

***SITXHRM009***

***Lead and manage people.***



**Institute of Business and Management (Victoria)**

60 Belfast St Broadmeadows VIC 3047 | info@ibm.vic.edu.au | www. ibm.vic.edu.au

CRICOS: 03785D | TOID: 45516

**Structure of the workbook**

***Unit of Competency: SITXHRM009 Lead and manage people.***

***Part 1*** *- The workbook is structured to provide knowledge component in the first part including the introduction to the theoretical aspects of the unit and detailed description of the unit of competency knowledge development.*

***Part 2****-The development of your skills and knowledge which are sectioned to cover the unit elements and performance criteria to apply your skills and knowledge to gain competency for effective vocational outcomes.*

How to use the workbook

***First develop your knowledge***

1. *Read the workbook starting with the introduction to the subject of unit of competency and the details to develop your knowledge application.*
2. *Once reading is complete, attempt the review questions to ensure you develop your knowledge related to knowledge evidence required.*

***Then develop your skills and apply skills and knowledge for vocational outcome.***

1. *Actively read the workbook sections which are sectioned in line with unit elements and performance criteria to confirm the application of skills and knowledge related to achieve effective and efficient vocational outcome.*
2. *Attempt and complete all the learning activities in the workbook in relevant sections to develop your competency including use of foundation skills.*

***Copyright***

*© 2023 Dynamics Learning Pty Ltd.  2/23 Foster Street Surry Hills NSW 2010 Australia. (www.dynamicslearning.com.au).*

*This publisher holds the copyright of its reproduction and adaptation. All rights are reserved for publisher and authors including total or partial reproduction or adaptation and the Institute is provided with a license for use and sharing with learners for educational purposes.*

*Edition : 1*

*Compiled by : A K Don (MBA (UK), MPA (Aus.), Dip L & M, DipM, FAIM (MCIM, Chartered Marketer – Fmr))*

***Disclaimer***

*The information contained in this manual is drawn from sources believed to be valid and reliable. The writer, the firm, its employees, agents, and contractors do not warrant the correctness of the sources used and accept no responsibility to any person or commercial body for any errors or omissions or for any loss or damage howsoever caused from the use of this manual. Every effort has been made to ensure that this publication is free from duplication, errors, or omissions. Information used from various sources including online materials, books and journals are tested for their validity, reliability, currency, and rephrased, adapted, quoted, and referenced.*

*However, if unsure, users should conduct their own enquiries and seek professional advice before relying on any fact, statement or matter contained in this book. Information in this unit is current at the time of publication. Some images, charts and graphics appearing in this resource have been developed by the writer and some are accessed and used from various freely available online sources.*

**Table of Contents**

[Unit Overview 3](#_Toc131880392)

[Introduction 4](#_Toc131880393)

[Lead and manage people 4](#_Toc131880394)

[Roles of and functions performed by supervisors and managers 5](#_Toc131880395)

[Expectations, roles, and responsibilities of team members 7](#_Toc131880396)

[Considerations in the individual development of staff 9](#_Toc131880397)

[Features of different leadership styles. 10](#_Toc131880398)

[Features of open and supportive communication by leaders. 11](#_Toc131880399)

[Characteristics of effective leadership. 12](#_Toc131880400)

[Principles of teamwork 13](#_Toc131880401)

[Role and theories of motivation as they apply to the management of individuals and teams. 14](#_Toc131880402)

[The role of group dynamics in successful team management. 16](#_Toc131880403)

[Forms of recognition and reward applicable to leading staff: 17](#_Toc131880404)

[Types of organisational plans and planning processes. 18](#_Toc131880405)

[Skills development and application guidelines 21](#_Toc131880406)

[Section 1 23](#_Toc131880407)

[Model high standards of performance and behaviour. 23](#_Toc131880408)

[Act as a positive role model through individual performance. 23](#_Toc131880409)

[Show support for and commitment to organisational goals in day-to-day work performance. 25](#_Toc131880410)

[Interact with team members in a positive and professional manner. 27](#_Toc131880411)

[Section 2 30](#_Toc131880412)

[Develop team commitment and cooperation. 30](#_Toc131880413)

[Develop and clearly communicate short, medium, and long-term plans and objectives consistent with organisational goals in consultation with the team. 30](#_Toc131880414)

[Communicate expectations, roles, and responsibilities of team members to encourage them to take responsibility for own work. 32](#_Toc131880415)

[Encourage teams and individuals to develop innovative approaches to work. 33](#_Toc131880416)

[Model and encourage open and supportive communication within the team. 34](#_Toc131880417)

[Seek and share information from the wider business environment with the team. 35](#_Toc131880418)

[Represent team interests in the wider business environment. 36](#_Toc131880419)

[Seek feedback from team members and implement changes within the bounds of organisational goals and policies. 37](#_Toc131880420)

[Section 3 40](#_Toc131880421)

[Manage team performance. 40](#_Toc131880422)

[Delegate tasks and responsibilities, identify barriers to delegation, and implement processes to overcome the identified barriers. 41](#_Toc131880423)

[Evaluate team member skills and provide opportunities for individual development. 43](#_Toc131880424)

[Monitor team performance to ensure progress towards achievement of goals. 44](#_Toc131880425)

[Provide mentoring and coaching to support team members. 45](#_Toc131880426)

[Motivate individuals and teams to achieve optimum performance. 47](#_Toc131880427)

[Provide recognition and rewards for team achievements. 48](#_Toc131880428)

[References 51](#_Toc131880429)

# Unit Overview

**Unit of Competency**

SITXHRM009 Lead and manage people.

**Application of the unit**

This unit describes the performance outcomes, skills and knowledge required to lead and manage people individually and in teams, and support and encourage their commitment to the organisation. It requires the ability to lead by example and manage performance through effective leadership.

The unit applies to individuals who operate independently and are responsible for leading and motivating people and teams. This includes supervisors, and operational and senior managers.

The unit applies to all tourism, travel, hospitality, and event sectors.

The skills in this unit must be applied in accordance with Commonwealth and State/Territory legislation, Australian/New Zealand standards and industry codes of practice.

**Unit Elements**

1. Model high standards of performance and behaviour.
2. Develop team commitment and cooperation.
3. Manage team performance.

**Learning Activities**

This learner workbook is designed with learning activities. At the end of each training session, learners must do learning activities to confirm the application of skills and knowledge that are developed to ensure learning objectives are achieved. Activities are indicated with following icons:

|  |  |  |  |
| --- | --- | --- | --- |
| **Icon** | **Activity/Description** | **Icon** | **Activity/Description** |
| Shape  Description automatically generated with low confidence | **Group Activity*** Group discussions
* Teamwork
 | Icon  Description automatically generated | **Written task.*** Written questioning.
* Written activities.
* Report writing
 |
| Icon  Description automatically generated | **Verbal Questioning**Trainer directs verbal questioning at learner/s | Icon  Description automatically generated | **Presentation**Learner makes presentations. |
| A picture containing text  Description automatically generated | **Individual verbal presentation**Learner present learning | Shape  Description automatically generated with low confidence | **Project work/Research** * Learner undertakes project work.
* Learner undertakes research work
 |
| Co-designing, role, role play, service design, tool, user icon - Download  on Iconfinder | **Role-play**Learner plays an assigned role | Case Study Svg Png Icon Free Download (#543478) - OnlineWebFonts.COM | **Case study**Lerner undertake a case study |

#

# Introduction

# Lead and manage people.

Leading people involves inspiring, motivating, and guiding individuals and teams towards a shared vision or goal, while managing people involves overseeing and coordinating the work of individuals and teams to achieve specific goals or objectives. Both roles are critical to the success of an organisation, and require a combination of interpersonal skills, communication skills, and decision-making abilities. Good leaders and managers are able to create a positive work environment where team members feel supported, empowered, and motivated to achieve their goals.

Lead people

Leading people involves inspiring, motivating, and guiding individuals and teams towards a shared vision or goal. Leaders are responsible for creating a positive work environment where team members feel supported and empowered to achieve their goals. This involves setting a clear vision and direction for the team, communicating effectively, and providing guidance and support. Leaders must also be able to make tough decisions, take risks, and handle conflicts effectively. They should be able to identify and cultivate the strengths and talents of their team members and provide them with opportunities for growth and development. Leaders must also lead by example, displaying the behaviour and values that they want to see in their team members. Overall, leading people is about creating a vision and inspiring others to work towards it, while supporting them along the way.

Manage people.

Managing people involves overseeing and coordinating the work of individuals and teams to achieve specific goals or objectives. Managers are responsible for setting goals and objectives, creating action plans, and allocating resources to achieve them. They are also responsible for monitoring performance, providing feedback, and adjusting ensure that the team is on track to achieve its goals. Managers must be able to communicate effectively with team members, stakeholders, and other departments to ensure that everyone is aligned and working towards the same goals. They should be able to identify and resolve conflicts, as well as provide guidance and support to team members when needed. Managers must also be able to manage their team's workload, ensuring that everyone has the resources and support they need to be successful. Overall, managing people is about coordinating the work of individuals and teams to achieve specific goals, while providing guidance and support along the way.



## Roles of and functions performed by supervisors and managers.

Supervisors and managers play important roles in decision making, delegation of tasks, monitoring performance, provision of feedback, motivation through recognition and rewards, and planning and organizing. By performing these functions effectively, they can help their team members achieve their goals and contribute to the success of the organisation. roles and functions performed by supervisors and managers in detail with examples:

Decision Making

Supervisors and managers are responsible for making decisions that impact the organisation. These decisions can range from minor ones like approving a purchase to major ones like merging with another company. They must analyse the situation, gather relevant information, weigh the pros and cons, and then make an informed decision. For example, a manager might need to decide whether to invest in a new technology that will improve efficiency in the company.

Delegation of Tasks

Supervisors and managers are responsible for delegating tasks to their team members based on their skills and strengths. They must also provide clear instructions and guidelines to ensure that the tasks are completed efficiently and effectively. For example, a supervisor might delegate the task of creating a sales report to a team member who is skilled in data analysis.

Monitoring Performance

Supervisors and managers must monitor the performance of their team members regularly. This involves setting performance goals and expectations, providing feedback on performance, and offering support and guidance when necessary. For example, a supervisor might monitor a team member's call handling performance to ensure they are meeting the required standards.

Provision of Feedback

Supervisors and managers must provide regular feedback to their team members on their performance. Feedback can be positive or constructive, and it helps team members understand what they are doing well and what they can improve. For example, a manager might provide feedback to a team member on how they can improve their customer service skills.

Motivation through Recognition and Rewards

Supervisors and managers must motivate their team members to perform at their best by providing recognition and rewards. This could include acknowledging a job well done, providing bonuses, or offering opportunities for advancement. For example, a manager might offer a bonus to a team member who exceeds their sales targets.

Planning and Organizing

Supervisors and managers must plan and organize their team's work to ensure that deadlines are met, and objectives are achieved. This involves developing strategies, creating action plans, and allocating resources. For example, a supervisor might plan and organize a team's work to ensure that a project is completed on time and within budget.

Roles of and functions performed by supervisors and managers.

