

SKILLS Evidence required for Portfolio		Status of Evidence			Where will evidence come from?
		Simple to find	Occurs rarely	Never happens	
<b>1</b>	<b>Leading People</b>				
S1.1	Demonstrate the ability to communicate organisational strategy and team purpose				
S1.2	Demonstrate the ability to adapt the communication style to suit different audiences				
S1.3	Support the development of an individual through the use of coaching skills				
S1.4	Demonstrate role modelling of appropriate organisational values and behaviours				
S1.5	Demonstrate the effective management of a change relevant to own area of responsibility				
<b>2</b>	<b>Managing People</b>				
S2.1	Demonstrate an ability to build a high performing team by supporting and developing individuals				
S2.2	Use motivational techniques to support individuals achieve their objectives				
S2.3	Set operational goals to members of the team				
S2.4	Set personal goals and objectives to individual team members				
S2.5	Monitor progress towards the achievement of operational and individual goals and objectives				
S2.6	Provide guidance and feedback to individual team members on their progress to achieving their goals				
<b>3</b>	<b>Building Relationships</b>				
S3.1	Demonstrate how trust has been built within the team				
S3.2	Demonstrate the effective use of both negotiating and influencing skills when building relationships				
S3.3	Demonstrate the management of a conflict				
S3.4	Show how input has been made into discussions in an organisational context				
S3.5	Provide feedback, following the discussion, to a team and more widely across an organisation where appropriate				
S3.6	Identify and share good practice across teams				
S3.7	Build effective customer relationships				
S3.8	Demonstrate the management of effective customer relationships				

<b>4 Communication</b>			
S4.1	Demonstrate the ability to chair a meeting		
S4.2	Present information to a team		
S4.3	Present information to management		
S4.4	Demonstrate the effective use of all of the following communication methods: verbal, written and digital communication		
S4.5	Demonstrate the use of active listening with a team member		
S4.6	Provide constructive feedback to a team or an individual within an organisational context		
<b>5 Operational Management</b>			
S5.1	Communicate organisational strategy to a team or individuals		
S5.2	Show that goals have been translated from the operational plans into deliverable actions for the team		
S5.3	Manage the team or individuals by organising, prioritising and allocating work		
S5.4	Demonstrate that resources have be managed effectively		
S5.5	Demonstrate that actions have been monitored over a period of time		
S5.6	Produce a report after collating and analysing data		
S5.7	Demonstrate an adaption to change by identifying challenges and solutions		
<b>6 Project Management</b>			
S6.1	Demonstrate the ability to organise and manage resources against a project plan		
S6.2	Demonstrate the management of risk and issues during the delivery of a project using appropriate documentation		
S6.3	Demonstrate the monitoring of progress against the project plan		
S6.4	Show the ability to take corrective action to ensure the successful project delivery		
S6.5	Use relevant project management tools during the delivery of the project plan		

<b>7</b>	<b>Finance</b>				
S7.1	Demonstrate the application of organisational governance and compliance within a financial context				
S7.2	Demonstrate how application of governance and compliance requirements has ensured effective budget controls				
<b>8</b>	<b>Self-awareness</b>				
S8.1	Demonstrate reflection on own performance				
S8.2	Show an understanding of why things have happened during your work activities				
S8.3	Seek feedback from others				
S8.4	Make changes to own performance by applying learning from feedback received				
<b>9</b>	<b>Management of Self</b>				
S9.1	Create a personal development plan that enables the effective reflection on personal performance				
S9.2	Use the personal development plan for the setting of achievable ongoing goals				
S9.3	Demonstrate the use of time management tools to manage own workload and pressure				
<b>10</b>	<b>Decision Making</b>				
S10.1	Identify a problem affecting the delivery of team or a team member's objectives				
S10.2	Gather information from others about the problem				
S10.3	Demonstrate the use of problem solving techniques to identify possible solutions to the problem and make decisions relating to delivery				
S10.4	Escalate any issues as required or explain an organisation's procedure for doing this				