

BSBLDR411

DEMONSTRATE LEADERSHIP IN THE WORKPLACE

ASSESSMENT SUMMARY

The assessment activities for *BSBLDR411 Demonstrate leadership in the workplace* cover all aspects of the unit of competency. For Apprentices/Trainees, this includes supervisor completion of the Apprentice/Trainee Record (ATR).

Participants must read all the information given before starting any assessment task. The assessment tasks are intended to be fair, flexible, valid and reliable. If a Participant has any questions or requires alternative arrangements to be made such requests should be directed to their Trainer/Assessor, who should note such arrangements in the 'Assessor Comments' on the affected assessment. If a Participant feels they are not yet ready to be assessed, they should discuss their options with their Trainer/Assessor.

To satisfactorily complete the assessment, the Participant is required to answer all questions correctly and demonstrate their skills to industry standards. If a Participant does not answer all questions or perform all tasks, they will be deemed 'Not Satisfactory' for the task and 'Not Yet Competent' for the unit of competency.

The Trainer/Assessor can provide the Participant with additional information on interpreting the assessment outcomes and guide the Participant's options. If a Participant is still deemed 'Not Satisfactory' they will have the opportunity to undertake a supplementary assessment or appeal the result as per the process in the Student Handbook.

By signing below, the Participant acknowledges:

- They understand the assessment instructions and requirements, and consent to being assessed.
- The work submitted is to be their own work – with the work of/with others needing to be clearly acknowledged and documented.
- They consent to any photo/video recording of their work that occurs during assessment.

Participant name	TREY BUTLER
Participant signature	

Pre-requisite unit(s) to be achieved and authenticated prior to undertaking assessment

☒ Not applicable

Task	Date completed	Assessment Results	
Theory Exam		☐ Satisfactory	☐ Not Satisfactory
Practical Assessment		☐ Satisfactory	☐ Not Satisfactory
Outcome for BSBLDR411		☐ Competent	☐ Not Yet Competent

Evidence requirements checklist (ticked by assessor and evidence supplied to RTO)

☐ Theory Exam ☐ Practical Assessment

Assessor name	
Assessor signature	

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THEORY EXAM

Participant name	TREY BUTLER
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FOR THE PARTICIPANT
Instructions
- You will complete written questions as outlined on the following pages. You must attempt all questions and provide enough detail in your responses to demonstrate your knowledge. - It is anticipated that you should complete this assessment within two (2) hours, but additional time may be allowed upon negotiation with the Assessor. - You must complete all questions unassisted by the Assessor or other personnel but may refer to reference material as needed. All questions must be answered correctly for a 'Satisfactory' assessment outcome to be awarded. - An oral examination may be allowed under certain circumstances, whereby your answers will be documented by another party. - Any written questions that are incomplete, or not answered satisfactorily will need to be completed again after further training support. - If you answer a question incorrectly but modify your response, put your initials next to the written change (or the Assessor must initial a verbal change).
Resources required
Pen

FOR THE ASSESSOR
Instructions
- Where oral examination has occurred, ensure that this is acknowledged in writing (e.g. FT001 and Assessor Comments) - All questions must be satisfactorily demonstrated by the Participant for a Satisfactory determination (indicated by an Assessor tick to the right of the question). - Assessors are to complete marking in pen of a different colour to the Participant. - If the Participant verbally modifies their response, write in the modified response verbatim and put your initials next to the written change.

Q1. Discuss the evolution of leadership theories from the 'Great Man' theory to 'Transactional and Transformational' theories.

Answer

Great Man theory posited inherent leadership traits to more nuanced approaches like transactional and transformational leadership which emphasize situational factors and follow motivation

Q2. Describe the 'Lean Strategy'.

Answer

a business methodology that promotes the flow of value to the customer through two guiding tenets

Q3. Discuss the democratic leadership style.

Answer

leader consults their team before making decisions, while still maintaining overall control



Q4. Explain why the democratic leadership style is often the preferred style used by leaders.

Answer

consultation among teams can identify problems early, get the team involved so no misunderstandings form after consulting



Q5. Explain the difference between the Laissez-faire leadership style and the autocratic leadership style.

Answer

Laissez-faire leaders leave team to ~~make~~ ☐
get on with the job themselves

Autocratic leaders take full authority and
control over decision making

Q6. Clarify and provide three (3) examples of where your workplace states its values and behavioural standards, and explain how this is achieved.

