



**DIPLOMA OF LEADERSHIP AND
MANAGEMENT-BSB51915**
Study Support materials for
BSBLDR502 Lead and manage effective workplace



STUDENT HANDOUT

This unit describes the skills and knowledge required to lead and manage effective workplace relationships.

It applies to individuals in leadership or management who have a prominent role in establishing and managing processes and procedures to support workplace relationships taking into account the organisation's values, goals and cultural diversity.

At this level work will normally be carried out within complex and diverse methods and procedures, which require the exercise of considerable discretion and judgement, using a range of problem solving and decision making strategies.

ELEMENT	PERFORMANCE CRITERIA
<i>Elements describe the essential outcomes.</i>	<i>Performance criteria describe the performance needed to demonstrate achievement of the element.</i>
1. Manage ideas and information	1.1 Ensure strategies and processes are in place to communicate information associated with the achievement of work responsibilities to all co-workers 1.2 Develop and/or implement consultation processes to ensure that employees have the opportunity to contribute to issues related to their work role 1.3 Facilitate feedback to employees on outcomes of the consultation processes 1.4 Develop and/or implement processes to ensure that issues raised are resolved promptly or referred to relevant personnel
2. Establish systems to develop trust and confidence	2.1 Establish and/or implement policies to ensure that the organisation's cultural diversity and ethical values are adhered to 2.2 Gain and maintain the trust and confidence of colleagues and external contacts through professional conduct 2.3 Adjust own interpersonal communication styles to meet the organisation's cultural diversity and ethical environment and guide and support the work team in their personal adjustment process
3. Manage the development and maintenance of networks and relationships	3.1 Use networks to build workplace relationships providing identifiable outcomes for the team and the organisation 3.2 Conduct ongoing planning to ensure that effective internal and external workplace relationships are developed and maintained
4. Manage difficulties to achieve positive outcomes	4.1 Develop and/or implement strategies to ensure that difficulties in workplace relationships are identified and resolved 4.2 Establish processes and systems to ensure that conflict is identified and managed constructively in accordance with the organisation's policies and procedures 4.3 Provide guidance, counselling and support to assist co-workers in resolving their work difficulties 4.4 Develop and implement an action plan to address any identified difficulties

Effective workplaces recognize that employees are an organization's greatest resource and make a critical difference in the organization's ability to not merely survive, but to thrive. To be truly **effective**, a **workplace**—its design, practices and policies—must benefit both the organization and its employees.

What Is an Effective Workplace?

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Since 2002, Families and Work Institute (FWI) has engaged in a research journey to define the elements that make up effective workplaces. FWI's National Study of the Changing Workforce data has revealed six criteria of effective workplaces, all of which benefit both the employee and the organization.

Effective Workplaces are associated with better Employee Outcomes:

- Employee engagement
- Job satisfaction
- Turnover intention

Effective Workplaces are linked to better Health and Well-Being Outcomes like:

- Overall health
- Frequency of minor health problems
- Indicators of depression
- General stress level
- Frequency of sleep problems

Opportunities for Learning

A job where the meaning and importance of the work is clear; that encourages learning and creativity; and has enough task variety to keep you interested.

Culture of Trust

A workplace culture where supervisors are trustworthy, ethical, and seek your input to improve performance.

Work-Life Fit

Having the support, schedule and flexibility you need at work in order to effectively manage your work and personal/family responsibilities.

Supervisor Support for Work Success

Supervisors who provide you with honest and relevant information needed to do your job well and who recognize you when a job is well done.

Satisfaction with Earnings, Benefits & Advancement Opportunities

Having reasonable benefits and earnings for your job and adequate opportunities for advancement.

Autonomy

The ability to decide or have input into what your job entails, how it is done, and to be true to yourself while doing it.

<http://www.whenworkworks.org/downloads/EffectiveWorkplace-1pager.pdf>

A team is an important, dynamic unit working together to achieve success in accomplishing a goal. What determines how effectively a team will work together? Lots of things. To create an autonomous, hard-working, high-producing group of individuals is challenging, and there are many factors that will influence your team's success. Here are 6 considerations to help you get started.

1- Begin With the Right People

Know what you are looking for. When recruiting to your team, look for candidates who match your organizational culture. If you're adding to an existing team, you might consider getting team members to help with the selection of a new recruit. While group cohesiveness has an effect on group performance, any group that works productively will suffer less turnover because they have enjoyed success. Look for people who will help to balance your team professionally.

