working.</p> | <p>Unit 1 Operational Management 2.6 Review plans in the light of changing circumstances in accordance with strategic objectives and identified risks 4.1 Assess the reasons for a required change, demonstrating commercial awareness and the ability to identify and shape new opportunities 4.3 Support colleagues to implement operational change</p> <p>Unit 2 Project Management 2.5 Develop a proportionate and targeted plan to manage identified risks and contingencies</p> <p>Unit 3 Managing Finance 4.2 Recommend improvements to future budget setting and management</p> <p>Unit 4 Leading and Managing People 4.5 Apply delegation techniques whilst delivering targets 4.6 Empower individuals to take responsibility for their decisions and actions within agreed parameters 4.7 Support individuals in identifying their current and likely future learning and development needs to enable development in the workplace 4.9 Provide opportunities for others to apply their developing competence in the workplace</p> |

Unit 5 Building Relationships

3.1 Develop a climate of mutual trust and respect by behaving openly and honestly

3.2 Reflect on the specialist advice provided by partners, stakeholders and suppliers to deliver against plans

3.3 Apply effective negotiation and influencing skills whilst working with partners, stakeholders and suppliers

3.4 Apply effective conflict management techniques when working with partners, stakeholders and suppliers

3.5 Identify and share best practice and work collaboratively with others both inside and outside of the organisation

Unit 6 Communication

2.1 Use different communication forms and techniques that are appropriate to the audience and information to be communicated

2.2 Adapt the style and content of communication, appropriate to different situations

Unit 7 Self-Awareness and Continuous Development

3.2 Evaluate feedback on performance from a range of valid sources

3.3 Reflect on own performance and working style, and the impact these can have on others

3.4 Implement time management techniques and tools to manage work load pressures

Unit 8 Decision Making

2.1 Apply effective problem solving techniques to identify potential solutions

2.2 Critically analyse the potential solutions justifying their decisions

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| <p>Professionalism</p> | <p>Sets an example and is fair, consistent and impartial. Open and honest. Operates within organisational values.</p> | <p>Unit 1 Operational Management 2.2 Develop plans that are consistent with organisational strategy, objectives, values, policies and procedures 4.3 Support colleagues to implement operational change</p> <p>Unit 2 Project Management 2.1 Analyse how a project fits with an organisation's overall vision, objectives, plans and programmes of work 2.2 Set objectives and scope of proposed projects with stakeholders 3.8 Adhere to organisational policies and procedures, legal and ethical requirements when managing a project</p> <p>Unit 4 Leading and Managing People 4.2 Ascertain that colleagues and other stakeholders understand their role in the achievement of organisational objectives 4.4 Develop individuals and teams through coaching and mentoring to support high performance working 4.5 Apply delegation techniques whilst delivering targets 4.6 Empower individuals to take responsibility for their decisions and actions within agreed parameters 4.7 Support individuals in identifying their current and likely future learning and development needs to enable development in the workplace 4.9 Provide opportunities for others to apply their developing competence in the workplace</p> <p>Unit 5 Building Relationships 3.1 Develop a climate of mutual trust and respect by behaving openly and honestly 3.5 Identify and share best practice and work collaboratively with others both inside and outside</p> |
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Unit 6 Communication

- 2.1 Use different communication forms and techniques that are appropriate to the audience and information to be communicated
- 2.4 Give constructive feedback and challenge the views of others

Unit 7 Self-Awareness and Continuous Development

- 3.3 Reflect on own performance and working style, and the impact these can have on others

Unit 8 Decision Making

- 2.2 Critically analyse the potential solutions justifying their decisions
- 2.4 Evaluate the effectiveness of the decisions