Providing information:

Supervisors and managers play important roles in providing information on organisation performance, changes in organisational policies, marketing information and targets, overall organisational objectives, plans for new equipment, rationale for management decisions, technology updates, and training developments. By providing this information effectively, they can keep their team members informed, engaged, and aligned with the organisation's goals and objectives.

Organisation performance

Supervisors and managers are responsible for providing information on the organisation's performance. This information could include financial reports, sales figures, and production metrics. For example, a manager might provide information on the sales performance of the organisation in the past quarter to the team to keep them updated on the company's progress.

Changes in organisational policies

Supervisors and managers are responsible for informing their team members about any changes in organisational policies. This could include changes in employee benefits, company culture, or workplace safety policies. For example, a manager might inform their team of a new policy on remote work after the organisation decides to allow employees to work from home.

Marketing information and targets

Supervisors and managers are responsible for providing marketing information and targets to their team members. This could include information on the target market, competition, and product positioning. For example, a marketing manager might provide information on the target demographic for a new product launch to the marketing team.

Overall organisational objectives

Supervisors and managers are responsible for communicating the overall organisational objectives to their team members. This could include goals for revenue growth, customer satisfaction, and employee engagement. For example, a supervisor might inform their team members about the organisation's goal to increase customer satisfaction scores by 10% over the next quarter.

Plans for new equipment.

Supervisors and managers are responsible for communicating plans for new equipment to their team members. This could include information on the purpose of the equipment, how it will be used, and when it will be available. For example, a plant manager might inform their team members about the plans to purchase a new production line to increase output capacity.

Rationale for management decisions

Supervisors and managers are responsible for providing a rationale for management decisions to their team members. This could include explaining the reasons behind a decision, the expected outcomes, and any potential risks. For example, a manager might explain the reasons for a decision to downsize a department due to the organisation's financial challenges.

Technology updates

Supervisors and managers are responsible for providing updates on new technology that could impact the organisation. This could include updates on software systems, hardware, and cybersecurity protocols. For example, an IT manager might inform their team members about the new cybersecurity software that the organisation has implemented to protect against potential data breaches.

Training Developments

Supervisors and managers are responsible for communicating training developments to their team members. This could include information on new training programs, certification courses, and skill development opportunities. For example, a supervisor might inform their team members about a new training program on customer service skills that will be offered to the team.

## Photo confident colleagues in bakery

## Expectations, roles, and responsibilities of team members

Team members are expected to adhere to policies and procedures, communicate cooperatively and openly, understand the nature and scope of their work, maintain positive relationships, and meet reporting requirements. By fulfilling these expectations, team members can contribute to a safe, positive, and productive work environment and help the organisation achieve its goals. The following are the expectations, roles, and responsibilities of team members in adhering to policies and procedures, cooperative and open communication, nature and scope of work, relationships with others in the workplace and interdependent areas of activity, and reporting requirements:

Adhering to policies and procedures

Team members are expected to adhere to the policies and procedures set by the organisation. This could include following safety protocols, complying with ethical standards, and adhering to legal requirements. By adhering to policies and procedures, team members can contribute to a safe, ethical, and compliant workplace.

Cooperative and open communication

Team members are expected to communicate cooperatively and openly with each other. This involves actively listening to others, sharing ideas, and providing feedback in a constructive manner. By communicating cooperatively and openly, team members can build trust and foster a positive work environment.

Nature and scope of work

Team members are expected to understand the nature and scope of their work. This involves having a clear understanding of their role, responsibilities, and goals. By understanding the nature and scope of their work, team members can be more productive and contribute to the overall success of the organisation.

Relationships with others in the workplace and interdependent areas of activity

Team members are expected to maintain positive relationships with others in the workplace and interdependent areas of activity. This involves treating others with respect, working collaboratively, and being open to feedback. By maintaining positive relationships, team members can create a supportive and inclusive work environment.

Reporting requirements

Team members are expected to meet reporting requirements set by the organisation. This could include providing regular progress reports, adhering to deadlines, and communicating issues or challenges in a timely manner. By meeting reporting requirements, team members can keep their supervisors and other team members informed and ensure that everyone is aligned and working towards the same goals.

## Considerations in the individual development of staff

Considerations in the individual development of staff include changes in job responsibilities, external training and professional development, formal promotion, internal training and professional development, and opportunities for greater autonomy or responsibility. By offering a variety of development opportunities, organisations can enhance the knowledge, skills, and capabilities of their staff members, improve employee retention, and foster a culture of continuous learning and development. The following are the considerations in the individual development of staff, which include changes in job responsibilities, external training and professional development, formal promotion, internal training and professional development, and opportunities for greater autonomy or responsibility:

Change in job responsibilities.

Individual development of staff could involve changes in job responsibilities. This could include expanding the scope of work to include new tasks, taking on additional responsibilities, or shifting to a new role altogether. By providing new challenges and opportunities, staff members can develop new skills and enhance their knowledge.

External training and professional development

Individual development of staff could involve external training and professional development opportunities. This could include attending conferences, workshops, or pursuing a degree or certification program. By engaging in external training and professional development, staff members can acquire new skills, gain knowledge, and stay current with industry trends.

Formal promotion

Individual development of staff could involve formal promotion within the organisation. This could include moving up the organisational hierarchy to take on higher-level roles and responsibilities. By receiving a promotion, staff members can develop new skills, gain knowledge, and take on new challenges.

Internal training and professional development

Individual development of staff could involve internal training and professional development opportunities. This could include mentoring, coaching, job shadowing, or attending in-house training programs. By engaging in internal training and professional development, staff members can acquire new skills, gain knowledge, and enhance their performance in their current role.

Opportunity for greater autonomy or responsibility

Individual development of staff could involve opportunities for greater autonomy or responsibility. This could include assigning staff members to lead a project, chair a committee, or work on a cross-functional team. By providing opportunities for greater autonomy or responsibility, staff members can develop leadership skills, build confidence, and enhance their overall capabilities.

## Features of different leadership styles.

Different leadership styles refer to the various approaches that leaders can take to motivate and guide their team members towards a common goal. Each leadership style is characterized by its unique set of values, behaviours, and decision-making processes. The most effective leadership style for a given situation depends on various factors, such as the team members' skills and experience, the nature of the task or project, and the organisational culture. Understanding the different leadership styles can help leaders develop a flexible and adaptive approach to leadership that can meet the needs of their team members and organisation. Effective leaders often use a combination of leadership styles depending on the situation, context, and the needs of their team.

|  |  |
| --- | --- |
| **Leadership style** | **Features of different leadership styles** |
| **Autocratic Leadership**This leadership style involves making decisions independently and without seeking input from others. The leader exercises complete control over the team or organisation. | * The leader makes decisions independently and without seeking input from others.
* The leader exercises complete control over the team or organisation.
* This leadership style can be effective in situations where quick decisions need to be made or in high-risk environments.
 |
| **Transformational Leadership**This leadership style focuses on inspiring and motivating team members to achieve their full potential. The leader encourages innovation and creativity, and often sets a vision that inspires team members to work towards a common goal. | * The leader inspires and motivates team members to achieve their full potential.
* The leader encourages innovation and creativity and sets a vision that inspires team members to work towards a common goal.
* This leadership style is effective in situations where change is needed, or when team members need to be inspired to work towards a shared vision.
 |
| **Servant Leadership**This leadership style emphasizes the leader's commitment to serving the needs of their team members. The leader is focused on helping team members achieve their goals and may prioritize their needs over their own. | * The leader focuses on serving the needs of their team members.
* The leader is committed to helping team members achieve their goals and priorities their needs over their own.
* This leadership style is effective in situations where building strong relationships and trust is important, or when team members need support and guidance.
 |
| **Democratic Leadership**This leadership style involves decision-making through collaboration and input from team members. The leader seeks feedback and input from team members and works to build consensus. | * The leader seeks input and feedback from team members before making decisions.
* The leader collaborates with team members to build consensus.
* This leadership style is effective in situations where team members have diverse opinions and perspectives or where buy-in from team members is critical.
 |
| **Laissez-Faire Leadership**This leadership style involves minimal involvement from the leader, who delegates decision-making and day-to-day operations to team members. The leader provides minimal guidance or direction and focuses on providing the necessary resources for team members to be successful. | * The leader delegates decision-making and day-to-day operations to team members.
* The leader provides minimal guidance or direction and focuses on providing the necessary resources for team members to be successful.
* This leadership style is effective in situations where team members are highly skilled and experienced or where innovation and creativity are required.
 |
| **Transactional Leadership**This leadership style focuses on achieving specific goals and objectives through a system of rewards and punishments. The leader provides clear expectations and incentives for achieving goals and may use disciplinary measures when goals are not met. | * The leader focuses on achieving specific goals and objectives through a system of rewards and punishments.
* The leader provides clear expectations and incentives for achieving goals and may use disciplinary measures when goals are not met.
* This leadership style is effective in situations where clear expectations and accountability are important or where immediate results are needed.
 |
| **Charismatic Leadership**This leadership style involves the leader's ability to inspire and motivate team members through their personality and charisma. The leader is often seen as a visionary and is able to influence and persuade team members to work towards a common goal. | * The leader inspires and motivates team members through their personality and charisma.
* The leader is often seen as a visionary and is able to influence and persuade team members to work towards a common goal.
* This leadership style is effective in situations where team members need inspiration and motivation or where change is needed.
 |

## Features of open and supportive communication by leaders.

Open and supportive communication is an essential aspect of effective leadership. Leaders who communicate openly and supportively create a positive work environment and build trust with their team members. Some of the key features of open and supportive communication by leaders include active listening, empathy, transparency, feedback, respect, accessibility, and conflict resolution.

Active Listening

Leaders who practice open and supportive communication listen actively and attentively to their team members. They make an effort to understand the perspectives and concerns of their team members and ask questions to clarify their understanding. Active listening involves being attentive and responsive to the perspectives and concerns of team members. Leaders who actively listen demonstrate their commitment to understanding the needs and expectations of their team members, which helps to build trust and create a positive work environment. Empathy is also a critical feature of open and supportive communication, as it involves acknowledging and understanding the feelings and emotions of team members.

Empathy

Leaders who practice open and supportive communication demonstrate empathy towards their team members. They understand and acknowledge the feelings and emotions of their team members and work to address them.

Transparency

Leaders who practice open and supportive communication are transparent about their decisions and actions. They communicate openly and honestly with their team members and explain the reasons behind their decisions. Transparency is another important feature of open and supportive communication, as it involves being honest and open about decisions and actions. Leaders who are transparent about their decisions and actions help to build trust and credibility with their team members, which is essential for effective communication.

Feedback

Leaders who practice open and supportive communication provide regular feedback to their team members. They recognize and acknowledge the contributions of their team members and provide constructive feedback to help them improve. Feedback is also an essential feature of open and supportive communication, as it involves providing regular and constructive feedback to team members. Leaders who provide feedback recognize and acknowledge the contributions of their team members and provide guidance and support to help them improve.

Respect

Leaders who practice open and supportive communication treat their team members with respect. They value the opinions and ideas of their team members and encourage open and honest communication. Respect, accessibility, and conflict resolution are also critical features of open and supportive communication by leaders. Leaders who treat their team members with respect, are accessible, and are skilled at resolving conflicts create a positive work environment and build strong relationships with their team members.

