BSBLDR403
LEAD TEAM EFFECTIVENESS
ASSESSMENT SUMMARY

The assessment activities for *BSBLDR403 Lead team effectiveness* cover all aspects of the unit of competency required. To demonstrate competence in this unit, a participant must undertake all tasks and complete them satisfactorily and consistently. For Apprentices and Trainees, this includes employer completion of the Employer Record Book (ERB).

Participants must read all the information given before starting any assessment task. The assessment tasks are intended to be equitable, fair and flexible. 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 some questions or perform some tasks, they will be deemed 'Not Satisfactory' for the task and 'Not Yet Competent' for the unit of competency. The Trainer/Assessor is able to provide the participant with additional information on interpreting the assessment outcomes and provide guidance on the participant's options. Should a participant still be deemed 'Not Satisfactory' they will have the opportunity to undertake a supplementary assessment or appeal the result.

By signing the cover page for each assessment item, the participant acknowledges they understand the assessment instructions and requirements and consent to being assessed. The participant also verifies and assures the RTO that the work submitted is their own work.

Participant Name	Clare Sawers

Task	Assessment Results	
Theory Exam	☐ Satisfactory	☐ Not Yet Satisfactory
Practical Assessment	☐ Satisfactory	☐ Not Yet Satisfactory
Outcome for Unit of Competency	☐ **Competent**	☐ **Not Yet Competent**

Assessor Name	
Assessor Signature	
Unit Competence Determination Date	Click here to enter a date.

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THEORY EXAM INSTRUCTIONS

- This exam will occur under standard assessment conditions.
  - An oral examination may be allowed under certain circumstances, whereby the Participant's answers will be documented by a party other than the Participant. This must be acknowledged in writing (e.g. FT001 and Assessor Comments)
- Participants must provide enough detail in their responses to demonstrate their knowledge and skills.
- Please fill in the details below, providing your name, signature and date of assessment.
  - Your signature acknowledges that this is your own work.
- Assessors are to complete marking in pen of a different colour to the Participant.
- If a Participant initially answers a question incorrectly but modifies their response, they must follow the instructions below:
  - If a Participant changes their response in writing, they must put their initials next to the written change.
  - If a Participant changes their response verbally, this must be noted on the exam paper by the assessor.

Participant name: Clare Sawers

Participant signature: CSawers

Date: 13/03/2021

Assessor name:

Assessor signature:

Date: Click here to enter a date.

Number of questions	Number of questions answered correctly	Task outcome (Tick)	
		Satisfactory	Not Yet Satisfactory
23		☐	☐

ASSESSOR COMMENTS

Q1. **Identify a team that may exist in the workplace. Consider the purpose of the team, its goals and objectives. Name and describe the roles and responsibilities for at least three (3) team members. Finally, identify at least one (1) method that will assist with monitoring progress towards the team goals.**

Answer

Point	Detail		
Team purpose	The Warehouse team: To create process mapping of the store role.		
Goals and objectives	Goal: To distil the inwards goods procedure and create a document for all staff to understand process, and for future proofing the business Objective 1: to produce a flow chart of the Inwards goods procedure from delivery to goods receipting.		
Team members	Role	Description	Responsibilities
	1	Planner	Introduces ideas and brings innovation to the team.
	2	Coordinator	Focus is on the objectives, then delegates the tasks.
	3	Shaper	Provides the drive to keep the project moving.
Progress monitoring	Initial meeting with a brainstorm session for the group, to create agreed goals and the roles and responsibility of each member of the team, weekly meetings to follow up on progress.		

Q2. **True or False (Tick your response): A team leader is more of a mentor than overseer who checks work.**

Answer

☑	True
☐	False

Q3. **Match the leadership styles and definitions by writing the appropriate letter next to each number in the centre column.**

Answer

	Style	Answers
1	Authoritarian	1 - B
2	Democratic	2 - C
3	Laissiz-Faire	3 - A

	Definition
A	Leaders who let the team function without much interference
B	Leaders who fully control their team
C	Leaders who try to include everyone in the decision-making process

☐

Q4. **Why is it important for team leaders to include team members in the planning process?**

Answer

To gain commitment of team members on agreed roles and so each team member understands their role & responsibilities to the team and can take please in the outcome.

☐

Q5. **For each of the listed activities in the table below, identify two (2) methods that team leaders can use to involve team members.**

Answer

Activity	Method/s to involve team members
Goal setting	Brain Storming Smart approach to goal setting
Decision making	Active listening Create a process for decision making created by the team for the team.
Work allocation	Distribute based on skill and abilities. Evenly distributed amongst the team.

