

BSBLDR411

Demonstrate Leadership in the

Learner Guide Instructions

Who is this document for?

The learner.

What is in this document?

- Course information that matches the PowerPoint presentation.
- Review questions.
- Practical assessment instructions for learners.

What do you need to do before you use it for the first time?

1. Rebrand the document.
2. Review the document as part of your validation process.
3. Set the reading and test time limits that are highlighted in pink at the end of the document.

See the 'Read Me First' document for a complete set of instructions on how to use these resources.

LEARNER GUIDE

BSBLDR411 Demonstrate Leadership in the Workplace

| | |
|---------------------------------|--|
| Learner Name: | |
| Learner ID: | |
| Learner Contact Number: | |
| Learner Email Address: | |
| Date Training Commenced: | |

This Book Contains:

- Course Information.
- Review Questions.

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1.1 Introduction

This training course is based on the national unit of competency **BSBLDR411 Demonstrate Leadership in the Workplace**.

This unit applies to individuals who are making the transition from being a team member to taking responsibility for the work and performance of others and providing the first level of leadership within the organisation.

This unit describes the skills and knowledge required to lead teams and individuals by modelling high standards of conduct to reflect the organisation's standards and values.



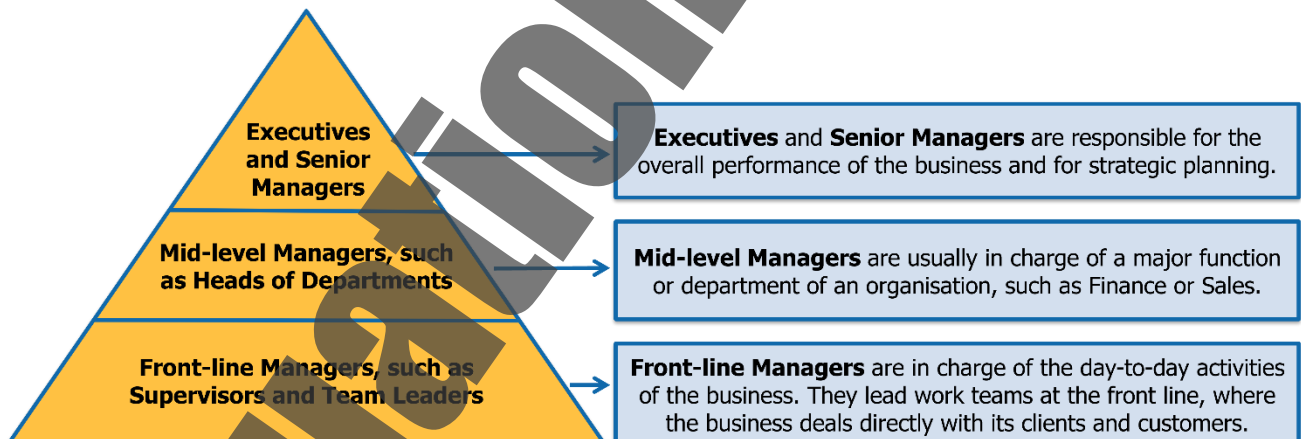
1.1.1 Management in the Workplace



Stepping up to management can be exciting but daunting. In a workplace, a manager influences, guides and motivates people to achieve organisational goals and expectations. Goals typically relate to organisational targets such as profitability and productivity. Expectations typically relate to values and standards of the organisation such as acting with integrity.

All managers are responsible for the progress and performance of the people who report to them. In mid and large sized organisations, management is commonly split into tiers. Front-line managers in an organisation are typically in charge of the workers who provide products and services to customers. They are closest to the organisation's core business and therefore play a very important role.

The following is an example of a typical management structure:



1.1.2 A Manager's Roles

A manager typically wears many 'hats' as part of fulfilling their responsibilities. Typical roles of a manager are shown in the following table:

| Role | Requirement |
|---------------------|---|
| Supervisor | <ul style="list-style-type: none"> ◆ Overseeing the team's activities and managing its performance to keep both individuals and the team as a whole, focused, and on track. |
| Strategist | <ul style="list-style-type: none"> ◆ Working out how to achieve goals. ◆ Developing plans for the team to achieve them. ◆ Assigning roles to individuals within the team to bring plans to fruition. |
| Organiser | <ul style="list-style-type: none"> ◆ Making sure the team has the resources it needs to do the work, which can include ordering stock, rostering staff and completing budgets and other reports. |
| Communicator | <ul style="list-style-type: none"> ◆ Providing information. ◆ Encouraging team members to participate in discussions and decisions. ◆ Providing feedback and listening to and responding to feedback. |
| Coach | <ul style="list-style-type: none"> ◆ Developing the team's strength by training, coaching and mentoring team members. ◆ Getting people to rise above individual agendas to work together. |
| Leader | <ul style="list-style-type: none"> ◆ Providing the team with a consistent role model of professional behaviour, such as honesty, politeness and fairness. ◆ Guiding and motivating the team to fulfil its potential. ◆ Dealing with any conflict in the ranks. |

These roles frequently overlap. For example, being a supervisor and communicator both involve discussing plans with the team and giving instructions. Being a coach and a leader both include motivating the team and demonstrating expected standards of behaviour.