Accessibility

Leaders who practice open and supportive communication make themselves accessible to their team members. They are approachable and available to discuss concerns, ideas, and issues with their team members.

Conflict Resolution

Leaders who practice open and supportive communication are skilled at resolving conflicts. They are able to facilitate open and honest communication between team members, and work towards finding mutually acceptable solutions.

## Characteristics of effective leadership.

Effective leadership is characterized by a range of skills and behaviours that enable leaders to inspire and guide their team members towards a common goal. Some of the key characteristics of effective leadership include having a clear vision, communicating openly and transparently, demonstrating empathy, holding oneself and team members accountable, making timely and informed decisions, being adaptable and flexible, fostering collaboration and teamwork, and being committed to continuous learning and development.

Effective leaders have a clear vision for the future of their organisation and inspire and motivate their team members to work towards that vision. They communicate clearly and transparently, listen actively and attentively, and demonstrate empathy towards their team members. Effective leaders hold themselves and their team members accountable for their actions and decisions, make timely and informed decisions, and adapt to changing circumstances and situations. They foster collaboration and teamwork, build strong relationships with their team members, and create a positive and inclusive work environment. Effective leaders are also committed to continuous learning and development, seeking out opportunities to improve their skills and knowledge. Effective leadership involves a range of skills and behaviours, and by demonstrating these characteristics, leaders can build strong relationships with their team members, create a positive work environment, and achieve their goals. Characteristics of effective leadership include:

* **Vision**

Effective leaders have a clear and compelling vision for the future of their organisation. They inspire and motivate their team members to work towards a common goal and provide guidance and direction to help them achieve it.

* **Communication**

Effective leaders communicate clearly and openly with their team members. They listen actively and attentively to their team members, provide feedback and guidance, and communicate their decisions and actions transparently.

* **Empathy**

Effective leaders demonstrate empathy towards their team members. They understand and acknowledge the feelings and emotions of their team members and work to address them.

* **Accountability**

Effective leaders hold themselves and their team members accountable for their actions and decisions. They set clear expectations, provide regular feedback, and recognize and address issues or challenges that arise.

* **Decisiveness**

Effective leaders make timely and informed decisions. They gather and analyse information, consider the perspectives and concerns of their team members, and make decisions that are in the best interests of their organisation.

* **Adaptability**

Effective leaders are adaptable and flexible. They are able to respond to changing circumstances and situations and adjust their approach as needed to achieve their goals.

* **Collaboration**

Effective leaders foster collaboration and teamwork. They build strong relationships with their team members, encourage open and honest communication, and promote a positive and inclusive work environment.

* **Continuous Learning**

Effective leaders are committed to continuous learning and development. They seek out opportunities to improve their skills and knowledge and encourage their team members to do the same.

## Principles of teamwork

The principles of teamwork involve a group of individuals coming together to achieve a common goal through collaboration and mutual support. Effective teams are characterized by open communication, mutual respect, shared accountability, and a clear sense of purpose. Each team member has a specific role and set of attributes that contribute to the success of the team. Team members should be committed to the goals of the team, possess a diverse range of skills and experiences, and be willing to collaborate and contribute to the team's success. The organisation of teams can vary depending on the nature of the project or task, but it should be structured in a way that allows for efficient and effective communication and decision-making. Potential team problems can arise from a lack of communication, conflicting goals or priorities, and interpersonal issues. Effective teamwork can lead to a range of benefits, including increased productivity, improved quality of work, enhanced innovation, and greater job satisfaction for team members.

The principles of teamwork are the foundational concepts that underpin effective collaboration and mutual support among team members. These principles include clear communication, shared accountability, mutual respect, and a common sense of purpose. Successful teams understand and embrace these principles to ensure that everyone is working towards the same goal.

Characteristics of effective teams

Effective teams have certain key characteristics that enable them to work together productively and efficiently. These include open communication, trust, shared decision-making, and a commitment to continuous learning and improvement. Effective teams also have a clear sense of purpose, are able to adapt to changing circumstances, and are able to resolve conflicts constructively.

Roles and attributes of team members

Each team member has a specific role and set of attributes that contribute to the success of the team. Successful team members possess a diverse range of skills and experiences, are committed to the goals of the team, and are able to collaborate effectively with others. They are also adaptable, open-minded, and able to communicate clearly and constructively.

Organisation of teams

The organisation of teams can vary depending on the nature of the project or task. Effective team organisation involves clearly defining roles and responsibilities, setting clear goals and objectives, and establishing effective communication channels. The team should also have regular opportunities to review and assess progress towards goals and be able to adjust their approach as needed.

Potential team problems

Potential team problems can arise from a lack of communication, conflicting goals or priorities, and interpersonal issues. These problems can negatively impact team performance and productivity. Effective teams are able to recognize and address potential problems early on and have strategies in place to resolve conflicts and maintain positive working relationships.

Benefits of effective teamwork

Effective teamwork can lead to a range of benefits, including increased productivity, improved quality of work, enhanced innovation, and greater job satisfaction for team members. By working collaboratively, team members are able to pool their skills and expertise to achieve goals that would be difficult or impossible to accomplish alone. Effective teamwork can also foster a positive and supportive work environment, which can lead to higher levels of employee engagement and retention.

## Photo casting process to find the best for a cooking competition.

## Role and theories of motivation as they apply to the management of individuals and teams.

Motivation is a key factor in the management of individuals and teams, as it drives behaviour and influences performance. The role of motivation is to encourage employees to work towards achieving organisational goals and objectives. Motivation is important because it can affect job satisfaction, employee engagement, and productivity.

The hierarchy of needs

There are several theories of motivation that can be applied to the management of individuals and teams. One of the most well-known theories is Maslow's Hierarchy of Needs, which suggests that people have different levels of needs that must be met before they can be motivated to achieve higher goals. The hierarchy of needs includes physiological needs (such as food, water, and shelter), safety needs (such as security and stability), social needs (such as belonging and acceptance), esteem needs (such as recognition and achievement), and self-actualization needs (such as personal growth and fulfillment).

Herzberg's Two-Factor Theory

Another theory of motivation is Herzberg's Two-Factor Theory, which suggests that there are two types of factors that influence motivation: hygiene factors and motivators. Hygiene factors include aspects of the work environment such as salary, working conditions, and job security, while motivators include aspects of the job itself such as achievement, recognition, and personal growth.

Expectancy Theory

Other theories of motivation include Expectancy Theory, which suggests that motivation is influenced by the perceived likelihood of success and the value of the reward, and Self-Determination Theory, which suggests that motivation is driven by the need for autonomy, competence, and relatedness.

In order to apply these theories of motivation to the management of individuals and teams, managers must understand the needs and desires of their employees and provide the appropriate incentives and rewards to encourage high levels of motivation. This may include offering competitive salaries and benefits, recognising, and rewarding employee achievements, providing opportunities for growth and development, and fostering a positive and supportive work environment.

Effective motivation strategies can lead to higher levels of employee engagement, job satisfaction, and productivity, which can ultimately benefit the organisation as a whole. By understanding and applying the theories of motivation, managers can create a work environment that encourages high levels of performance and achievement among their team members.

## The role of group dynamics in successful team management.

Group dynamics

Group dynamics are the ways in which individuals interact within a group setting. It involves understanding how people behave, communicate, and collaborate with one another to achieve shared goals. Effective group dynamics are important for building strong relationships among team members, fostering collaboration and creativity, and promoting a positive and inclusive work environment. Group dynamics can be influenced by a variety of factors, including individual personalities, group size and composition, and the nature of the task or project at hand. Understanding group dynamics can help managers to identify potential issues or conflicts within a team, and to implement strategies for promoting effective communication and collaboration. By fostering positive group dynamics, managers can help to create a work environment that encourages high levels of performance and achievement among their team members.

Group dynamics play a crucial role in successful team management. Effective group dynamics enable team members to work together productively and efficiently towards a common goal. When group dynamics are positive, team members are more likely to trust and respect one another, communicate effectively, and collaborate to achieve shared goals. On the other hand, when group dynamics are negative, team members may struggle to work together, which can lead to conflict, reduced productivity, and a lack of motivation.

One of the key roles of group dynamics in successful team management is to build strong relationships among team members. Positive group dynamics can create a sense of camaraderie and shared purpose, which can help to foster a positive and inclusive work environment. Effective team managers understand the personalities, strengths, and weaknesses of their team members, and work to build a cohesive team that works well together.

Group dynamics also play a role in effective communication and collaboration. When team members have open and honest communication, they are better able to share ideas and insights, resolve conflicts, and work towards shared goals. Effective team managers encourage open communication and foster a culture of collaboration, which can lead to improved productivity and better outcomes.

Finally, group dynamics can play a role in motivation and engagement. When team members feel connected to their colleagues and are working towards a shared goal, they are more likely to be motivated and engaged in their work. Effective team managers recognize the importance of motivation and engagement, and work to create a work environment that fosters positive group dynamics and encourages high levels of performance.

Group dynamics are an essential aspect of successful team management. By fostering positive group dynamics, effective team managers can build strong relationships among team members, improve communication and collaboration, and encourage motivation and engagement. Ultimately, this can lead to improved outcomes and greater success for the team and the organisation as a whole.

The role of group dynamics in successful team management.

The role of group dynamics in successful team management is critical to achieving team goals and objectives. Effective group dynamics help to create a cohesive team, where team members work collaboratively and constructively towards achieving shared goals. When group dynamics are positive, team members can feel supported, valued, and motivated to contribute to the team's success.

One of the key roles of group dynamics in successful team management is to facilitate effective communication among team members. Positive group dynamics can promote open and honest communication, where team members feel comfortable sharing their ideas, concerns, and feedback. This can lead to better decision-making, improved problem-solving, and increased productivity.

Another role of group dynamics is to build strong relationships among team members. When team members have positive relationships with one another, they are more likely to collaborate effectively, trust each other, and support one another. This can create a supportive and inclusive work environment, where team members feel valued and respected.

Group dynamics also play a role in managing conflict within the team. When team members have positive group dynamics, they are better equipped to manage and resolve conflicts constructively. This can lead to improved team relationships, increased trust, and better outcomes.

Finally, group dynamics can also play a role in promoting team morale and motivation. When team members feel connected to one another and to the team's goals, they are more likely to be motivated and engaged in their work. Effective team managers understand the importance of team morale and work to foster positive group dynamics that promote motivation and engagement.

In conclusion, the role of group dynamics in successful team management is essential to achieving team goals and objectives. By fostering positive group dynamics, team managers can facilitate effective communication, build strong relationships among team members, manage conflict constructively, and promote team morale and motivation. Ultimately, this can lead to improved team performance and better outcomes for the organisation.

## Forms of recognition and reward applicable to leading staff

Recognition and reward are important tools for leaders to motivate and engage their staff. By understanding and implementing the appropriate forms of recognition and reward, leaders can foster a positive work environment, boost morale, and encourage employees to perform at their best. There are several forms of recognition and reward that are applicable to leading staff. These include:

**Acknowledging individual good performance to the whole team**

This involves recognising and highlighting individual achievements and contributions to the team in a public forum. This can boost the individual's morale, as well as motivate other team members to strive for excellence.