Answer

Where workplace states its values and behaviour standard	How this is achieved
workplace/site induction Kit	creating a comprehensive and engaging program that covers essential information, including company policies, safety procedures, and job specific tasks, delivered through various formats like presentations, videos and interactive workshops
company policies and procedures	define clear expectations, make policies accessible and easy to understand, encourage employee engagement and monitor compliance through regular audits and training
posters and notices signs and barriers	by placing in noticeable area where personnel can acquire information, communicate with workers for better understanding

Q7. Describe and provide at least three (3) examples of how your workplace implies its values and behavioural standards.

Answer

Where workplace implies its values and behaviour standard	How this is achieved
Safety First	toolbox, Site posters
Values, Behaviour	regular communication notice board News letters
Negative Values	peer communication lack of resources



Q8. Discuss how leaders can ensure their performance behaviour meets the requirements of the organisation.

Answer

clearly understand the requirements
set realistic goals
communicate effectively
provide regular feedback
foster a culture of accountability and
continuous improvement



Q9. It is important that the personal values of employees match with those of the organisation. What are the consequences if this is not so?

Answer

decrease employee motivation, engagement and productivity ☐

Q10. Describe attitudes and work behaviours you display that contribute to the organisation's integrity and credibility.

Answer

Upholding ethical standards
Taking responsibility for your mistakes
treating others with respect ☐

Q11. Discuss at least three (3) traits you would recognise in a credible leader.

Answer

1. knows the job well ☐
2. fair and trustworthy
3. collaborates with others

- Q12. Why is it important for you, as a leader in your workplace, to question standards and values portrayed either by the company you work for, or by others, that could be damaging to your organisation's reputation? Discuss how you would go about raising your questions and who to.

Answer

to encourage continuous improvement

gather info on subject that could be damaging

Raise issue with immediate supervisor

Propose Solution

- Q13. Explain three (3) ways that you support others at work (including your managers) to behave positively and appropriately and change negative workplace behaviours. Provide an example of your actions.

Answer

How you support others towards positive behaviour	Example
Lead by example	use active listening and communication learning and development take responsibility
provide Constructive feedback	being specific Providing actionable advice listening to colleague
Encourage Open Communication	Create a safe environment, to communicate with colleague to prevent misunderstanding before negative behaviours arise

Q14. Explain how you support others at work (including your managers) to behave positively and appropriately and change negative workplace behaviours. Provide an example of your actions.

Answer

Model a positive attitude

Provide regular feedback

Address negative behaviours promptly and constructively

Acknowledge and appreciate good work

be a good communicator



Q15. Discuss your understanding of performance management and developing a performance management plan.

Answer

A continuous process of setting expectations

monitoring progress

providing feedback



Q16. Describe characteristics of an effective performance management plan and the purpose of KPI's.

Answer



ongoing
Focus on employee development
aligned with organizational goal

Q17. Clarify key performance indicators you need to meet to achieve the organisation's (or your team's) goals and objectives.

Answer



defining specific, measurable, achievable, relevant
and time bound

Q18. When holding a pre-start meeting, why is it important that leaders examine options for risk management put forward by team members?

Answer

helps identify potential hazards
ensures effective control measures are implemented
leading to a safer workplace



Q19. Informed decisions are made when sourcing information from internal and external sources. Discuss three (3) procedures or policies you have used in the workplace and which relevant external source/s align to this.

Answer

Procedure/Policy	External source
Code of conduct	Australian standards
General policies and procedures	Codes of practice
Safety reports	Stakeholder reports



Q20. Identify and explain a variety (4-5) of sources leaders use to ensure they provide correct information as part of their facilitating and communicating processes.

Answer

Internal Report



Employee Feedback

Industry Reports

Direct Communication from Senior Leadership or Management

Q21. Describe feedback processes that can be applied when monitoring the implementation and impact of decisions made to work planning.

Answer

regular progress meetings

data collection

analysis of key performance indicators



The following questions are to be verbally answered to the assessor.

- Q22. Provide an example of when you have modelled high standards of safety management performance/behaviour in front of other workers. Include in your response, the situation, what your actions were and how you ensured that actions met organisational requirements.

Answer

cutting concrete blinder with demo saw
write a JHA for task
inform adjacent workers.
Use appropriate PPE required & equipment that have been
prestarted
commenced work safely using correct procedures for task
finished works cleaned & pack up equipment used neatly
for next use



- Q23. Explain how you would manage a person in your team who you believed was intoxicated.