Other responsibilities of a manager can include:



- ◆ Encouraging teams and individuals to develop innovative approaches to their work.
- ◆ Seeking information from the wider business environment and sharing it with the team.
- ◆ Implementing change and helping team members adapt to new situations.
- ◆ Representing the team in dealings with stakeholders such as senior management, government officials, unions, other businesses and community groups.

1.1.3 Managing Performance



As a front-line leader, you will be responsible for managing your team's performance. Your success will depend on how well you understand your organisation's goals and values, and how much you are committed to the goals and values yourself.

Performance management includes setting goals, planning and monitoring performance, and providing training and coaching to team members. Individual and team goals should be derived from and closely aligned to the goals and values of the organisation.

In most organisations there is scope for you, as team leader, to plan performance in consultation with your team in the following key areas:

- ◆ What the team is going to achieve – its key targets and deliverables.
- ◆ How the team is going to achieve it – the strategies it will use, the rules it will follow.
- ◆ The resources the team requires - such as time, money, equipment, skills and knowledge.



When you include the team's input, you create a stronger foundation for performance planning, including discussion, review and honest assessment of the team's performance.

1.1.4 Qualities Required for Positive Performance Management

Positive performance management involves motivating the team using tools such as praise and constructive feedback. It focuses on building team member's strengths, successes and self-confidence.

To manage a team's performance in this way, a manager must demonstrate the following qualities:

| Qualities | How to Demonstrate Them to Your Team |
|------------------------|---|
| Integrity | Show the way through your own high standards. Be honest, fair, consistent and reliable. |
| Credibility | Offer constructive feedback to team members to help them improve. Do not 'sugar coat' or avoid difficult situations. Handle them with empathy and tact. |
| Objectivity | Be fair and even with all team members. Base decisions on evidence, rather than emotion, opinion or impulse. |
| Clarity | Communicate instructions and information in a way that all team members can understand. |
| Approachability | Encourage team members to come to you if they have a problem and to participate in discussions and decision making. |

1.1.5 Organisational Policies and Procedures



An organisation's policies and procedures are its roadmap for both day to day activities and its progress into the future. They also help managers make decisions and navigate problems at work.

A policy expresses an organisation's attitude or position on an issue. As an example, most organisations have a policy on workplace health and safety. This policy usually revolves around the idea that health and safety is important and that everyone in the organisation has a duty to uphold it.

A procedure shows how a policy is to be implemented, often in a step-by-step manner, including options and decisions that a worker may have to consider and make. It attempts to formalise the best way to handle a situation or complete a work activity to enable the desired outcome to be achieved every time.

Policies and procedures that managers and teams are expected to uphold typically include:

- ◆ Code of Conduct.
- ◆ Anti-discrimination.
- ◆ Bullying and harassment.
- ◆ Work health and safety.
- ◆ Whistleblowing, such as reporting misconduct.
- ◆ Confidentiality.
- ◆ Sustainability.
- ◆ Use of company property.
- ◆ Working remotely.
- ◆ Use of social media.
- ◆ Conflicts of interest.
- ◆ Purchasing materials.
- ◆ Handling customer complaints.
- ◆ Refunds and returns.



Many workplace policies are derived from legislative requirements such as anti-discrimination, privacy, work health and safety and laws related to employment. Having policies on these topics shows commitment to legal requirements. It also helps to ensure that people work in a way that complies with legal obligations.

A Code of Conduct typically includes topics such as attendance and absenteeism, personal presentation, and behaviours such as using personal phones at work. Importantly, it is often the main document an organisation uses to express its values, standards and expectations.

Review Questions

1.

What level of management typically leads a team that provides products and services to customers in its day-to-day operation?

2.

What are three (3) typical roles of a manager in an organisation?

1.

2.

3.

3.

List three (3) examples of actions included in performance management.

1.

2.

3.

4.

List three (3) key areas of performance that can be planned in consultation with the team.



1.

2.

3.

5.

