



SIT50416 Diploma of Hospitality Management

SITXHRM003 LEAD AND MANAGE PEOPLE



STUDENT HANDOUT

SITXHRM003 LEAD AND MANAGE PEOPLE

This unit describes the performance outcomes, skills and knowledge required to lead and manage people including 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, operational and senior managers.

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

“As we look ahead into the next century, leaders will be those who empower others.” (Bill Gates)

The motivation to lead is the baseline requirement for competent leadership.

At Coca-Cola Amatil we do not believe that you can manage people. We believe that you manage systems and processes and that you lead people.

Leadership is being able to encourage people to follow you to a place that is better than where they are. Management is the operation and process. Some people are better leaders than they are managers and vice versa.



ELEMENTS	PERFORMANCE CRITERIA
Elements describe the essential outcomes.	Performance criteria describe the performance needed to demonstrate achievement of the element.
1. Model high standards of performance and behaviour.	1.1. Act as a positive role model through individual performance. 1.2. Show support for and commitment to organisational goals in day-to-day work performance. 1.3. Interact with team members in a positive and professional manner.
2. Develop team commitment and cooperation.	2.1. Develop and clearly communicate short, medium and long-term plans and objectives consistent with organisational goals in consultation with the team. 2.2. Communicate expectations, roles and responsibilities of team members to encourage them to take responsibility for own work. 2.3. Encourage teams and individuals to develop innovative approaches to work. 2.4. Identify and reward individual and team efforts and contributions. 2.5. Model and encourage open and supportive communication within the team. 2.6. Seek and share information from the wider business environment with the team. 2.7. Represent team interests in the wider environment. 2.8. Seek feedback from team members and implement changes within the bounds of organisational goals and policies.
3. Manage team performance.	3.1. Delegate tasks and responsibilities, identify barriers to delegation, and implement processes to overcome them. 3.2. Evaluate team member skills and provide opportunities for individual development. 3.3. Monitor team performance to ensure progress towards achievement of goals. 3.4. Provide mentoring and coaching to support team members. 3.5. Motivate individuals and teams to achieve optimum performance. 3.6. Provide recognition and rewards for team achievements.

What is a Manager?

An individual who is in charge of a certain group of tasks, or a certain subset of a company.

A manager often has a staff of people who report to him or her.

As an example, a restaurant will often have a front-of-house manager who helps the patrons, and supervises the hosts; or a specific office project can have a manager, known simply as the project manager. Certain departments within a company designate their managers to be line managers, while others are known as staff managers, depending upon the function of the department.

Definition: A Manager is the person responsible for planning and directing the work of a group of individuals, monitoring their work, and taking corrective action when necessary. For many people, this is their first step into a management career.

Managers may direct workers directly or they may direct several supervisors who direct the workers. The manager must be familiar with the work of all the groups he/she supervises, but does not need to be the best in any or all of the areas. It is more important for the manager to know how to manage the workers than to know how to do their work well.

A manager may have the power to hire or fire employees or to promote them. In larger companies, a manager may only recommends such action to the next level of management. The manager has the authority to change the work assignments of team members.

A manager's title reflects what he/she is responsible for. An Accounting Manager supervises the Accounting function.

What is Leadership?

Leadership is not Management or Directing. Leadership is the ability to inspire or influence others towards the leader's goal.

Some people may be born with more natural leadership abilities than others, but fortunately everyone can learn to become a better leader. Knowledge about leadership has grown over the years through careful observation and research.

Some definitions of Leadership

- The leader's job is to get results by establishing a vision, and a strategy, and communicating, motivating, delegating and coaching to achieve the vision.
- A leader articulates and embodies visions and goals and enables others to share and achieve them.
- Leadership is both an elusive quality that inspires others to perform and a set of skills that enables a person to persuade others to accept directions and goals willingly.
- Leaders motivate and direct people and ideas.
- Leaders have the courage of their convictions and are fair and just in achieving their goals.
- Leaders communicate and achieve goals and plans effectively.
- Leaders help others to achieve a shared goal without relying on position or power.

Most definitions agree that leaders are people who can influence the behaviour of others to achieve a goal. However, there is no on definition that covers all situations. The definition you adopt has to be ‘right’ for you.

Why is it important for a Manager to have high standards of behaviour?