Answer

communicate with personnel in private (Ask if fit for work)
procedure with a breath test if person proceeds
to continue



Q24. Provide the assessor with evidence of facilitating individuals and the team to participate in the decision making process.

Answer

team meetings or Workshops
contribute ideas, provide feedback, making decisions



Q25. Discuss mathematical information you need when establishing key performance indicators for the team/task.

Answer

Time frames / Deadlines - Time base KPI's



Q26. Your job has been held up due to delays in material delivery and you have just informed contractors and workers. What do you do with the feedback and how do you ensure that the feedback provided contributes to the decision-making process?

Answer

Acknowledge the feedback Evaluate the feedback
Incorporate feedback in decision Making process
Communicate Adjustments Follow up and monitor



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PRACTICAL ASSESSMENT

Participant name	
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FOR THE PARTICIPANT
Instructions
- The tasks outlined on the following pages will require performance of normal workplace activities, as a result of a structured activity set by an Observer in the workplace or a simulated activity set by your Assessor/Observer. - The timeframe for these tasks will be established by your Assessor/Observer, in consideration of location conditions and industry requirements. - You must complete all tasks unassisted by the Assessor or other personnel, unless the steps note this assistance. - You must attempt all tasks (and itemised steps) for a 'Satisfactory' assessment outcome to be awarded. - For any observation conducted that is incomplete, or without satisfactory performance, the observation will need to be completed again after further training support.

FOR THE ASSESSOR/OBSERVER
Instructions
- The following observation record should be used to judge and record your observations of the Participant as they complete the task(s) set. You must record your observations of the Participant's performance. - For each occasion, indicate the task performed and whether it was a simulation or workplace-based task. - Any simulated assessment must ensure the Participant still performs under workplace conditions which reflect industry standards. - In the comments, provide clear detail regarding the task that the Participant was required to do (e.g. PPE used, materials handled, attachments connected, plant types). - All steps must be satisfactorily demonstrated by the Participant for a 'Satisfactory' determination (indicated by an Assessor tick to the right of each itemised step, or an Observer tick to the right of each itemised step, and confirmation by an Assessor in the Assessor Comments). - Where you have determined that one or more task steps have not been satisfactorily demonstrated, provide the Participant with additional support and outline details of such assistance in the Assessor/Observer Comments. Allow the Participant two (2) further opportunities to demonstrate the task again to allow an opportunity for a 'Satisfactory' assessment outcome to be achieved. - If after three (3) attempts the Assessor determines that the Participant cannot demonstrate the required steps, a 'Not Satisfactory' outcome is to be determined.

TASK OUTCOME					
Task	Date	Task Type (Tick)	Location	Task outcome (Tick)	
				Satisfactory	Not Satisfactory
Task 1		☐ Workplace ☐ Simulation		☐	☐
Task 2		☐ Workplace ☐ Simulation		☐	☐

ASSESSOR COMMENTS: GENERAL

As necessary, outline:

- Details on reattempts, alternative arrangements or reasonable adjustments made.
- Where a Participant is deemed 'Not Satisfactory', provide recommendations for future training.

ASSESSOR COMMENTS: PRACTICAL TASK 1:

- ☐ Individual student (as named on cover page)
- ☐ Multiple students [☐ All from Attendance Report, ☐ Specific students involved – identify students]

Task	Provide detail
1.A. 1.B.	Specify qualities described that align with organisational policies and procedures:
1.D.	Specify leadership qualities described:
1.F.	Specify support offered:

ASSESSOR COMMENTS: PRACTICAL TASK 2

- ☐ Individual student (as named on cover page)
- ☐ Multiple students [☐ All from Attendance Report, ☐ Specific students involved – identify students]

Task	Details
2.D.	Specify qualities described
2.F.	Specify support offered:

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Practical Task 1
Description of task: The participant is required to complete the following Performance Plan and workplace performance plan for a team member including: - establishing KPIs that align performance to organisational objectives. Once developed, the participant must demonstrate implementing the plan including: - demonstration of positive management performance that meets organisational policies & procedures - aligning own performance with organisations standards and values - recognising issues to be resolved and gathering information to resolve issue - involving individual and feedback in decision-making and risk assessment processes - evaluating the effectiveness of decisions in terms of how well they meet stated goals Tasks are at the Assessor's Discretion, but detail of tasks undertaken must be recorded in the Assessor's Comments (on the back of the Practical Assessment cover page).
Resources required: Workplace Charter, Code of Conduct or Induction document to access Workplace Standards and Values.