2- Be SMART About Goal-Setting

Without goals, teams are aimless. Prepare your team for success with a clear objective, and be sure to attach a value to the goal. Without seeing the value in the work they are doing, a team will lack the motivation to succeed. In goal-setting, make your goal SMART:

- **Specific:** Your goal must be well-defined so that the team's direction is clear. Ask: Where do we want to end up? What steps will we need to take to get here?
- **Measurable:** In order to measure their degree of success, a team needs precise objectives (amounts and dates). Be specific. If you describe your goal in general terms, such as "Increase sales" without indicating by how much or by when, it's unlikely you'll get the results you want.
- **Attainable:** Be realistic. Aim too high (set a goal that your team has no hope of achieving) and you will only demoralize your team and eat away at their confidence. Make sure to state how and why you think a goal is attainable.
- **Relevant:** Goals should be aligned with your vision of success, and relevant to the direction you want your team to take.
- **Time-Bound:** Success will come that much quicker if you have a deadline.

Arrange to have your team revisit their goals regularly. The pursuit of achievement is ongoing, and reminders will help to keep things on track. Encourage open discussion about the team's progress.

3- Define Roles Clearly

Without goals, it's impossible to establish meaningful, valuable roles for team members; in their absence, team member accountability becomes an issue, as do overlap and time-wasting. Clearly defined roles make it easier for each team member to set their own goals for accomplishing work effectively and for making a strong contribution to the larger goal. It is important that each team member accept the role and responsibilities of their own role, and those of their counterparts. You

might consider explaining why each team member has been selected, so that their value to the team is clearly established. Clear roles help to:

- Identify knowledge, skill and capability needed (helps you hire the right people)
- Determine what resources and strategies are required for success and determines who will be sharing these (helps you get the proper tools to the right people)
- Eliminate confusion, establish boundaries, and reduce overlap (so a member can focus time and energy on learning/ performing a specific task)
- Identify any weakness that threatens efficiency and any need for training, support or reassignment

Perhaps the most important role on a team is the team leader. A quality leader who will value the ideas and opinions of its members and hold team members accountable will influence engagement (and efficiency).

4- Build an Atmosphere of Cooperation

Efficient teams co-operate. In this environment, team goals are of utmost importance and team members support each other in working toward these goals. A member will be measured by their contribution to achievement. Have processes and protocols in place to promote co-operation. Consider the following:

- **Team charter:** A charter defines how work will be done. It is created by the team, for the team. All members should be expected to contribute. The team charter addresses how work will be done. It deals with topics such as:
 - Purpose (A team that understands how a job will align with your organization's key objectives and strategies is more likely to produce exceptional work. Reinforce corporate values, and business objectives.)
 - Duration and Time Commitment (Ask: How long will this take? What time is required?)
 - Scope (How big is too big?)
 - Stages of development (deliverables)
 - Resources
 - Planning
 - Reporting relationships
- **Communication:** This is the most important factor in successful teamwork. The most effective teams exist where members are able to share information and expertise openly with their team, and with their organization as well. Personal expression must not be undervalued.
 - Make sure that your meetings are productive. Have everyone attend who needs to attend. Have everyone participate on some level. Appoint someone to run the meeting and keep everyone on schedule (and have a schedule, or at the very least, have an agenda!). Have someone take minutes as a record of what was accomplished or decided.
 - **Consensus decision-making:** This is a process of coming to agreement that is inclusive, participatory, and collaborative. Everybody invests in the outcome, and is more likely to commit to the decision made.
 - **Creative problem-solving:** When major problems arise, they can be solved more effectively by teams who work on finding a solution together. Ideas and opinions of all members are welcome. In a collaborative environment, individual team members

can identify problems and initiate the process of finding a solution. Employees are given the freedom and authority they need to make necessary decisions.

- **Feedback:** Open discourse is essential to progress and to growth as a team. Encourage team members to raise concerns and share ideas for improvement. Be willing to embrace comments, and to make changes, if necessary.
- **Conflict resolution:** Conflict is part of learning to work well together. It is powerful, and can contribute to a team's success or be its undoing. Deal with conflict quickly. Where a team is relatively uniform in experience, problems may be resolved more quickly than where a team's members differ widely in experience and approach to problem-solving. If team members cannot resolve an issue, they should have prompt guidance. Encourage openness, and have a method of feedback so that concerns can be brought to your attention. Be responsive.
- **Team-building:** Enable your team to perform their job well. The degree to which you need to invest in team building depends on the size of the team, and member turnover. The dynamics of a team will change with the coming and going of members, and in either circumstance, you want your team to adjust, and continue to be productive. Help them build strong team systems and processes so that work goes on uninterrupted.