☐

Q6. **True or False (Tick your response): Diverse teams produce more creative results than teams in which members are from a similar background.**

Answer

☑	True
☐	False

☐

Q7. **Provide two (2) examples of how the knowledge, skills and background of team members can enhance team practices.**

Answer

Innovation – Better solutions to problems

Productivity – Increased productivity through streamlined processes

Q8. **Provide two (2) reasons that responsibilities must be carefully delegated within the work team.**

Answer

To ensure that work is evenly distributed to each team member, so that the workload is fair.
That skills and experience are considered when delegating a task, to ensure the most able team member is given the task that plays to their strengths and experiences.

Q9. **Describe what innovation brings to the workplace. Provide one (1) example of innovative practice.**

Answer

Innovation brings better solutions to problems that arise.

An example of this is using a diverse group from within the business to create the team. They offer different perspective of the business, and the business cycle, as well as offering differing skills, abilities and life experience.

Q10. **Explain how encouraging team members to assist each other in undertaking their roles and responsibilities can improve productivity.**

Answer

With decision making, if teams are encourage to make decisions independently, or within the team with out the team leader, they can save time and money, and speed up the process of achieving the goals and outcomes of the team.

Q11. **Which of the following are likely outcomes from involving team members in all aspects of a job? Tick all that apply.**

Answer

Choice	Possible Answers
☐	Causes members to resent the team
☑	Makes the work more meaningful
☑	Improves self-esteem of team members
☑	Improves team morale
☑	Team members take more responsibility for their individual work

Q12. **Explain how providing feedback to team members can encourage and motivate team members – building trust and positive working relationships.**

Answer

Feedback helps team members feel valued, inspired to work towards team goals and remain focussed and energetic in their actions.

Q13. **Identify one (1) issue, concern or problem that may be identified by team members. Describe the signs that you would recognise to identify the issue and how the matter could be resolved by internal team negotiation.**

Answer

Question	Response
Signs	Concern: Lack of valuing all team ideas. Talking over others, not allowing all to speak.
Solution via negotiation	360 degree feedback. Remind the team if rules were put in place, at the inception of group. Team leader to discuss the value of all voices and ideas. How diversity offers the group innovation and creativity.

Q14. **Identify one (1) issue, concern or problem that would need to be resolved by an external party. Describe the signs that you would recognise to identify the issue and who the matter should be referred to.**

Answer

Question	Response
Signs	Concern: Disrespect within the team Emotive and personally judgemental language used against others. Bullying
Referred to	Councillor, or Human resources

Q15. **Identify three (3) ways that the team leader can serve as a role model to, and motivate, the team.**

Answer

Effective Communication
Recognising needs of team members
Setting goals and motivating team

Q16. **For each of the following areas, provide one (1) example of how the team leader's contributions to the work team can enhance the organisation's image:**

- **Internally, within the work team and the organisation**
- **Externally, with clients/customers**

Answer

Question	Response
Within the work team and organisation	Keeping a cohesive and positive culture that extends to the organisation at large
With clients and customers	Meeting deadlines in a productive and innovative way.

Q17. **Provide three (3) communication methods that a team leader may encourage the team to use and situations that each communication method would be suitable for.**

Answer

Method	Suitability
Meeting	Formal gathering of all team members, to distribute information between all members
Brainstorming	Less formal meeting, to encourage outside thr box thinking. Could involve whole team, smaller groups, or 1 member
Email	Brief update of information to the relevant parties of the team.

Q18. **Identify two (2) ways that the team leader can maintain open communication with management.**

Answer

Attend meetings
Provide reports with all data, both favourable and unfavourable

Q19. **Identify two (2) issues, concerns and problems that may be raised by the team to management.**

Answer

Lack in training
Unrealistic time frames for completion of task

Q20. **For the matters raised in Q19. , identify how the team leader could ensure follow-up action is taken.**

Answer

Suggest train options for whole team or specific persons.
Negotiate alternative time frame or reduced task.

Q21. **Identify two (2) issues, concerns and problems related to the team that may be raised by management back to the team.**

Answer

Under Performance of the team.
Changes to the original task, timeframes or desired outcomes.