When completing the task, did the Participant:	Tick if satisfactorily completed. Provide comments if left unticked.
1.A. Locate and explain the organisations requirements for management performance.	
1.B. Describe the organisational qualities required for positive management performance.	
1.C. Locate and clarify organisation's standards and values.	
1.D. Describe organisations expectations related to leadership qualities and how own performance meets these expectations.	
1.E. Determine and document individuals KPIs to enable individual to better meet organisational values.	
1.F. Gather and organise information to support individual in achieving KPIs.	
1.G. Discuss potential plan with individual, make adjustments as relevant following discussion.	
1.H. Encourage individual to participate in discussion and agreement of how KPIs are to be achieved and timeframe for achievement. (evidenced by signatures)	
1.I. Check in with individual during implementation to determine effectiveness of actions.	
1.J. Undertake self-assessment of behaviour and make adjustments as required to meet organisational standards and values.	
1.K. Behave in a manner that contributes to the integrity and credibility of the organisation.	
1.L. Speak with individuals team member to confirm that individual is achieving KPIs.	
1.M. Develop and implement a performance plan for an individual.	
1.N. Include key performance indicators in plan that meet organisation's business objectives.	

Individual Performance Plan template

Name of Employee:			
Performance Period:			
Job Title:			
Supervisor / Manager Name:			
Date:			
Key Result Area:			
Organisational Objective:			
Key Performance Indicator:		Review Date:	
Key Result Area:			
Organisational Objective:			
Key Performance Indicator:		Review Date:	
Key Result Area:			
Organisational Objective:			
Key Performance Indicator:		Review Date:	
This plan will be implemented by the following actions:			
• • •			
Agreed and signed:		Date:	
Employee:			
Supervisor:			

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Practical Task 2

Description of task:

The participant is required to complete the following Performance Plan OR workplace performance plan for a team including:

- establishing KPIs that align performance to organisational objectives

Once developed, the participant must demonstrate implementing the plan including:

- demonstration of positive management performance that meets organisational policies & procedures
- aligning own performance with organisations standards and values
- recognising issues to be resolved and gathering information to resolve issue
- involving team members and feedback in decision-making and risk assessment processes
- demonstrating understanding of mathematical information relating to quantities and time
- evaluating the effectiveness of decisions in terms of how well they meet stated goals

Tasks are at the Assessor's Discretion, but detail of tasks undertaken must be recorded in the Assessor's Comments (on the back of the Practical Assessment cover page).

Resources required:

Documents to access Workplace Standards and Values.

When completing the task, did the Participant:	Tick if satisfactorily completed. Provide comments if left unticked.
2.A. Locate and explain the organisations requirements for management performance.	
2.B. Describe the organisational qualities required for positive management performance.	
2.C. Locate and clarify organisation's standards and values.	
2.D. Describe organisations expectations related to leadership qualities and how own performance meets these expectations.	
2.E. Determine and document objectives for team improvement to better meet organisational values and requirements.	
2.F. Gather and organise information to support team in achieving objectives.	
2.G. Calculate experience and capability of team members related to action plan and objectives.	
2.H. Discuss potential plan with team members, make adjustments as relevant and achieve agreement to proceed.	
2.I. Assign employee/s to components of action plan.	
2.J. Check in with team members during implementation of action plan to gauge effectiveness of actions.	
2.K. Comply with organisational standards and values during interaction, planning and implementation of plan.	
2.L. Behave in a manner that contributes to the integrity and credibility of the organisation.	
2.M. Develop and implement a performance plan for the team.	
2.N. Include key performance indicators/ objectives in plan that meet organisation's business objectives.	

Team Performance Plan template

Start date			
End date			
Vision/ Aim of the performance plan			
Objectives for team improvement			
Objective	Employee/s	Start date	End date
1.			
2.			
Reviewing and Assessment method (how will you track the plan's implementation, the team's progress: through team meetings, reports, etc.)			
			Review Date:
Additional support (is there any additional support needed to reach the desired goals: courses, classes, resources?)			
Expected outcome (supervisor's expectations on the outcome based on the data)			
Outcome if goals and objectives are not reached (identify the consequences and further steps if the team fails to satisfy the standards set by the performance plan)			
Agreed and signed Employees:			Date:
Supervisor:			