



## MANAGEMENT AND LEADERSHIP COMPETENCIES

**Description:** the ability to lead and manage your work with others, organise how you and your colleagues complete projects, collaborate with people inside and outside your production or organisation, and positively influence and support each other

Main task	Be able to	Understand
<b>Carry out your role within wider management structure</b>	<ol style="list-style-type: none"> <li>1. carry out your own work on activities you are responsible for, keeping to wider budget and schedule</li> <li>2. deal with and report problems to relevant HoD, manager or colleagues</li> <li>3. find support to create solutions for problems and challenges</li> <li>4. ask for and receive individual feedback from HoD or manager on your work and support for how to improve your future performance</li> <li>5. provide constructive feedback on progress of overall production or project</li> <li>6. show curiosity and desire to understand the roles, responsibilities and challenges of your HoD, manager and colleagues</li> </ol>	<ol style="list-style-type: none"> <li>1. the different departments and structure in your production or organisation, their roles and responsibilities towards its overall aims, how these relate to your team, and to working with clients/customers</li> <li>2. the goals and strategy your HoD or manager sets for your team</li> <li>3. how to communicate most effectively (“upwards management”) to your HoD or manager to update on progress, or ask for their support</li> </ol>
<b>Develop and demonstrate leadership to others</b>	<ol style="list-style-type: none"> <li>1. think beyond your own role on projects and consider the workflows and contributions of colleagues key to successfully completing a project</li> <li>2. engage with the wider industry environment and adapt your plans to suit</li> <li>3. respect and promote the views, wishes and feelings of others</li> <li>4. show empathy with others: curiosity to understand their situation, openness to feedback, ability to adjust your way of working to match, ability to actively listen, and appetite to try something new.</li> <li>5. establish working relationships with your team that build trust and confidence in their abilities in their roles and in your abilities as a leader</li> <li>6. support and guide others, to develop as an individual and as a professional, and to strengthen their skills and experience</li> <li>7. think about creative solutions, fresh approaches and new ways of working</li> <li>8. develop a strategy or plan and communicate it clearly to your colleagues</li> </ol>	<ol style="list-style-type: none"> <li>1. different possible types of leadership style and which one suits your own personality and way of working</li> <li>2. wider, evolving industry dynamics in your part of the screen sector, and how this might affect your work</li> </ol>
<b>Advanced: manage the day-to-day work of your team or colleagues</b>	<ol style="list-style-type: none"> <li>1. explain to your team the scope of their job and how it relates to others</li> <li>2. develop a work plan for your team, and ensure everyone is aware of their activities and responsibilities, including budget and schedule</li> <li>3. give colleagues the opportunity to contribute and try out work, to aid their own personal development</li> </ol>	<ol style="list-style-type: none"> <li>1. how to develop a work plan which clearly lists roles and responsibilities</li> <li>2. processes and procedures to follow when managing junior colleagues on the production or organisation you are working in</li> <li>3. your health and safety responsibilities regarding other people</li> <li>4. how to get feedback on your team’s performance</li> </ol>

	<ol style="list-style-type: none"> <li>4. make sure junior colleagues know how to use equipment and materials, and ask questions to clarify anything they do not fully understand</li> <li>5. ensure your team is clear on how to deal with and report problems</li> <li>6. support and coach your team to find solutions to problems and challenges</li> <li>7. where member(s) of your team are not following requirements of the brief, discuss this with them to find out the cause</li> <li>8. provide individual feedback to colleagues on their work and (especially for junior colleagues) find ways to help them improve future performance</li> <li>9. help colleagues choose between competing priorities</li> <li>10. provide feedback to all your team on progress of the overall production</li> <li>11. ask your team for suggestions to improve your own future performance</li> </ol>	<ol style="list-style-type: none"> <li>5. effective, unobtrusive, and objective ways to monitor performance and provide constructive feedback to junior or experienced colleagues</li> <li>6. how to encourage others to develop skills and progress in their careers</li> <li>7. how to get and evaluate feedback regarding your own performance</li> </ol>
<b>Advanced: manage how you and your team works with others</b>	<ol style="list-style-type: none"> <li>1. build relationships and maintain regular communication between your team and other departments or external organisations who you work with</li> <li>2. ensure your team meets deadlines and completes actions on time and to expected quality for colleagues and partners</li> <li>3. report on progress to senior management on your team's activities, inform other teams of any difficulties and agree alternative actions</li> <li>4. ensure your team makes realistic promises and delivers promised actions on time and as agreed with clients or customers</li> <li>5. establish effective professional relationships between your team and key decision makers and influencers at clients or customers</li> <li>6. encourage your team to identify opportunities to develop new or existing client or customer relationships</li> <li>7. identify relationships with other teams that are not working as effectively or profitably as they should and try to improve them</li> <li>8. make sure you and your team appreciate and accommodate differences between people from different backgrounds and approaches</li> </ol>	<ol style="list-style-type: none"> <li>1. relevant key people in suppliers, partners or clients, their work roles, responsibilities, specialist skills, and how they relate to your team</li> <li>2. how you and your team can communicate clearly and calmly to others, especially in stressful situations</li> <li>3. your team's role in the overall process and the impact of their attitude, time management, deadlines and quality of work on others</li> <li>4. clients' or customers' needs and priorities and, if relevant, the markets they are in and how they generate income</li> <li>5. how and why your organisation develops client or customer relationships, and what this means for your team</li> <li>6. the importance of always acting with integrity to others, developing and maintaining respect and trust, and recognising and respecting appropriate boundaries – especially in stressful situations</li> </ol>
<b>Advanced: manage working with external freelancers, services or suppliers</b>	<ol style="list-style-type: none"> <li>1. ensure that there is an accurate and realistic brief for the work to be contracted which has been agreed by appropriate people</li> <li>2. help select the most appropriate freelancers or suppliers for a project using valid, fair and realistic information</li> <li>3. agree with suppliers or freelancers what they will deliver and what terms</li> <li>4. formalise your expectations using contracts or agreements</li> <li>5. confirm with suppliers how you will check performance meets standards</li> <li>6. agree any changes with suppliers and inform them of the implications</li> <li>7. arrange for payment in line with agreed timescales and performance</li> <li>8. resolve any supplier issues, and take action to prevent them recurring</li> </ol>	<ol style="list-style-type: none"> <li>1. the brief, criteria, budget, and schedule for the work</li> <li>2. organisational procedures when securing external services or supplies</li> <li>3. how to break down and compare different estimates and bids</li> <li>4. which key details are negotiable when securing services or supplies</li> <li>5. how contracts are structured, and how payments will be made</li> <li>6. how to define and manage change control processes</li> <li>7. how to seek legal advice about addressing unsatisfactory performance</li> <li>8. how to record variations in performance and agree corrective actions</li> </ol>

**Also see:** Managing costs; Contracts and permissions; Planning