5- Define Expectations

Performance expectations are, basically, the 'Rules of Engagement' for team work. They govern professional issues. Be clear about what contributions are expected from individual team members, and consider presenting these expectations to each prospective member during their interview to help assure that you will be working on the same page. These expectations should be laid out in your organizational policies and procedures.

Team expectations should be concrete and directly related to the achievement of team goals. They define how a team will work to achieve their goals.

Expect team members to:

- Contribute (do their work)
- Communicate with each other
- Cooperate (support each other)
- Problem solve
- Be respectful of other team members
- Uphold organizational values

It is very important to the success of your team that you enforce expectations. Make sure that you treat everyone fairly (without favouritism), and that you welcome and accept observations from team members about performance issues. Poor performance must be effectively addressed for team members to feel supported, and so to manage potential conflict. Team members must be held accountable for achieving goals and meeting expectations for the team to be effective.

6- Recognize Good Works

Effective team members perceive their service to the team as being valuable to their organization, and to their own careers as well. Reward the results of their efforts. To attract and retain motivated and effective workers, your organization must invest in a culture that promotes improvement, and has a means for capturing individual contributions. Recognize and reward individual successes and

team successes as well. Learn what keeps your team members motivated. You might consider the following:

- Profit-Sharing (Share the wealth!)
- Skills development (training, conferences, webinars)
- Opportunity (promotion)
- Increased autonomy, empowerment
- Increased flexibility (flexible work hours)

Never let good performance go without recognition, and follow-up. If you or your team sees good performance from an individual contributor, they should be sure the individual is both recognized and rewarded.

Effective teams benefit from front-end investment. Spend time structuring a work environment to foster success, and you will be more likely to see your team flourish. Recognize that you are part of the team (even if you are apart). Invest in your relationship with team members, and seek to build trust and loyalty by being accessible, supportive, and responsive. Reward good performance and deter poor performance. Review processes and procedures regularly. Take comments and criticisms, and allow yourself, and your team to grow towards success.

<http://www.corporatechallenge.com.au/blog/how-build-effective-workplace-team>

10 Tips for Effective Workplace Communication

Communication is something we do reflexively -- like breathing. We talk to our spouses, kids and friends without giving much thought to how we're doing it.

It might seem easy, but communicating effectively actually takes quite a bit of finesse. Choosing the right words, listening with our minds instead of just our ears, and getting our message across are skills that we all need to work on.

At home and in social settings, miscommunication can lead to arguments. In the workplace, the repercussions can be far more serious. Poor productivity, unmotivated employees -- even lawsuits -- can result from communication breakdowns at the office.

To improve communication within your team and throughout your entire company, you need to implement a few easy but important changes to your corporate philosophy and practice.

Handle Conflicts with Diplomacy

Put a group of different personalities in the same room for 8 hours a day, 5 days a week, add the stress of multiple deadlines, and you've got a recipe for conflict. No matter how well intentioned and intellectually compatible the group of people you've hired may be, inevitably you're going to have squabbles over who jammed up the copier or accidentally deleted a co-worker's file.

Most minor issues will blow over on their own, but a few can turn into major disputes. Some office arguments can be serious enough to prompt legal action.

To prevent small conflicts from exploding into major crises, nip issues in the bud right away. Let employees know from the start that your door is always open. Encourage them to come to you by

creating a safe environment in which they feel comfortable honestly and openly voicing their frustrations. All conversations held in your office should remain completely confidential.

When you respond to conflicts, do so with an open mind and a nonjudgmental approach. That means absolutely no personal attacks. By asking questions and really listening to the responses so you understand how each person in the dispute feels, you can help the two parties reach a resolution that's acceptable to everyone. Finally, if company policies are to blame for the issues, go to management and suggest some permanent policy changes.

Revive the Great Lost Art of Conversation

Since the late 1990s, companies have become dependent on e-mail as their primary connection with outside clients and colleagues. They even prefer e-mail for internal communications (which means employees sitting just a cubicle-length apart are writing to, rather than talking to one another). We've become so reliant on our computers and BlackBerrys that we've neglected the art of conversation.