**Incentive initiatives**

These involve offering rewards, such as bonuses or promotions, to employees who achieve certain targets or exceed expectations. This can motivate employees to work harder and achieve better results.

**Informal acknowledgement**

This involves recognising and appreciating employees' efforts and contributions in a less formal setting, such as during a team meeting or in a one-on-one conversation. This can boost employees' **morale and foster a positive work environment.**

**Presenting awards**

This involves giving out formal awards, such as certificates or trophies, to employees who have demonstrated exceptional performance or achieved specific goals. This can boost employees' self-esteem and motivation, as well as foster a culture of excellence and recognition.

**Written reports to management**

This involves recognising and reporting on individual achievements and contributions to management. This can help to showcase employees' performance and contributions, as well as provide opportunities for further recognition and advancement.

## Types of organisational plans and planning processes.

Effective planning is critical to the success of an organisation and can help to ensure that resources are used efficiently, goals are achieved, and risks are mitigated. By identifying and implementing the appropriate types of plans and planning processes, organisations can achieve their objectives and thrive in a rapidly changing business environment.

There are several types of organisational plans and planning processes that organisations can use to guide their operations and achieve their objectives. Here are some of the most common types:

**Strategic plans**

These plans outline the overall direction and goals of the organisation and provide a long-term roadmap for achieving those goals. Strategic plans typically cover a period of three to five years and are developed by top-level management.

**Operational plans**

These plans focus on the day-to-day operations of the organisation and provide detailed guidance on how to achieve specific objectives. Operational plans are typically developed by middle-level management and cover a shorter period, such as one year.

**Tactical plans**

These plans bridge the gap between strategic and operational plans and provide guidance on how to implement the strategic plan at the operational level. Tactical plans are typically developed by lower-level management and cover a shorter period, such as six months.

**Contingency plans**

These plans outline the actions that should be taken in the event of unexpected events, such as natural disasters or economic downturns. Contingency plans help organisations to be prepared for potential risks and uncertainties.

**Financial plans**

These plans provide guidance on financial resources and investments required to achieve organisational goals. Financial plans typically cover a period of one to five years and are developed by top-level management.

Planning processes

The planning process is used to establish objectives, create tasks to achieve objectives, determine required resources, create a timeline, determine tracking and evaluation, finalise the plan, and distribute it to the team. Large organisations, management teams, or individual staff members can use the process to develop and implement a plan.

What are the basic steps of the planning process?

Developing objectives, developing tasks to meet objectives, determining required resources, creating a timeline, determining tracking and evaluation, finalising the plan, and distributing it to the team are the steps of the planning process. The steps outlined above occur sequentially in the planning process, beginning with the formulation of objectives. The planning procedure concludes with the plan's distribution to the team. Although the planning process concludes upon distribution of the plan to the team, it may restart under certain conditions. For instance, if the plan is ineffective, if there are obstacles, or if there are impediments to achieving the objectives, the team may need to restart the planning process.

The planning process typically involves several steps, which may include:

1. Identifying organisational goals and objectives
2. Analysing the internal and external environment
3. Identifying resources and constraints
4. Developing strategies and action plans
5. Implementing the plans
6. Monitoring and evaluating progress.
7. Adjusting plans as necessary.



|  |
| --- |
| **Learning Activity 1**Knowledge application in simulated vocational environment. |
| **Activity type** | Group Discussion (observed by trainer) |
| **Activity timing** | 90 minutes for teamwork and 7-10 minutes for verbal presentation per each group. |
| **Activity description**Shape  Description automatically generated with low confidenceA picture containing text  Description automatically generated | Form small groups of 2-3 learners. Appoint a leader to manage the discussion.Discuss the following theoretical component of the unit of competency by demonstrating knowledge application:1. Roles of and functions performed by supervisors and managers.
2. Expectations, roles, and responsibilities of team members.
3. Considerations in the individual development of staff.
4. Features of different leadership styles.
5. Features of open and supportive communication by leaders.
6. Characteristics of effective leadership.
7. Principles of teamwork and characteristics of effective teams, roles and attributes of team members, organisation of teams, potential team problems and benefits of effective teamwork.
8. Role and theories of motivation as they apply to the management of individuals and teams.
9. The role of group dynamics in successful team management.
10. Forms of recognition and reward applicable to leading staff.
11. Types of organisational plans and planning processes.

Note down the discussion points. Explain discussion points to the trainer when trainer asks your group.Ensure you communicate concisely and cover comprehensively using oral communication skills. |

# Skills development and application guidelines

**Learning outcome description**

The following sections of this workbook describe the required application of skills and knowledge required to lead and manage people individually and in teams, and support and encourage their commitment to the organisation. It requires the ability to lead by example and manage performance through effective leadership.

The unit applies to individuals who operate independently and are responsible for leading and motivating people and teams. This includes supervisors, and operational and senior managers.

The unit applies to all tourism, travel, hospitality, and event sectors.

The skills in this unit must be applied in accordance with Commonwealth and State/Territory legislation, Australian/New Zealand standards and industry codes of practice.

**Required performance outcome.**

Upon completion of the following sections, you must be able to complete tasks described in the sections of this unit in the context of the job role, and:

* lead and manage individual or team performance including at least four of the following leadership and management roles:
* decision making
* delegation of tasks
* information provision
* monitoring performance
* provision of feedback
* motivation through recognition and rewards
* planning and organising
* seek and respond to feedback from team members on at least two occasions, in line with organisational goals and policies in the following areas:
* allocation or performance of work
* effectiveness of communication within team, between other teams or within organisation
* efficiency or deficiency in workplace practices.

**Skills application**

The following sections includes the application of language, literacy, numeracy, and employment skills that are essential to performance.

**Foundation Skills**

|  |
| --- |
| Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement. |
| SKILLS | DESCRIPTION |
| Writing skills to: | * prepare and document team plans.
 |
| Oral communication skills to: | * overcome communication barriers in providing effective support and motivation to a team.
 |
| Planning and organising skills to: | * ensure activities and initiatives important to team development are integrated into own work planning.
 |

# Section 1

# Model high standards of performance and behaviour.

## Act as a positive role model through individual performance.

Positive role model

A positive role model is someone who serves as an example of how to behave in a positive and ethical manner. Positive role models can be found in a variety of settings, including at work, in the community, and in the media. They are individuals who have a strong set of values and demonstrate good character through their actions and behaviour.

Positive role models can have a significant impact on the lives of others, especially younger individuals who may be looking for guidance and inspiration. By demonstrating positive traits such as honesty, integrity, and empathy, positive role models can help to shape the behaviour and attitudes of those around them.

In the workplace, positive role models can help to promote a positive and productive work environment, where employees are encouraged to work collaboratively and with a sense of purpose. They can inspire their colleagues to strive for excellence, and to take pride in their work.

Positive role models serve as an inspiration for others and can help to foster positive values and behaviour. By setting a good example through their actions and behaviour, positive role models can make a meaningful and lasting impact on the lives of those around them.

Individual performance

Individual performance refers to an individual's ability to complete tasks and achieve goals effectively and efficiently. In the workplace, individual performance is often measured through a combination of factors, including productivity, quality of work, and ability to meet deadlines.

Effective individual performance is important for the success of any organisation, as it contributes to the achievement of organisational goals and objectives. By setting clear expectations and providing the necessary resources and support, managers can help employees to perform at their best and achieve their goals.

In order to improve individual performance, it is important to provide regular feedback and recognition. This can help employees to identify areas where they can improve and to build on their strengths. Additionally, providing opportunities for professional development and training can help employees to acquire new skills and knowledge, which can enhance their performance and contribute to the success of the organisation.

Individual performance is a critical factor in the success of any organisation. By setting clear expectations, providing feedback and recognition, and offering opportunities for development and growth, managers can help to improve individual performance and achieve organisational goals.

Act as a positive role model through individual performance

Acting as a positive role model through individual performance involves demonstrating good character, setting high standards, and inspiring others to strive for excellence. By acting as a positive role model through your individual performance, you can inspire others to do their best, and contribute to a positive and productive work environment. This can help to build strong relationships with your colleagues, improve organisational performance, and achieve shared goals and objectives. Here are some ways in which you can act as a positive role model through your individual performance:

**Set clear goals.**

Set clear goals for yourself that align with the goals of the organisation. This will help you to stay focused and motivated and will inspire others to do the same.

**Take responsibility.**

Take responsibility for your work and your actions. This means being accountable for your mistakes, learning from them, and taking steps to improve.

**Be proactive.**

Look for ways to improve your performance and the performance of your team. This might involve identifying opportunities for process improvements or taking on new projects that will help to achieve organisational goals.

**Communicate effectively.**

Communicate effectively with your colleagues and stakeholders. This means listening actively, speaking clearly and respectfully, and being open to feedback.

**Demonstrate integrity.**

Demonstrate integrity in all of your actions and interactions. This means being honest, trustworthy, and ethical, even in difficult situations.

**Be supportive.**

Support your colleagues and team members. This might involve helping when needed, celebrating successes, and providing feedback and guidance to help others improve their performance.



## Show support for and commitment to organisational goals in day-to-day work performance.

Organisational goals

Organisational goals refer to the specific objectives that an organisation aims to achieve. By setting clear and achievable organisational goals, organisations can focus their efforts and resources towards achieving their desired outcomes. This can help to improve overall performance, increase employee motivation and engagement, and ultimately, achieve greater success and growth. These goals can vary depending on the nature of the organisation and its operations, but they generally fall into one of the following categories:

* + **Financial goals**

Financial goals are related to the organisation's financial performance, such as increasing revenue, reducing costs, or achieving a certain level of profitability.

* + **Operational goals**

Operational goals are related to the day-to-day operations of the organisation, such as improving efficiency, increasing productivity, or streamlining processes.

* + **Strategic goals**

Strategic goals are related to the organisation's long-term vision and direction, such as expanding into new markets, developing new products, or establishing a competitive advantage.

* + **Social responsibility goals**

Social responsibility goals are related to the organisation's impact on society and the environment, such as reducing waste, promoting sustainability, or giving back to the community.

Day-to-day work performance

Day-to-day work performance refers to an individual's ability to effectively complete the tasks and responsibilities assigned to them on a daily basis. This includes activities such as meeting deadlines, delivering high-quality work, communicating effectively with colleagues, and managing time and resources efficiently.

Effective day-to-day work performance is critical for the success of any organisation, as it ensures that tasks are completed on time and to a high standard. Effective day-to-day work performance is critical for the success of any organisation. By focusing on time management, communication, attention to detail, adaptability, and continuous improvement, individuals can improve their performance and contribute to a positive and productive work environment. In order to improve day-to-day work performance, individuals should focus on the following areas:

* + **Time management**

Effective time management is essential for completing tasks efficiently and meeting deadlines. This involves prioritizing tasks, delegating responsibilities when necessary, and using tools and strategies to manage time effectively.

* + **Communication**

Effective communication is key to building strong relationships with colleagues and ensuring that tasks are completed efficiently. This involves listening actively, speaking clearly and respectfully, and providing regular feedback to colleagues.