What does positive performance management focus on?



6.

As a leader, how would you demonstrate integrity to your team?



7.

List five (5) examples of policies and procedures that managers and teams are typically expected to uphold.



1.

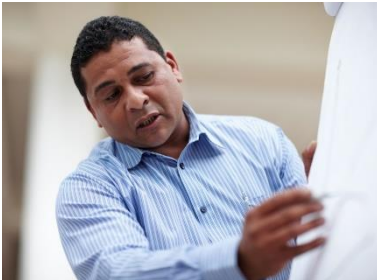
2.

3.

4.

5.

1.2 Developing Performance Plans



Performance plans provide individuals and teams with clear direction and opportunities to set goals, objectives, and expectations. Plans can also include details about team targets, work quality and deadline dates. Further to this, they can identify issues that the individual or team may face.

You will need to consider your organisation's goals and objectives when developing a performance plan, as well as establish key performance indicators so that you can measure the performance of the team.

1.2.1 Organisational Goals and Objectives

Goals are overall or long term aims that provide an organisation with focus and direction. Objectives are the specific plans and measuring points that an organisation uses to turn its goals into reality.

Think of goals and objectives like this:

- ◆ Goals say what the organisation would like to achieve. For example, more sales, higher profits or to become more environmentally sustainable.
- ◆ Objectives say how the organisation plans to achieve the goal and the actions it will take.
- ◆ Goals are usually expressed in words.
- ◆ Objectives convert the words into a plan that includes specific dates and numeric targets.



An accepted framework for effective goal setting is SMART:

| | |
|----------|---------------------------------|
| S | Specific. |
| M | Measurable. |
| A | Achievable/attainable. |
| R | Results oriented and realistic. |
| T | Time-bound. |

Examples:

Non-SMART goal: "We will improve our response time to customer complaints".
 SMART goal: "We will improve our response time to customer complaints by increasing the number of customer service staff from 3 to 6, with the additional 3 staff members to be employed by the 1st of September using additional funds approved in the staffing budget".

Non-SMART goal: "We will increase the number of users of our mobile app".
 SMART goal: "We will increase the number users of our mobile app by 15 per cent by the 30th of June by optimising our app-store listing and creating targeted campaigns for social media platforms including Facebook and Instagram".

When a goal is SMART, it is easier to visualise, evaluate, pursue and monitor. Additionally, team members find it easier to commit to SMART goals because they are achievable, realistic and relevant.



1.2.2 Organisational Plans

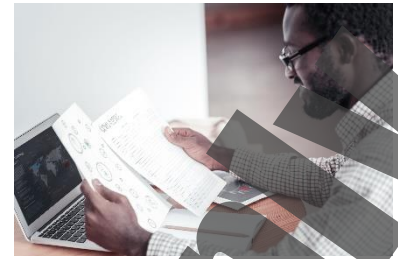
Every organisation, large or small, will have a plan to turn its goals and objectives into actions. Large organisations usually set goals over three levels: strategic, tactical and operational.



| Plan Level | Explanation |
|--------------------------|--|
| Strategic Plans | Strategic plans define broad goals or future targets for the organisation. They are usually set by top level management and typically have a time span of 5 years or even longer. |
| Tactical Plans | Tactical plans set targets for intermediate time spans, typically 1 to 5 years, and are usually set by middle management. These goals specify what individual departments need to do to help the organisation achieve its strategic goals. |
| Operational Plans | Operational goals are short-range goals. They typically have a one-year time span. They are set by front line managers or handed down to these managers by those at higher management levels. |

The plans form a hierarchy. The strategic plan depends on successful completion of the tactical and operational plans.

Operational plans specify what work teams need to do to contribute to organisational goals. They set the pace for day-to-day work by breaking large objectives into smaller measurable components. As a front-line leader, the performance plans that you develop, implement, manage and monitor will generally be based around your organisation's operational plans.



1.2.3 Team and Individual Performance Plans



Team performance plans revolve around collective goals and levels of performance. They measure the performance of the team as a whole, rather than the performance of its members.

A well-developed team performance plan will provide the team with focus and direction and allow individuals within the team to succeed. It will also recognise and address any issues that the team may face, such as problems with resources or work conditions. As an example, many workplaces needed to change gear quickly in response to COVID-19, including adjusting plans for teams to collaborate in a virtual space while individual team members worked from home.

Team performance plans typically describe and define the following:

- ◆ Team targets – such as sales volume or production output.
- ◆ Work quality – the standards to which work must be completed.
- ◆ Deadline dates – dates by which targets must be achieved.



