

# **Empower team members through recognising strengths, encouraging participation in decision making & delegating tasks**

Detailed course content as per SAQA requirements



The following document contains detailed course content as per SAQA requirements. AIR Training, Consulting & Services fully adheres to SAQA legislation. This information may also be retrieved from SAQA.

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Unit Standard Number: 15224

NQF Level: Level TBA: Pre-2009 was L5

Credits: 4

## PURPOSE OF THE UNIT STANDARD:

This is a Unit Standard intended for managers in all economic sectors. These managers would typically be second level managers such as some heads of department, section heads or divisional heads, and may have more than one team reporting to them. The qualifying learner is capable of recognising team member performance, encouraging participation in decision-making, delegating tasks and reviewing decisions and the progress with delegated tasks.

## SPECIFIC OUTCOMES AND ASSESSMENT CRITERIA:

### SPECIFIC OUTCOME 1

Recognise team member performance:

- The role, duties and responsibilities of each team member in the section/ division/ department are identified together with the level of performance expected of them and an indication of how they fit into the work of the section.
- Team members are told what they do well, what needs improvement and what is expected in the future.
- All feedback is measured against performance expectations, which have been communicated to the team member.
- Feedback is given at the time that the event occurs.
- Feedback is honest, simple, specific and constructive.
- Team members are dealt with as valued and trusted members of the team.

### SPECIFIC OUTCOME 2

Encourage participation in decision-making:

- Team members are included in division/section/department decision-making by fully informing them of the situation and the decision(s) that needs to be taken.
- Team members are encouraged to think of solutions to the problem being as innovative as possible.
- Team members must be asked to provide alternatives, evaluate the alternatives and select one for implementation.
- The best solution is sought through getting team members to debate their viewpoints and work towards finding common ground.

### SPECIFIC OUTCOME 3

Delegate tasks:

- The work plan or task is analysed and broken down into smaller tasks, programmes or units of work and a decision taken as to who in the section is best suited to carry them out.
- The delegated tasks must be clearly communicated to employees indicating what is expected, how it must be done and where to get help, if necessary.
- Decision-making authority required to execute the task is indicated to the employee so that team members can react to situations immediately and effectively.
- A regular feedback and reporting schedule must be agreed upon.
- A system to enable the flow of information must be established by team members.
- The successful completion of delegated tasks must be monitored and the performance used as a means of ongoing development.
- Successful achievement of delegated tasks must be given recognition.

### SPECIFIC OUTCOME 4

Review decisions and performance of delegated tasks:

- Decisions taken are reviewed in small-group and/or whole group situations to decide on their success in reaching the stated objectives.
- Correct decisions are confirmed and incorrect decisions are rescinded or amended so as to enable the objectives to be met.
- Delegated tasks are reviewed with the person to whom it is delegated to ensure successful completion of task/plan.
- Alternative plans of action are drawn up by the group/team for incorrect decisions and delegated tasks which are not being carried out successfully.