Q22. **For the matters raised in Q21. , identify how the team leader could ensure follow-up action is taken.**

Answer

Negotiate a different time frame.
Follow up on goals and outcomes of the team. Do they require readjustment. Do the team need reminding of the goals and their responsibilities.
Update the team – create new goals if required and reassess the purpose of the team with the team.

Q23. **Describe one (1) situation where the team leader may have to negotiate with management on behalf of the team.**

Answer

If the expectation of the level of performance is too high, then the Team Leader might need to negotiate training, external support or extended time frames for delivery.

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PRACTICAL ASSESSMENT INSTRUCTIONS

- The following practical assessment will require the Participant to complete work related activities.
- The Assessor will conduct observations of the Participant's work to determine whether they display sufficient practical skills and knowledge.
- Please fill in the details below – providing your name, signature and date of assessment.
  - The Participant's signature acknowledges that the Assessor provided clear instructions and the Participant understood what was required to complete this assessment.
- The Assessor may substitute a Practical Task with an alternate task of equal value.
  - Alternate tasks must be fully documented by the assessor in the Assessor Comments area.

Participant name: Clare Sawers

Participant signature: CSawers

Date: 17/02/2021

Assessor name: Sarah Camenzind

Assessor signature: Camenzind

Date: 17/02/2017

Task	Task outcome (Tick)	
	Satisfactory	Not Yet Satisfactory
Task 1 (Occasion 1)	☑	☐
Task 1 (Occasion 2)	☑	☐

ASSESSOR COMMENTS

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Practical Task 1 (2X)

Description of task:
On two (2) occasions, a suitable observer is to verify the participant's ability to lead team effectiveness, including:

- Developing a team work plan that provides –
  - Documentation of how it was generated and how it will be monitored
  - Incorporation of innovation and productivity measures
- Communicating with team members and management to –
  - Identify and establish the team purpose, roles, responsibilities, goals plans objectives
  - Consult, encourage, support and provide feedback
  - Model team leadership behaviours and approaches
  - Resolve problems

The participant is to gather evidence of how they have completed each component of the Practical Task, which is to be submitted with this Practical Assessment sheet. Evidence to be submitted may include:

- Meeting minutes (e.g. subcontractor meeting, HSE committee meeting)

The observer is to provide detailed comments on the tasks completed by the participant. The assessor is to verify the observer's comments in the Assessor Comments section, and provide the Practical Assessment outcome on the front cover of this document.

Resources required:
Nil

Assessment of task

Name of participant:	Clare Sawers
Name of observer:	Sarah Camenzind
Role of observer (Confirm suitability to sign)	Accountant
Email address of observer	scamenzind@pkflooring.com
Signature of observer:	SCamenzind
Date:	17/02/2017

When completing the task, did the participant:	Tick if satisfactorily completed. Provide comments if left unticked. 1st Occasion	2nd Occasion
1.A. Lead and consult with the team to document work plan, incorporating: • Team purpose, roles, responsibilities, goals, plans and objectives • Innovation and productivity measures • Notes on how the work plan was generated and how it would be monitored	☑	☑
1.B. Lead team to develop cohesion, including: • Providing opportunities for input of team members into planning, decision making and operational aspects • Encouraging and supporting team members to take responsibility for own work and to assist each other • Providing feedback to team members to encourage, value and reward individual and team efforts and contributions	☑	☑

1.C. Participate in and facilitate work team, including: • Leading and supporting team members in meeting expected outcomes, through delegation and work allocation • Actively encouraging team members to participate in and take responsibility for team activities and communication processes • Giving the team support to identify and resolve problems, issues and concerns • Acting as a role model to enhance the organisation's image	☑	☑
1.D. Maintain open communication by passing information from management to the team and vice versa (including issues, concerns and problems) and ensuring follow-up action was taken.	☑	☑

The Participant's performance was: ☑ **Satisfactory** ☐ **Not Satisfactory**

OBSERVER COMMENTS

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Practical 1- Documentation

Team created assess current inwards/outwards goods process and to develop the current system, where required

3 team members: JD – Project manager

RW- Store Manager

CS- Admin/ Goods receipt.

Below are the minutes for the original meeting for this team.

Store Minutes

Date: 17th February 2021

Attendee: JD + RW + CS

Absent:

Problems identified that instigated this team

PJ Managers no idea if goods are onsite, in transit, or in store. Jobs held up and additional costs incurred.

Lack of communication between store & PJ Managers & vice versa. What goods have landed. Where goods are. If partial delivery. What was actually delivered to site. By whom.