Plans may also include milestones, which are checkpoints on the way to achieving the goal in total. Milestones allow a team to gauge progress, adjust if necessary and celebrate interim 'wins'.

As much as possible, team plans should be developed in consultation with the team itself. This is because front-line teams often have unique insights on current work conditions, problems, obstacles and possible solutions. Incorporating these insights into the plan also builds commitment in the team.

Leaders will also need to work with the individuals in their team to set clear goals, objectives and expectations. Team members can be nervous about these discussions as they may feel that they are under the spotlight. Team leaders need to reassure team members that the discussions are about working with them, rather than criticising them. Through consultation, team members can gain more satisfaction and enjoyment from their jobs, discuss concerns and give and receive useful feedback.

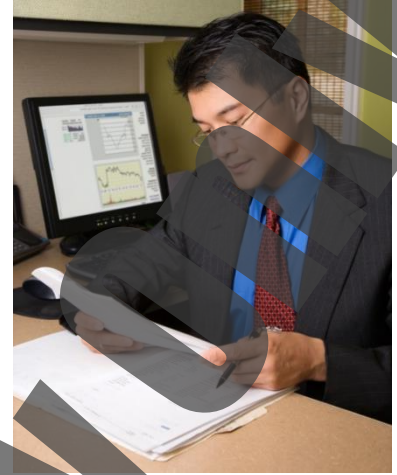


1.2.4 Key Performance Indicators

Key Performance Indicators (KPIs) describe exactly how teams and individuals are expected to contribute. They are termed 'key' because they relate to the aspects of performance that have the most impact on the organisation's goals.

KPIs in health care typically include:

- ◆ Staff to client ratio.
- ◆ Client waiting time.
- ◆ Infection control.
- ◆ Client satisfaction level which can include the proportion of clients who feel that the service promotes the rights of individuals, provides opportunities to participate in the community and regards client needs as a top priority in the provision of service.



KPIs should include the following features or elements:

- ◆ A measurable target – for example, to increase sales revenue by 20 per cent.
- ◆ Reporting frequency – for example, the end of the month or end of the quarter (3 months).
- ◆ Data source – how you derive the information used to track and measure the KPI.

Well-crafted KPIs have many benefits to a team leader and an organisation. They can:

- ◆ Focus your team's attention on what matters most.
- ◆ Provide a clear and objective way to see if your plan is working.
- ◆ Make performance management more transparent and make people more accountable.
- ◆ Lead to happier customers, better service, and more satisfied employees.



Review Questions

8.

What are organisational objectives?



9.

Which plan has the longest time frame: operational, tactical or strategic?

10.

What type of plan is a front-line manager most likely to set and implement with their team?

11.

List the three (3) elements typically described and defined by a team performance plan.

1.

2.

3.

12.

What is the purpose of a milestone within a team's performance plan?

13.

What do leaders need to do when developing a performance plan with an individual in their team?



14.

What is a KPI?



15.

List three (3) features or elements that should be included in KPIs.



1.

2.

3.

2.1 Organisational Standards and Values

A key role of a workplace leader is to uphold the organisation's standards and values. In order to meet this expectation, you will need to be able to clearly identify your organisation's standards and values.



2.1.1 Vision and Mission Statements

Many organisations use vision and mission statements to define their identity and purpose. They also use these statements to build a positive workplace culture.

The following is an example of a vision and mission statement based on a health care provider:

Our Vision

To be a leader in transforming the delivery of whole-person health care in Australia.

Our Mission

To improve the health and well-being of the people we serve by providing effective, person centred, community-based care and support.

Our Values

Respect and integrity.
Empathy and compassion.
Collaboration and inclusion.
Trust and accountability.



Vision statements typically say what an organisation aims for. Mission statements typically say what it does to achieve the vision. Together, these statements can help you identify the standards and values of your organisation. They can also help you feel a sense of pride and purpose in your work and refocus if you ever feel discouraged or overwhelmed.

Everyone in an organisation is expected to work towards the vision and mission, and to uphold the standards and values. From the Chief Executive Office to the senior managers and front-line managers, right down to the most junior team member: this expectation applies to everyone.

Standards and values are usually stated but they may also be implied. To illustrate, let's take another look at the vision statement "To be a leader in transforming the delivery of whole-person health care in Australia" and the mission statement "To improve the health and well-being of the people we serve by providing effective, person centred, community-based care and support". What standards and values would an organisation have to uphold to live up to these statements? Aiming to be a leader implies that the organisation values innovation and excellence. Providing effective, personalised community-based care implies that the organisation values compassionate care that recognises and respects people's needs as individuals.