Technology is wonderful for improving speed, but it can have a detrimental effect on personal relationships. How many times have you sent an e-mail with the best intentions, only to have its message misconstrued on the other end? A short response sent in haste can easily be misinterpreted as a lack of care -- or worse, as a sign that you're angry.

The majority of meaning construed in conversation comes not from the words themselves, but from the speakers' facial expressions and body language, according to research conducted by UCLA psychology professor Albert Mehrabian. Take gestures and smiles out of the equation, and recipients can easily get the wrong idea, especially when the sender isn't the most articulate writer.

There's a cure for technology overload: Pick up the phone once in a while and make a call. Better yet, take a little walk across the office and talk to your employees face-to-face.

Respect Cultural Differences

In 1992, while touring Australia, former President George H.W. Bush flashed the peace sign to some farmers. What he didn't realize was that in Australia, his well-intentioned message was the equivalent of giving the finger.

President Bush's mistake makes for a funny anecdote, but in the workplace, a similar kind of cultural faux pas could lead to far more serious implications.

The world is shrinking. Companies not only hire foreign employees, but they also work with more colleagues abroad. As a result, management needs to be culturally sensitive and aware of the subtle differences in the way people of different nationalities interpret words and gestures.

Companies need to create an environment that's understanding of, and sensitive to, the needs of all their employees, no matter what their culture or religion. That includes providing kosher or vegetarian options in the cafeteria, allowing employees to take time off for religious holidays, and providing sensitivity training to help staff members gain a better understanding of and appreciation for all of their co-workers.

Give Good Feedback

No employee wants to exist in a vacuum. Whether they're working tirelessly to get projects done or slacking off, your workers need to know that you recognize and appreciate their efforts -- or expect them to work harder.

You don't have to hold regular meetings to share feedback, although that's one way to do it. There are many other ways to let your employees know what you're thinking -- through e-mail, phone calls, or a brief status update a couple of mornings a week.

When you do give feedback, make sure it's as clear and detailed as possible. Try to offer solutions if there is a problem. For example, don't just say, "You aren't putting in enough effort." Instead say, "When you are late 3 weeks in a row filing your budget reports, it gives me the sense that you don't have enough time invested in your accounting procedures. Can you let me know why you've been late and how we might help you get back on track with these reports?"

Don't forget to give positive feedback, too. Praise and recognition make employees feel important, which motivates them further. Take your team out to lunch to celebrate a sales milestone, get key employees gift certificates to say thanks for a job well done, or just tell them, "You did a great job on that presentation. Good work."

Give Employees What They Want

Research shows there are four things that motivate employees:

- the desire for compensation and material things
- the need to bond with others and feel as though they belong
- the need to make sense of their environment
- the desire to defend their accomplishments

Satisfying the desire for compensation doesn't have to mean paying astronomical salaries. The salaries at Zappos.com, the online shoe store, are well below market rates (only about \$23,000 annually for the average hourly employee), yet the company still manages to inspire almost cult-like loyalty from its employees with its free-spirited corporate culture and dedication to moulding its entry-level hires into managers.

Compensation doesn't have to be monetary. It can come in many forms: stock options, extra time off or even a drink out with the boss.

You can satisfy the need to bond by creating a corporate culture that's based on mutual respect and support. Instead of making employees compete against one another -- which creates a cutthroat environment in which people willingly step on their co-workers to get ahead -- reward employees as a team to encourage camaraderie.

To satisfy the third need, you must have transparency. The company's goals and the employee's responsibilities should be obvious from the moment a new person is hired. Everyone's job should be very clearly delineated, and each employee should understand how his or her individual piece fits into the bigger picture.

Finally, employees should be recognized for every contribution they make to your organization. Whether that reward comes in the form of a promotion, salary increase or just a round of applause at a company event, it's still recognition.

Trust Your People

Everyone has had at least one micromanager at some point in his or her career. This meddler is like a shadow, hanging around every employee's desk to make sure each one turns work in on time.

You didn't hire a group of complete idiots (if you did, it wasn't a particularly good management decision). You hired people with the skill and intelligence to get the job done. That being the case, there's no need for you to hover over them.