* + **Attention to detail.**

Paying attention to detail is important for delivering high-quality work that meets the required standards. This involves taking the time to review work carefully, double-checking calculations, and ensuring that all requirements have been met.

* + **Adaptability**

Being adaptable is essential for managing unexpected situations and changes in priorities. This involves being flexible and willing to adjust plans and priorities as necessary.

* + **Continuous improvement**

Continuous improvement is key to enhancing day-to-day work performance over time. This involves seeking out feedback and opportunities for professional development and using this feedback to improve skills and knowledge.

Show support for and commitment to organisational goals in day-to-day work performance.

Showing support for and commitment to organisational goals in day-to-day work performance involves aligning your actions and behaviours with the goals and objectives of the organisation. Demonstrating support for and commitment to organisational goals in day-to-day work performance requires a combination of focus, dedication, collaboration, and continuous improvement. By aligning your actions and behaviours with the goals and objectives of the organisation, you can contribute to a positive and productive work environment and help to achieve shared goals and objectives. Here are some ways to demonstrate support and commitment to organisational goals:

* + **Understand the goals.**

Take the time to understand the goals and objectives of the organisation, and how they relate to your role and responsibilities. This will help you to prioritize your work and ensure that you are contributing to the overall success of the organisation.

* + **Take ownership.**

Take ownership of your work and responsibilities and hold yourself accountable for delivering high-quality work that meets the standards and expectations of the organisation.

* + **Stay focused.**

Stay focused on the goals and priorities of the organisation and avoid getting distracted by non-essential tasks or activities. This means prioritizing your work and managing your time effectively.

* + **Seek feedback.**

Seek feedback from colleagues and supervisors to ensure that you are meeting the expectations of the organisation and use this feedback to improve your performance.

* + **Collaborate**

Collaborate with colleagues and team members to achieve shared goals and objectives. This means communicating effectively, sharing knowledge and expertise, and working together towards a common goal.

* + **Be proactive.**

Be proactive in identifying opportunities for improvement and take the initiative to implement solutions that will help to achieve organisational goals. This means being creative, resourceful, and willing to take calculated risks.

## Interact with team members in a positive and professional manner.

Interacting with team members in a positive and professional manner is essential for building strong relationships, fostering collaboration, and achieving shared goals and objectives. Interacting with team members in a positive and professional manner requires a combination of effective communication, approachability, positivity, trust-building, conflict resolution, and empathy. By cultivating these qualities and behaviours, you can build strong relationships with team members, foster collaboration, and achieve shared goals and objectives. Here are some ways to interact with team members in a positive and professional manner:

**Communicate effectively.**

Communicate clearly and respectfully with team members, both verbally and in writing. This means listening actively, speaking clearly and concisely, and avoiding negative or confrontational language.

**Be approachable.**

Be approachable and open to feedback from team members. This means being receptive to new ideas and perspectives and demonstrating a willingness to learn and grow.

**Foster a positive work environment.**

Foster a positive work environment by promoting teamwork, recognising achievements, and celebrating successes. This means creating a culture of collaboration and support, where team members feel valued and appreciated.

**Build trust.**

Build trust with team members by being honest, reliable, and consistent in your actions and behaviours. This means keeping your promises, respecting confidentiality, and avoiding gossip or negativity.

**Resolve conflicts constructively.**

Resolve conflicts constructively by seeking to understand the perspectives of all parties involved and working collaboratively to find a mutually acceptable solution. This means avoiding blame and focusing on finding solutions that are in the best interests of the team and the organisation.

**Show empathy.**

Show empathy towards team members by demonstrating understanding and concern for their perspectives and feelings. This means acknowledging their contributions, providing support when needed, and being sensitive to their needs and concerns.

|  |
| --- |
| **Learning Activity 2**Element 1 - Skills and knowledge application in simulated vocational environment |
| **Activity type** | Individual verbal presentation |
| **Activity timing** | 5-7 minutes per learner |
| **Activity description**A picture containing text  Description automatically generated | For this activity, your trainer will randomly pick up few of trainees for a verbal presentation of the following. This will be an opportunity for others to learn and contribute by participating in the discussion.When the trainer directed to you, verbally present the following:1. How to act as a positive role model through individual performance.
2. How to show support for and commitment to organisational goals in day-to-day work performance.
3. How to interact with team members in a positive and professional manner.

Ensure you communicate concisely and cover comprehensively using oral communication skills. |

**Self-Directed Learning Task 1**

**Model High Standards of Performance and Behaviour**

**Objective:** To develop the skills required to model high standards of performance and behaviour in a leadership role.

**Duration:** 4-10 hours of self-directed learning.

**Task Overview:** In this self-directed learning task, you will focus on modelling high standards of performance and behaviour as a leader. This is a crucial aspect of effective leadership, as it sets the tone for your team's behaviour and performance. You will explore various strategies and behaviours to become a positive role model in your workplace.

**Task Activities:**

1. **Self-Assessment:** Begin by conducting a self-assessment of your current behaviour and performance as a leader. Identify areas where you believe you are already modelling high standards and areas that need improvement.
2. **Research and Reading:** Research leadership best practices and articles on modelling behaviour and performance. You can explore books, online articles, or academic journals to gain insights into this leadership competency.
3. **Case Studies:** Look for case studies or real-life examples of leaders who have excelled in modelling high standards. Analyse their approaches and the impact on their teams and organizations.
4. **Mentor or Coach:** If possible, seek a mentor or coach who has experience in leadership. Discuss with them the challenges and strategies for modelling high standards.
5. **Peer Feedback:** Seek feedback from your colleagues or peers regarding your current performance and behaviour. Ask for their honest opinions and suggestions for improvement.

**Reflection:** Reflect on your findings and experiences during this self-directed learning task. Consider the strategies and behaviours you plan to implement to model high standards of performance and behaviour in your leadership role.

**Evidence:** Provide evidence of your self-assessment, a list of resources or articles you reviewed, summaries of case studies, notes from mentor/coach discussions, and a summary of feedback received from peers. This evidence will demonstrate your engagement in self-directed learning for this competency.

# Section 2

# Develop team commitment and cooperation.

## Develop and clearly communicate short, medium, and long-term plans and objectives consistent with organisational goals in consultation with the team.

Effective organisational planning involves aligning short-term, medium-term, and long-term plans with the organisation's overall vision and mission and ensuring that each plan contributes to the achievement of the organisation's objectives. This requires a strategic approach to planning, with a focus on collaboration, communication, and continuous improvement. By developing and implementing effective organisational plans, organisations can achieve greater success and growth over time.

Organisational plans

Organisational plans can be categorized into short-term, medium-term, and long-term plans, each with their own objectives and timelines. Here is a brief overview of each type of plan:

Short-term plans: Short-term plans are typically focused on immediate goals and objectives, usually covering a period of up to one year. These plans may involve day-to-day operations, routine tasks, and short-term projects. Short-term plans may include goals such as improving efficiency, increasing productivity, or reducing costs.

Medium-term plans: Medium-term plans usually cover a period of one to three years and are designed to achieve more significant objectives than short-term plans. These plans may involve initiatives such as new product development, expansion into new markets, or major process improvements. Medium-term plans may also involve the implementation of new technologies or systems.

Long-term plans: Long-term plans are typically focused on achieving the organisation's long-term vision and mission and cover a period of three to ten years or more. These plans may involve initiatives such as major capital investments, mergers and acquisitions, or the development of new strategic partnerships. Long-term plans may also involve.

Organisational objectives

Organisational objectives refer to specific goals or targets that an organisation sets in order to achieve its overall mission and vision. These objectives are usually derived from the organisation's strategic plan and are designed to ensure that the organisation is making progress towards achieving its long-term goals. Set clear and achievable organisational objectives to focus their efforts and resources towards achieving their desired outcomes. This can help to improve overall performance, increase employee motivation and engagement, and ultimately, achieve greater success and growth.

Organisational objectives can be categorized into several different types, including:

* + Financial objectives

Financial objectives are related to the organisation's financial performance, and may include targets such as revenue growth, profitability, or cost reduction.

* + Operational objectives

Operational objectives are related to the organisation's day-to-day operations, and may include targets such as productivity improvements, process efficiencies, or quality standards.

* + Strategic objectives

Strategic objectives are related to the organisation's long-term vision and direction, and may include targets such as market expansion, product development, or competitive positioning.

* + Social responsibility objectives

Social responsibility objectives are related to the organisation's impact on society and the environment, and may include targets such as reducing waste, promoting sustainability, or giving back to the community.

Organisational objectives should be specific, measurable, achievable, relevant, and time-bound (SMART). This means that each objective should be clearly defined, and there should be a way to measure progress towards achieving the objective. Additionally, the objective should be realistic and relevant to the organisation's overall mission and objectives, and there should be a specific timeframe for achieving the objective.

Develop and communicate short, medium, and long-term plans and objectives.

Developing and communicating short, medium, and long-term plans and objectives that are consistent with organisational goals requires a collaborative and strategic approach. Follow these steps to develop and communicate short, medium, and long-term plans and objectives that are consistent with organisational goals and objectives, and that are developed in consultation with the team. This will help to ensure that everyone is working towards a shared vision, a Here are some steps to help you develop and communicate plans and objectives in consultation with your team:

* + **Define organisational goals.**

The first step is to clearly define the organisation's goals and objectives. This may involve reviewing the organisation's mission statement, strategic plan, and other relevant documents to gain a clear understanding of what the organisation is trying to achieve.

* + **Identify key stakeholders.**

Identify key stakeholders who should be involved in the planning process, including team members, managers, and other relevant stakeholders.

* + **Conduct a SWOT analysis.**

Conduct a SWOT analysis to identify the organisation's strengths, weaknesses, opportunities, and threats. This will help you to identify areas of focus and prioritize your planning efforts.

* + **Develop short, medium, and long-term plans.**

Develop short, medium, and long-term plans that are consistent with organisational goals and objectives. These plans should be specific, measurable, achievable, relevant, and time-bound (SMART), and should identify the actions and resources required to achieve each objective.

* + **Communicate plans and objectives.**

Communicate plans and objectives clearly and effectively to team members and other stakeholders. This may involve holding team meetings, providing written documentation, or using other communication tools to ensure that everyone is aware of the plans and objectives.

* + **Consult with the team.**

Consult with the team throughout the planning process to ensure that their input and feedback are considered. This will help to build buy-in and commitment to the plans and objectives and will ensure that everyone is working towards a shared vision.

* + **Monitor and adjust plans.**

Monitor progress towards achieving the plans and objectives and adjust them as necessary based on feedback and changing circumstances. This will help to ensure that the plans remain relevant and effective over time.

## Communicate expectations, roles, and responsibilities of team members to encourage them to take responsibility for own work.

Communicating expectations, roles, and responsibilities of team members is essential for encouraging them to take responsibility for their own work. By setting clear expectations, providing feedback and support, fostering accountability, and communicating openly, you can help team members to understand their roles and responsibilities and encourage them to take ownership of their work.

Communicating expectations, roles, and responsibilities of team members is essential for encouraging them to take responsibility for their own work. Here are some steps to help you communicate expectations, roles, and responsibilities effectively:

**Define expectations.**

The first step is to clearly define expectations for each team member. This may involve setting specific goals or targets, identifying key performance indicators, or outlining the specific responsibilities and duties of each team member.