Our actions affect not only ourselves, but also those around us. Many of our professional decisions involve ethics. If we tell a lie, we can lose someone’s trust and undermine our own integrity. If we use shoddy materials or workmanship on the job, we can jeopardize the safety of others.

Questions of morality and ethics can be found at all levels of society. Ethical behavior is equally important in the workplace as it is in our personal lives. Everywhere business is conducted, ethics matters.

A successful business depends on the trust of various parties—employees, managers, executives, customers, suppliers, and even competitors. Six ethical terms form the foundation of trust upon which ethical business practice is built:

- Ethics
- Values
- Morals
- Integrity
- Character
- Laws

Managers are responsible for upholding the ethical code and helping others to do so as well.

“Codes of conduct help to reassure investors and other stakeholders, in particular those looking for socially responsible investment, integrity, and a commitment to ethics. Furthermore, employees generally prefer to work for organizations committed to values and ethics, and consumers tend to prefer to buy from organizations with strong records of adherence to standards of conduct and socially sensitive behavior.”

As part of their leadership role and professionalism, professional accountants have a responsibility and opportunity to ensure the entire organization is attuned to high ethical standards and aligned with the values, goals, and objectives of the organization. Foremost, those in senior positions can help to set the tone at the top by displaying and encouraging professionalism and ethical behavior. An important way of influencing ethical practices and behavior in organizations is to ensure that senior management places a high premium on ethical behavior, and tone at the top. Tone at the top dictates the integrity of an organization and how employees will conduct themselves. The right tone at the top permeates throughout an organization and can be facilitated by a values-based code of conduct.”

<https://www.ifac.org/global-knowledge-gateway/ethics/discussion/ethical-leadership-and-developing-code-conduct>

Role models are meant to inspire, instruct, and to set a good example. Whether you're trying to teach your children core values or showing your students the proper way to conduct

themselves in a learning environment, the most important thing you can do is to be honest, thoughtful, and consistent. Role models don't have to be perfect, but they do have to show that everyone makes mistakes and that it's important to be accountable for them. You can be an inspiring and instructive role model as long as you are about the people who look up to you.

What are the qualities of a good team?

A group of people working together in the same area or for the same manager or team leader doesn't necessarily mean they're a team. A work group only becomes a work team when its members need to pool their efforts to achieve shared goals. In a real team, people depend on each other and the unique contributions each person can make. Their skills complement each other and they can achieve more together than they can individually.

Leading a group of individuals is one thing. Building and leading a highly motivated, high-performing work team poses additional challenges and demands even greater skills.

Effective teams need a clear purpose, goals and guidelines. Special arrangements such as changes in job design and work flow, new forms of monitoring and reward systems, and technology to facilitate communication between members are often needed. Also, team members and team leaders need training and time to develop the team-working skills they require. These arrangements are costly and time consuming but without them frustrations can mount and anticipated results can turn to smoke.

How can you develop team commitment and co-operation?

Your team as a whole needs a short, clear statement of intent so that everyone in it clearly understands what they are jointly working towards. A team purpose statement defines the team by describing why it exists. It keeps everyone moving in the same direction and shows team members how their individual efforts are worthwhile. A clear team purpose acts as a team vision, serving as a touchstone for decision making and day-to-day behaviour.

Why is it important to manage team performance?

The way team members behave and act can help or hinder the team in achieving its goals. When these behaviours and actions and their effects are predictable, they are called roles, not in the sense of acting or behaving falsely but in the sense of fulfilling a function. The roles team members characteristically play can be functional or dysfunctional.

Strengthen the way your team operates by helping people become aware of the roles they play and the effects these roles have on the team task and the team process. Team members' skills improve when they become more sensitive to, and aware of, how they can help their team function more effectively.

Supporting your team

Even the most skilled, motivated and engaged team members can't keep up peak performance when their leader fails to support them, whether as individuals or the team as a whole. You support them as individuals in a variety of ways, for example through:

- Building and maintaining your team
- Carrying out your various managerial roles
- Championing your team (especially important for teams whose work the rest of the organisation doesn't fully understand)
- Coaching and training
- Helping the team understand and deal with 'bad news'
- Instilling effective team processes
- Obtaining the resources your team needs, such as assistance from experts and temporary help, funding, information, materials, space, time, and tools and equipment
- Providing a clear vision and goals
- Providing feedback and development opportunities.