RW identified that deliveries were received by authorised staff when he is out making deliveries. Due to lack of training of inwards goods system, documentation lost, RW unaware of all deliveries.

RW uses "Bible" for his inwards goods system. No one else knows what it is, or how to use it. There is no current outwards goods system.

Brainstorm produced

Centralised system required for both inwards outwards goods.

Start with "Bible" for the base. (RW) add on triplicated carbon copy DD for outwards goods in truck.

Long haul(external) outwards good to be written in Bible.

Inwards/Outwards goods trays to be located by office door in store for all documentation.

A flow chart required to train staff in evolving system, and offer current stakeholders an opportunity to comment about what they require too.

Long term, move to a Computer based system.

Goals

Train all staff that receive goods to visibly check all goods, date and sign. All documents to be left in inwards goods tray.

Implement Outwards goods system.

Create a concise, reliable communication method between Store, PJ Managers and Store.

Tasks

CS Set up inwards/outwards trays by the end of the day

RW Educate CS & JD on "Bible" – what information is there, how can it be used in the process. End of week

CS To buy triplicate carbon copied Delivery Docket books, to be used in Store truck, today.

Copy 1 – to site. Copy 2- goes to PJ Manager. Copy 3 – stay in book in truck.

RW To use triplicate DD above when received. Create an outwards good page in "Bible" for long haul. When recieved

CS To create a flow chart, to explain new system to all end users – by next week.

CS To generate minutes to report findings, goals, and desired outcomes for management. Today

JD, RW, CW To update on progress, and outcomes at the next meeting.

CS To report deliverables to management after each meeting. Meetings to be scheduled monthly.

Next meeting: 17th March 2021

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Practical 2- Documentation

Mini project was created from 3 agenda items at the sales meeting. As all stake holders were present a short information gathering/Goal setting session was created, with in the sales meeting. Updates on deliverables to be provided at next Sales Meeting.

Team Members: CS & SV – Data entry

LC & SC – End Users

Below is a segment of the sales meeting minutes.

Sales meeting – Training

Date: 10th March 2021

Attendees: SV, NF, TG, LC, GC, CS, SC.

Absent: CC, JD, AG.

Questions identified that instigated this mini project

What training are we doing, both Internal and external?

Who requires the training to be documented and why?

What obligations do we have internally and externally to provide training, and documentation of training?

How can it be consolidated, and accurately documented for all users.

Who will unput the information?

Basically understanding what training needs to be documented, for what purpose, where information is to be gathered, and then saved for end users.

Information and Ideas

Subsidised training is offered through a contract won with an external Contractor. We are obligated to show training records with every progress claim lodged. There are specific hours required for the contract. This is for required training for site access and optional upskilling training. They offer short and long term courses – Up to 12 months.

This information is to be uploaded to a central file, using contract file for format, by the staff that organise the training.

The file will be located on the i-drive under training folder.

For this project all the certificates earnt will be loaded onto the NPH project under training.

All the subcontractors that earn additional qualifications will have their certificates added to the i-drive under Base pass/Defence pass file- their subcontractor's name.

All staff under taking long term courses (over 3 months) will have their hours averaged out over the course duration, and added to the training folder, on a month-by-month basis. Any Certification will be added to their personnel file.

Internal training occurs when 1 staff member has information that can be shared with others to upskill, or job share. ie Broadloom Carpet training for estimation. This can be documented by adding Date, trainer details, description of course, list of attendees, and signed by attendees.

This information is used for quality manuals for external builders, to show ongoing up skilling and information sharing.

This needs to kept in I-drive under training – there is a template in the training folder for this.

Goals

To streamline the process of recording training.

To create and use templates that can be used by end users.

To have all data entry users know where and how the training information needs to be saved.

Tasks

SC To send CS template that external builders uses, to compile training hours for progress claims. This week.

CS To set up template this week in the training folder, and up load all training that has taken place for this job, to date. This week

LC To distribute a link to the template in training folder, for all internal training, to all team members. This Week

SV To load all Silica and Asbestos training to the NPH training folder, and Coordinate with CS, so she can upload to the training folder (For PClaims) and Base/Defence Folder. Ongoing

CS To create a flow chart, so all team members know what needs to be documented, where. By next meeting.

SC, LC To monitor and report back findings, as they are the end users. At next meeting.

SC, LC, SV, CS To report on progress and outcomes at the next meeting.

Next Meeting: 14th April 2021