**Clarify roles and responsibilities.**

Clarify the roles and responsibilities of each team member and ensure that they understand their specific duties and how they contribute to the overall success of the team and organisation.

**Provide feedback.**

Provide regular feedback to team members on their performance and provide guidance on areas for improvement. This will help to ensure that team members understand how their work is contributing to the organisation's goals and will encourage them to take ownership of their work.

**Encourage self-reflection.**

Encourage team members to reflect on their own performance and identify areas where they can improve. This may involve setting aside time for self-reflection or providing opportunities for team members to receive coaching or mentorship.

**Foster accountability**

Foster a culture of accountability by holding team members responsible for their own work and outcomes. This means setting clear expectations, providing support and resources as needed, and holding team members accountable for meeting their goals and objectives.

**Communicate openly.**

Communicate openly with team members, and encourage them to ask questions, seek feedback, and share their own ideas and perspectives. This will help to foster a culture of collaboration and continuous improvement and will encourage team members to take responsibility for their own work.

## Encourage teams and individuals to develop innovative approaches to work.

Innovative approaches to work.

Innovative approaches to work refer to new and creative ways of thinking about and approaching tasks, processes, and challenges. These approaches can help organisations to improve their efficiency, effectiveness, and competitiveness, and can also help to foster a culture of innovation and continuous improvement.

Innovative approaches to work can involve a range of different strategies, including the use of new technologies, the development of new processes and procedures, the implementation of new management practices, and the adoption of new ways of thinking about work.

One key aspect of innovative approaches to work is a focus on creativity and experimentation. This means encouraging team members to think outside the box and to explore new ideas and approaches, even if they may seem unconventional or risky.

Another key aspect of innovative approaches to work is a willingness to embrace change and adapt to new circumstances. This means being open to new ideas, being willing to take risks and experiment with new approaches and being flexible and adaptable in the face of change.

Innovative approaches to work are essential for organisations that want to stay competitive and adapt to changing market conditions. By fostering a culture of innovation and encouraging team members to think creatively and experiment with new ideas and approaches, organisations can drive continuous improvement and achieve greater success over the long term.

Encourage teams and individuals to develop innovative approaches to work.

Encouraging teams and individuals to develop innovative approaches to work requires a supportive and creative environment that fosters experimentation, rewards innovation, and celebrates successes. By providing the resources and support that team members need to think creatively and experiment with new approaches, organisations can drive continuous improvement and achieve greater success over the long term. Encouraging teams and individuals to develop innovative approaches to work requires a supportive and creative environment. Here are some steps to help you encourage innovation in your team or organisation:

* + **Foster a culture of creativity**: Foster a culture of creativity by encouraging team members to think outside the box and explore new ideas and approaches. This may involve setting aside time for brainstorming sessions or providing opportunities for team members to collaborate on creative projects.
	+ **Provide resources and support**: Provide the resources and support that team members need to experiment with new approaches, such as access to training, tools, and technology.
	+ **Encourage experimentation**: Encourage experimentation by providing opportunities for team members to test out new ideas and approaches, and by supporting them in taking calculated risks.
	+ **Reward innovation**: Recognize and reward team members who come up with innovative approaches to work. This may involve providing incentives or bonuses, or simply acknowledging their contributions publicly.
	+ **Celebrate successes**: Celebrate successes and share them with the rest of the team or organisation. This will help to create a positive feedback loop and reinforce the importance of innovation.
	+ **Provide a platform for feedback**: Provide a platform for team members to share feedback and ideas with each other and with management. This may involve setting up a suggestion box or holding regular meetings to discuss new ideas and approaches.

## Model and encourage open and supportive communication within the team.

Modelling and encouraging open and supportive communication within the team requires a deliberate and intentional approach that involves leading by example, encouraging active listening, creating a safe space, providing feedback, using effective communication tools, and fostering collaboration. By doing so, you can help to create a culture of open and supportive communication that will improve teamwork, productivity, and overall performance.

Modelling and encouraging open and supportive communication within the team requires a deliberate and intentional approach. Here are some steps to help you model and encourage open and supportive communication within your team:

Lead by example

Lead by example by modelling open and supportive communication yourself. This means being transparent, honest, and respectful in your interactions with team members, and encouraging others to do the same.

Encourage active listening.

Encourage team members to practice active listening, which involves focusing on the speaker, asking clarifying questions, and summarizing what was said to ensure understanding.

Create a safe space.

Create a safe space for team members to share their thoughts and ideas without fear of judgment or retribution. This may involve setting ground rules for communication, such as treating others with respect, avoiding personal attacks, and focusing on solutions rather than problems.

Provide feedback.

Provide regular feedback to team members on their communication skills and provide guidance on areas for improvement. This will help to ensure that team members are aware of how their communication style is impacting others and will encourage them to make positive changes.

Use effective communication tools.

Use effective communication tools, such as email, chat, and video conferencing, to ensure that team members are able to communicate effectively even when they are not in the same location.

Foster collaboration

Foster a culture of collaboration by encouraging team members to work together on projects and tasks, and by providing opportunities for team members to share ideas and perspectives.

## Seek and share information from the wider business environment with the team.

Wider business environment

The wider business environment refers to the external factors that can impact an organisation's operations, strategies, and overall success. These factors include political, economic, social, technological, legal, and environmental factors, as well as competition, market trends, and consumer behaviour. Understanding the wider business environment is essential for organisations that want to remain competitive and achieve their goals. By staying informed about changes and trends in the external environment, organisations can adapt their strategies and operations to meet new challenges and opportunities. Additionally, understanding the wider business environment can help organisations to identify potential threats and opportunities, and to develop effective strategies to address them. Overall, the wider business environment is a critical consideration for organisations of all types and sizes, and staying informed about changes and trends in the external environment is essential for achieving long-term success.

Seek and share information from the wider business environment with the team.

Seeking and sharing information from the wider business environment with the team requires a proactive and collaborative approach that involves staying informed, filtering information, sharing information regularly, encouraging discussion, and using information to inform decision-making. By doing so, you can help to ensure that your team is informed and prepared to adapt to changes and trends in the external environment, and that your organisation is well-positioned to achieve its goals and objectives.

Seeking and sharing information from the wider business environment with the team requires a deliberate and intentional approach. Here are some steps to help you seek and share information effectively:

* **Stay informed**: Stay informed about changes and trends in the wider business environment by regularly reading industry publications, attending conferences and trade shows, and monitoring social media and news sources.
* **Filter information**: Filter information to ensure that it is relevant and useful to your team. This means focusing on information that is directly related to your organisation's goals and objectives, and filtering out information that is not relevant.
* **Share information regularly**: Share information regularly with your team to ensure that everyone is up to date on changes and trends in the wider business environment. This may involve holding regular team meetings, providing written reports or summaries, or using other communication tools to share information.
* **Encourage discussion**: Encourage discussion and feedback from team members on the information that is shared. This will help to ensure that everyone has a voice and is able to contribute their own perspectives and ideas.
* **Use information to inform decision-making**: Use the information that is gathered from the wider business environment to inform decision-making and strategy development. This will help to ensure that decisions are based on accurate and relevant information and will increase the likelihood of achieving organisational goals and objectives.

## Represent team interests in the wider business environment.

Wider business environment

The wider business environment refers to the external factors that can impact an organisation's operations, strategies, and overall success. These factors include political, economic, social, technological, legal, and environmental factors, as well as competition, market trends, and consumer behaviour. Understanding the wider business environment is essential for organisations that want to remain competitive and achieve their goals. By staying informed about changes and trends in the external environment, organisations can adapt their strategies and operations to meet new challenges and opportunities. Additionally, understanding the wider business environment can help organisations to identify potential threats and opportunities, and to develop effective strategies to address them. Overall, the wider business environment is a critical consideration for organisations of all types and sizes, and staying informed about changes and trends in the external environment is essential for achieving long-term success.

Represent team interests in the wider business environment.

Representing team interests in the wider business environment requires a strategic and collaborative approach that involves identifying team interests, understanding the wider business environment, building relationships, communicating effectively, and advocating for your team. By doing so, you can help to ensure that your team's interests are represented and protected, and that your team is well-positioned to achieve its goals and objectives. Representing team interests in the wider business environment requires a strategic and collaborative approach. Here are some steps to help you represent team interests effectively:

**Identify team interests.**

Identify the interests and priorities of your team, including goals, objectives, and challenges.

**Understand the wider business environment.**

Understand the wider business environment, including industry trends, market conditions, and regulatory changes that may impact your team's interests.

**Build relationships.**

Build relationships with stakeholders in the wider business environment, including suppliers, customers, regulators, and other organisations. This will help you to understand their perspectives and priorities, and to build support for your team's interests.

**Communicate effectively.**

Communicate effectively with stakeholders in the wider business environment, including through meetings, presentations, and written communications. This will help you to articulate your team's interests and priorities, and to build support for your team's goals and objectives.

**Advocate for your team**

Advocate for your team's interests in the wider business environment, including by participating in industry associations, lobbying efforts, and other initiatives. This will help to ensure that your team's interests are represented and protected, and that your team is well-positioned to achieve its goals and objectives.

## Seek feedback from team members and implement changes within the bounds of organisational goals and policies.

Seeking feedback from team members and implementing changes within the bounds of organisational goals and policies requires a collaborative and systematic approach that involves creating a feedback culture, seeking feedback regularly, analysing feedback, prioritizing changes, developing an action plan, communicating changes, and monitoring progress. By doing so, you can help to ensure that your team is able to adapt to changes and continuously improve, while also achieving the organisation's goals and objectives.

Seeking feedback from team members and implementing changes within the bounds of organisational goals and policies requires a deliberate and collaborative approach. Here are some steps to help you seek feedback and implement changes effectively:

Create a feedback culture: Create a feedback culture within your team by encouraging open and honest communication, and by providing opportunities for team members to share their thoughts and ideas.

**Seek feedback regularly.**

Seek feedback regularly from team members through surveys, one-on-one meetings, and other communication channels. This will help you to identify areas for improvement and to gather input from team members.

**Analyse feedback**

Analyse the feedback that you receive from team members to identify common themes and areas for improvement. This may involve categorizing feedback into different areas, such as communication, processes, and policies.

**Prioritize changes.**

Prioritize changes based on the feedback that you receive and the organisational goals and policies. This will help you to focus on changes that will have the greatest impact on your team and your organisation.

**Develop an action plan.**

Develop an action plan for implementing changes, including timelines, resources, and responsibilities. This will help to ensure that changes are implemented in a timely and effective manner.

**Communicate changes.**

Communicate changes to team members, stakeholders, and other relevant parties to ensure that everyone is aware of the changes and their impact.