When employees feel as though they have control over their job, they feel a sense of purpose and are more invested in the entire process. Autonomy breeds innovation and job satisfaction. Babysitting, on the other hand, makes employees feel as though the company doesn't consider them competent enough to do their job. They feel insecure and unmotivated.

Provide your workers with the tools they need to get their job done, and then give them the freedom to do it. To keep updated on their progress without meddling or micromanaging, **hold weekly status meetings or ask for regular e-mail progress reports. Then back off.**

Make Employees Feel Like Owners

Software giant SAS ranks at the very top of Fortune magazine's "Best Companies to Work For" list, and with good reason. Not only does the company offer a bounty of perks -- top-notch health insurance, a state-of-the-art 66,000-square-foot fitness center and unlimited sick days -- but SAS has also built a foundation based on "trust between our employees and the company," according to CEO Jim Goodnight.

Corporations built on trust actually listen to their employees. Atlas Container Corp., a Maryland-based manufacturer of shipping materials, lets its employees vote on major issues that shape the company, including health insurance, disciplinary policies and bonuses. But first, the company educates its employees about those issues to ensure they'll be informed voters.

Transparency is another important part of employee ownership. That means management doesn't keep secrets. Atlas does something that's virtually unheard of -- it opens its books, revealing its sales, costs and profits at employee meetings.

How can companies succeed when they relinquish so much control? Because motivated employees produce real results. Atlas' business has grown 25 percent for the past 10 years [source: [Inc.](#)]. Even though SAS doesn't pay the highest salaries in the industry or offer stock options, its turnover rate is unbelievably low -- just 2 percent -- compared with 22 percent for the average software company.

Take Your Emotions Out of the Equation

You try to promote professionalism at the office, but that's not always easy to do when so many different personalities converge in such a small space.

Sometimes work discussions can turn into personal attacks. When an employee is starting to get under your skin, take your emotions out of the equation. Instead, take a deep breath, count to 10 and respond in a calm, unemotional way.

When you do respond, don't make it personal. For example, instead of saying, "You did a terrible job putting together that sales presentation!" try, "Here are a few points I think you need to work on that will really add to what you've already written," or "I'm having some trouble understanding what you're trying to get across in this presentation. Can you please explain it to me?"

Also, make sure the person on the receiving end isn't taking your comments the wrong way. Everyone views the world within his or her own emotional framework. No matter how innocent your intentions, they can be misconstrued.

Ask for clarification at the end of conversations to make sure you and your employee are on the same page. You might say, "My intention in talking about your recent absences is to make sure everything is okay with your job and your health, and to see what we can do together to improve the situation. How do you feel about the issues we've discussed?"

Don't Just Hear – Listen

You have conversations with your employees all day, but are you really listening? Here's a clue: If you're thinking ahead to the next meeting or planning tonight's dinner during the conversation, you're not paying attention.

Being an effective communicator means listening as well as talking. Sounds easy, but listening actually takes some practice.

Each time you have a conversation, pretend there's going to be a quiz at the end of it. Try to keep a mental checklist of all the important points the other person makes. When the conversation is over, force yourself to recall at least three important things the person said. Get in the habit of doing this until listening becomes second nature.

One helpful way to improve your listening skills is to repeat what the other person has said. For example, you can say something like, "I understand that you're not happy with the current health insurance policy, Frank. I'm going to look into it." Or you can say, "I want to make sure I've understood you correctly, Tim. You're telling me that you want to extend the health insurance benefits to spouses. Is that right?" This technique offers the added bonus of showing your employees that you're interested in what they have to say.

Make Work Fun

Who said a 9-to-5 job has to be drudgery? It doesn't matter whether you're producing movies or computer chips, the work day can be as fun and exciting as your company wants to make it.

If you visit Hyland Software in Cleveland, Ohio, on any given afternoon, you might find employees racing paper airplanes in the atrium or relaxing in recliners and listening to the soothing sounds of the ocean in the company's "rejuvenation station." Other companies have set aside a break area for their employees to "hang out," or bring in an ice cream truck once a month.

You don't have to come up with these kinds of creative ideas yourself. There are companies that specialize in coming up with and implementing employee perks that will do all the work for you.

Giving employees as little as 15 minutes a day to cut loose can make them much more appreciative - and productive -- when they do need to put their noses to the grindstone.

<http://money.howstuffworks.com/business/starting-a-job/10-tips-for-effective-workplace-communication10.htm>