**Monitor progress.**

Monitor progress and adjust the action plan as needed to ensure that changes are implemented effectively and that they are having the desired impact.

|  |
| --- |
| **Learning Activity 3**Element 2 - Skills and knowledge application in simulated vocational environment |
| **Activity type** | Group presenation  |
| **Activity timing** | 60 minutes for preparation work and 7-10 minutes for presentation per each group. |
| **Activity description**Shape  Description automatically generated with low confidenceIcon  Description automatically generated | Form small groups of 2-3 learners. Appoint a leader to manage the discussion.Prepare a PowerPoint presentation with visuals at least 10 slides covering the following requirements:1. Develop and clearly communicate short, medium, and long-term plans and objectives consistent with organisational goals in consultation with the team.
2. Communicate expectations, roles, and responsibilities of team members to encourage them to take responsibility for own work.
3. Encourage teams and individuals to develop innovative approaches to work.
4. Model and encourage open and supportive communication within the team.
5. Seek and share information from the wider business environment with the team.
6. Represent team interests in the wider business environment.
7. Seek feedback from team members and implement changes within the bounds of organisational goals and policies.

Ensure you communicate concisely and cover comprehensively using oral communication skills. |

**Self-Directed Learning Task 2**

**Develop Team Commitment and Cooperation**

**Objective:** To enhance your skills in developing team commitment and cooperation through effective planning, communication, and fostering innovation.

**Duration:** 4-10 hours of self-directed learning.

**Task Overview:** This self-directed learning task focuses on your ability to develop team commitment and cooperation as a leader. Effective team leadership involves planning, communication, and fostering an environment where innovation thrives. You will explore various strategies to achieve this and enhance your leadership skills.

**Task Activities:**

1. **Goal Setting:** Start by setting personal learning goals for enhancing your ability to develop team commitment and cooperation. What specific skills or behaviours do you want to improve in this area?
2. **Planning Workshop:** Research and develop a short, medium, and long-term planning workshop or session. This can be a hypothetical workshop for training purposes. Focus on aligning team objectives with organizational goals. Consider how you would structure and conduct this workshop effectively.
3. **Communication Analysis:** Analyse your current communication style and its effectiveness in conveying expectations, roles, and responsibilities to your team. Identify areas for improvement.
4. **Innovation Strategies:** Explore strategies for encouraging teams and individuals to develop innovative approaches to work. Research case studies or examples of organizations that have successfully fostered innovation within their teams.
5. **Open Communication Model:** Develop a model or framework for open and supportive communication within your team. This can include communication channels, regular meetings, and feedback mechanisms.
6. **External Information Sharing:** Research methods for seeking and sharing information from the wider business environment with your team. How can you keep your team informed about industry trends and changes?
7. **Advocating for Your Team:** Explore strategies for representing your team's interests in the wider business environment. How can you ensure your team's needs and contributions are recognized and valued?
8. **Feedback Collection:** Develop a feedback collection process to seek input from team members. Consider anonymous surveys or one-on-one discussions. Once collected, outline a plan for implementing changes based on this feedback.

**Reflection:** Reflect on the knowledge and skills you've gained during this self-directed learning task. Consider how you can apply these strategies to develop team commitment and cooperation within your leadership role.

**Evidence:** Provide evidence of your learning goals, a plan for a planning workshop, an analysis of your communication style, summaries of innovative strategies, an open communication model, methods for external information sharing, a plan for advocating for your team, and a feedback collection process. This evidence will demonstrate your commitment to self-directed learning in this competency.

# Section 3

# Manage team performance.

Team

A team can be defined as a group of individuals who work together towards a common goal or objective. Teams are an essential part of many organisations, as they can help to improve efficiency, productivity, and innovation. Effective teams are characterized by open and supportive communication, a clear understanding of roles and responsibilities, a shared commitment to goals and objectives, and a willingness to collaborate and work together. Strong teams are also able to adapt to change and overcome challenges and are able to continuously learn and improve. Overall, teams are an important component of organisational success, and effective team management is essential for achieving organisational goals and objectives.

Team performance

Team performance refers to the effectiveness and efficiency with which a team is able to achieve its goals and objectives. High-performing teams are characterized by strong collaboration, clear communication, a shared commitment to goals and objectives, and a willingness to learn and continuously improve. Effective team performance management involves setting clear goals and expectations, monitoring progress, providing feedback and support, and taking action to address issues and improve performance. By managing team performance effectively, organisations can improve productivity, innovation, and overall success.

Managing team performance

Managing team performance is a crucial responsibility for any leader. It involves setting clear goals and expectations, monitoring progress, providing feedback and support, and taking action to address issues and improve performance. Effective performance management can help to ensure that teams are working efficiently and effectively, that team members are motivated and engaged, and that organisational goals are being achieved.

One key aspect of managing team performance is setting clear goals and expectations. This involves defining what needs to be accomplished, outlining how it will be accomplished, and setting specific targets and deadlines for completion. Clear goals and expectations help to provide focus and direction for team members and help to ensure that everyone is working towards the same objectives.

Monitoring progress is another important aspect of managing team performance. This involves tracking progress towards goals, measuring performance against targets, and identifying any issues or challenges that may be impacting performance. Monitoring progress helps to provide insight into how the team is performing and can help to identify areas for improvement.

Providing feedback and support is also essential for managing team performance. This involves providing regular feedback to team members on their performance, highlighting areas of strength and areas for improvement, and providing guidance and support to help team members improve their performance. Providing feedback and support helps to ensure that team members are aware of how they are performing and helps to motivate and engage them in their work. Overall, managing team performance is a complex and multifaceted process that requires strong leadership skills, effective communication, and a commitment to continuous improvement.

## Delegate tasks and responsibilities, identify barriers to delegation, and implement processes to overcome the identified barriers.

Delegation

Delegation is the process of assigning tasks and responsibilities to others in order to achieve specific goals or objectives. Effective delegation involves identifying tasks that can be delegated, setting clear expectations and guidelines for the delegated tasks, providing the necessary resources and support, and monitoring progress to ensure that tasks are completed effectively and efficiently. Delegation allows leaders to focus on higher-level tasks and strategic priorities, while also providing team members with opportunities to develop new skills and take on greater responsibility. However, delegation can also present challenges, such as concerns about the quality of work, lack of trust in team members, or uncertainty about how to delegate effectively. By implementing a deliberate and strategic approach to delegation, leaders can overcome these challenges and help their teams to achieve greater success.

Barriers to delegation

There are several common barriers to delegation that can make it difficult for leaders to effectively assign tasks and responsibilities to their team members. Overcoming these barriers to delegation requires leaders to be proactive and deliberate in their approach to task assignment. This may involve building trust through open communication and regular feedback, providing training and resources to help team members develop new skills, setting clear expectations for delegated tasks, and implementing quality control measures to ensure that tasks are completed to the required standard. By doing so, leaders can overcome these barriers and help their teams to achieve greater success. Some of these barriers include:

* **Lack of trust:** Leaders may be hesitant to delegate tasks to team members if they do not trust their ability to perform the task effectively or to meet the required standards.
* **Control issues**: Some leaders may feel that they need to maintain control over all aspects of a project or task, which can make it difficult for them to delegate tasks to others.
* **Fear of failure:** Leaders may be reluctant to delegate tasks if they fear that team members will make mistakes or fail to meet expectations, which can reflect poorly on the leader.
* **Unclear expectations**: If leaders do not clearly communicate expectations for delegated tasks, team members may struggle to understand what is expected of them, which can lead to confusion and mistakes.
* **Lack of skills or resources**: Leaders may be hesitant to delegate tasks if team members do not have the necessary skills or resources to perform the task effectively.

Delegate tasks and responsibilities, identify barriers to delegation, and implement processes to overcome the identified barriers.

Delegating tasks and responsibilities require a deliberate and strategic approach that involves setting clear expectations, providing support and resources, monitoring progress, identifying barriers to delegation, and implementing processes to overcome these barriers. By doing so, you can help to ensure that team members are able to take on greater responsibility and develop new skills, while also improving overall team performance and achieving organisational goals and objectives.

Delegating tasks and responsibilities are an important aspect of effective team management, as it allows team members to develop new skills and take on greater responsibility, while also freeing up time for the leader to focus on higher-level tasks. However, there can be barriers to delegation, such as concerns about the quality of work, lack of trust in team members, or uncertainty about how to delegate effectively. Here are some steps to help you delegate tasks and responsibilities, identify barriers to delegation, and implement processes to overcome these barriers:

**Identify tasks that can be delegated.**

Identify tasks and responsibilities that can be delegated to team members, considering their skills, interests, and availability.

**Set clear expectations.**

Set clear expectations for the delegated tasks, including deadlines, quality standards, and communication protocols. This will help to ensure that team members understand what is expected of them and can perform the task effectively.

**Provide support and resources.**

Provide team members with the support and resources they need to perform the delegated task, such as training, access to information, or additional staff support.

**Monitor progress.**

Monitor progress regularly to ensure that the delegated task is on track and that team members are performing effectively. This may involve providing feedback and support as needed.

**Identify barriers to delegation.**

Identify barriers to delegation, such as lack of trust, uncertainty, or concerns about quality, and develop strategies to overcome these barriers.

**Implement processes to overcome barriers.**

Implement processes to overcome identified barriers to delegation, such as building trust through open communication and regular feedback, providing training and support to help team members develop new skills, or implementing quality control measures to ensure that delegated tasks are performed to the required standard.



## Evaluate team member skills and provide opportunities for individual development.

Evaluating team member skills and providing opportunities for individual development is an important aspect of effective team management. Evaluating team member skills and providing opportunities for individual development requires a deliberate and strategic approach that involves assessing skills and development needs, setting development goals, providing training and development opportunities, monitoring progress, and recognising achievements. By doing so, you can help to ensure that team members are able to develop new skills, take on greater responsibility, and contribute to the team's overall success. Here are some steps to help you evaluate team member skills and provide opportunities for individual development:

**Assess skills and development needs.**

Start by assessing each team member's skills and identifying areas where they may need further development. This may involve reviewing past performance, conducting skills assessments, or having one-on-one conversations with team members.

**Set development goals.**

Once you have identified areas for development, work with each team member to set specific development goals. These goals should be aligned with the team's overall objectives and should be challenging but achievable.

**Provide training and development opportunities.**

Provide team members with opportunities to develop new skills and knowledge, such as training programs, workshops, or mentoring. These opportunities should be tailored to each team member's individual development goals.

**Monitor progress.**

Monitor each team member's progress towards their development goals and provide feedback and support as needed. This may involve regular check-ins, performance reviews, or coaching sessions.

**Recognize achievements.**

Recognize and reward team members for their achievements and progress towards their development goals. This can help to motivate and engage team members and can reinforce the importance of individual development.

## Monitor team performance to ensure progress towards achievement of goals.

Monitoring team performance is an essential part of effective team management, as it allows leaders to track progress towards goals and identify areas where improvement may be needed. Monitoring team performance requires a deliberate and strategic approach that involves setting clear goals and metrics, monitoring progress regularly, providing feedback and support, and taking corrective action when necessary. By doing so, you can help to ensure that the team is making progress towards its goals and achieving success. Here are some steps to help you monitor team performance and ensure progress towards achievement of goals:

**Set clear performance goals.**

Start by setting clear and measurable goals for the team. These goals should be aligned with the organisation's overall objectives and should be specific, measurable, achievable, relevant, and time-bound (SMART).

**Establish performance metrics.**

Identify performance metrics that will be used to track progress towards goals. These metrics may include key performance indicators (KPIs), project milestones, or other quantitative or qualitative measures of performance.

**Monitor performance regularly.**

Monitor team performance regularly to ensure that progress is being made towards goals. This may involve tracking performance metrics, conducting performance reviews, or having regular check-ins with team members.

**Provide feedback and support.**

Provide team members with regular feedback and support to help them improve their performance. This may involve coaching, mentoring, or providing training or resources to help team members develop new skills.

**Take corrective action when necessary.**

If performance is not meeting expectations, take corrective action to address the issue. This may involve identifying and addressing performance gaps, reassigning tasks, or responsibilities, or providing additional resources or support to help the team succeed.

## Provide mentoring and coaching to support team members.

Mentoring.

Mentoring is a process in which an experienced individual provides guidance, advice, and support to a less experienced individual, with the goal of helping the mentee develop new skills, knowledge, and perspectives. A mentor may provide feedback on performance, share their own experiences and insights, provide career guidance, and offer encouragement and support. Mentoring can be an effective way to help team members develop their skills and reach their full potential, while also building strong relationships and fostering a culture of learning and growth. Effective mentoring requires good communication, mutual trust, and a commitment to ongoing learning and development. By providing mentoring to team members, leaders can help to build a strong and motivated team that is equipped to tackle new challenges and achieve success.

Coaching.

Coaching is a process in which a leader works closely with a team member to help them develop new skills and improve their performance. The goal of coaching is to provide guidance, feedback, and support that will help the team member build on their strengths, address areas where improvement is needed, and achieve their goals. A coach may provide specific feedback on performance, help the team member identify areas for development, and provide guidance and resources to support their growth. Coaching can be an effective way to help team members develop new skills, improve their performance, and reach their full potential. Effective coaching requires good communication, active listening, and a willingness to provide constructive feedback and support. By providing coaching to team members, leaders can help to build a stronger, more capable team that is better equipped to meet the challenges of the workplace.

Provide mentoring and coaching to support team members.

Providing mentoring and coaching to team members is an effective way to support their development and improve their performance. Providing effective mentoring and coaching requires a deliberate and strategic approach that involves building rapport with team members, identifying development needs, and setting goals, providing feedback and support, and reviewing progress regularly. By doing so, leaders can help team members to develop new skills, improve their performance, and achieve their goals, while also building a stronger, more capable team. Here are some steps to help you provide effective mentoring and coaching:

Build rapport.

Start by building a positive relationship with the team member based on mutual trust and respect. This may involve getting to know them better, understanding their goals and aspirations, and demonstrating a genuine interest in their development.

Identify development needs.

Work with the team member to identify areas where they would like to develop their skills or knowledge. This may involve conducting a skills assessment, reviewing past performance, or having a conversation about their career aspirations.

Set goals.

Once you have identified areas for development, work with the team member to set specific goals that are aligned with their development needs and the team's overall objectives. These goals should be challenging but achievable and should be accompanied by a clear plan for achieving them.

Provide feedback and support.

Provide regular feedback and support to the team member to help them achieve their development goals. This may involve providing specific feedback on performance, offering guidance or resources to support their learning, or providing opportunities for them to practice new skills.

Review progress

Regularly review progress towards development goals and adjust plans as needed. This may involve revising goals, providing additional support or resources, or addressing any obstacles or challenges that arise.

## Motivate individuals and teams to achieve optimum performance.

Optimum performance

Optimum performance is the level of performance at which an individual or a team is operating at their full potential, achieving their goals and objectives, and contributing to the success of the organisation. To achieve optimum performance, it is important for leaders to create a supportive work environment that enables team members to work effectively and efficiently. This may involve setting clear expectations and goals, providing the necessary resources and support, and fostering a culture of collaboration, learning, and growth.

To achieve optimum performance, leaders should also prioritize effective communication and feedback. This means providing regular feedback on performance, communicating goals and objectives clearly, and encouraging open and honest communication between team members. Leaders should also provide opportunities for team members to develop new skills and knowledge through training, mentoring, or coaching.

To achieve optimum performance, leaders should foster a positive and motivating work culture. This may involve recognising and rewarding team members for their achievements, promoting a healthy work-life balance, and creating a sense of purpose and meaning in the work that the team is doing. By creating an environment that supports optimum performance, leaders can help to ensure that their team is operating at its full potential, achieving its goals, and contributing to the success of the organisation.

Motivate individuals and teams to achieve optimum performance.

Motivating individuals and teams to achieve optimum performance is an important aspect of effective team management. Motivating individuals and teams to achieve optimum performance requires a deliberate and strategic approach that involves setting clear goals, providing feedback and recognition, fostering a positive work environment, encouraging autonomy and ownership, providing resources and support, and encouraging innovation and creativity. By doing so, leaders can help to ensure that their team is motivated, engaged, and operating at its full potential, achieving its goals, and contributing to the success of the organisation. Here are some steps to help you motivate individuals and teams to achieve optimum performance:

* **Set clear and challenging goals**: Start by setting clear and challenging goals for the team. These goals should be aligned with the organisation's overall objectives and should be specific, measurable, achievable, relevant, and time-bound (SMART).
* **Provide feedback and recognition**: Provide regular feedback on performance and recognize and reward team members for their achievements. This can help to motivate team members and reinforce the importance of achieving goals.
* **Foster a positive work environment**: Foster a positive work environment that promotes collaboration, learning, and growth. This may involve promoting open and honest communication, providing opportunities for training and development, and promoting work-life balance.
* **Encourage autonomy and ownership**: Encourage team members to take ownership of their work and give them autonomy to make decisions and solve problems. This can help to increase motivation and engagement.
* **Provide resources and support**: Provide team members with the necessary resources and support to achieve their goals. This may involve providing access to technology, tools, or other resources, as well as providing guidance or support when needed.
* **Encourage innovation and creativity**: Encourage team members to think creatively and explore new approaches to their work. This can help to increase motivation and engagement and lead to innovative solutions.

## Provide recognition and rewards for team achievements.

Recognition for team achievements

Recognising team achievements is an important aspect of effective team management. Providing recognition helps to motivate team members, increase job satisfaction, and promote a positive team culture. To effectively recognize team achievements, leaders should set clear expectations and goals for the team, establish criteria for recognition and rewards, provide regular feedback, and foster a positive team culture. Meaningful recognition can include public recognition, awards, or bonuses and should be timely, specific, and tailored to the individual team member's contribution to the team's success. By providing recognition for team achievements, leaders can create a culture of high performance and success and help to motivate and engage their team members.

Rewards for team achievements

Providing rewards for team achievements is an effective way to motivate team members, increase job satisfaction, and promote a positive team culture. Rewards can include bonuses, time off, or other incentives that are meaningful and tailored to the individual team member's contribution to the team's success. To effectively provide rewards, leaders should set clear expectations and goals for the team, establish criteria for rewards, provide regular feedback, and foster a positive team culture. Rewards should be timely, specific, and proportional to the level of achievement. By providing rewards for team achievements, leaders can create a culture of high performance and success and help to motivate and engage their team members.

Providing recognition and rewards for team achievements is an important part of effective team management. Here are some steps to help you provide recognition and rewards for your team:

* **Set clear expectations and goals.**

Set clear expectations and goals for your team that are aligned with the organisation's overall objectives. These goals should be challenging but achievable and should be communicated clearly to the team.

* **Establish criteria for recognition and rewards.**

Establish clear criteria for recognition and rewards, based on the team's performance and achievement of goals. This may involve developing a performance metrics system or using other objective measures to evaluate team performance.

* **Provide regular feedback.**

Provide regular feedback to the team on their performance, including areas where they are excelling and areas where improvement is needed. This feedback should be constructive and specific and should provide clear guidance on how to improve.

* **Provide meaningful recognition.**

Provide meaningful recognition for team achievements, such as public recognition, awards, or bonuses. Recognition should be timely, specific, and tailored to the individual team member's contribution to the team's success.

* **Foster a positive team culture.**

Foster a positive team culture that promotes collaboration, communication, and teamwork. This can help to create a sense of shared purpose and encourage team members to work together towards common goals.

* **Encourage peer recognition.**

Encourage team members to recognize and reward their peers for their contributions to the team's success. This can help to create a culture of mutual respect and support.

|  |
| --- |
| **Learning Activity 4**Element 3 - Skills and knowledge application in simulated vocational environment |
| **Activity type** | Individual verbal presentation |
| **Activity timing** | 5-7 minutes per learner |
| **Activity description**A picture containing text  Description automatically generated | For this activity, your trainer will randomly pick up few of trainees for a verbal presentation of the following. This will be an opportunity for others to learn and contribute by participating in the discussion.When the trainer directed to you, verbally present the following:1. How to delegate tasks and responsibilities, identify barriers to delegation, and implement processes to overcome the identified barriers.
2. How to evaluate team member skills and provide opportunities for individual development.
3. How to monitor team performance to ensure progress towards achievement of goals.
4. How to provide mentoring and coaching to support team members.
5. How to motivate individuals and teams to achieve optimum performance.
6. How to provide recognition and rewards for team achievements.

Ensure you communicate concisely and cover comprehensively using oral communication skills. |

**Self-Directed Learning Task 3**

**Manage Team Performance**

**Objective:** To strengthen your skills in managing team performance through effective delegation, evaluation, mentoring, and motivation.

**Duration:** 4-10 hours of self-directed learning.

**Task Overview:** This self-directed learning task canters on your capacity to manage team performance as a leader. Successful team management involves various aspects such as delegation, evaluation, mentoring, motivation, and recognition. You will explore these elements to enhance your leadership skills.

**Task Activities:**

1. **Delegation Skills:** Research effective delegation techniques and their importance in team management. Identify common barriers to delegation and develop strategies to overcome them.
2. **Skill Evaluation:** Create a framework for evaluating team members' skills and competencies. Consider using performance metrics, skills assessments, or peer reviews.
3. **Individual Development Plan:** Develop a template for individual development plans for team members. This plan should outline opportunities for skill enhancement and career growth within the organization.
4. **Performance Monitoring:** Explore methods for monitoring team performance to ensure alignment with organizational goals. This could involve the use of key performance indicators (KPIs) or regular performance reviews.
5. **Mentoring and Coaching:** Research best practices for providing mentoring and coaching to support team members' growth and development. Develop a coaching plan outline that you can use with team members.
6. **Motivation Strategies:** Investigate motivation theories and strategies. Develop a motivational plan that can be tailored to individual team members and the team as a whole.
7. **Recognition and Rewards:** Explore the importance of recognition and rewards in team management. Create a framework for providing recognition and rewards for team achievements.

**Reflection:** Reflect on the insights gained during this self-directed learning task. Consider how these strategies can be applied to effectively manage team performance in your leadership role.

**Evidence:** Provide evidence of your learning goals, a delegation strategy, a skills evaluation framework, an individual development plan template, a performance monitoring method, a coaching plan outline, a motivational plan, and a recognition and rewards framework. This evidence will demonstrate your commitment to self-directed learning in this competency.

# References

Huot, J. (2022) Planning Process Concept & Steps | What is the Planning Process? https://study.com/learn/lesson/planning-process-concept-steps.html.

Images (n.d.) https://www.freepik.com/search?format=search&query=restaurant.