

BSBLDR403 LEAD TEAM EFFECTIVENESS

THEORY EXAM INSTRUCTIONS

- This exam will occur under standard assessment conditions.
 - An oral examination may be allowed under certain circumstances. Answers will be documented and FT003 (Oral examination declaration form) must be completed.
- 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.
- 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.

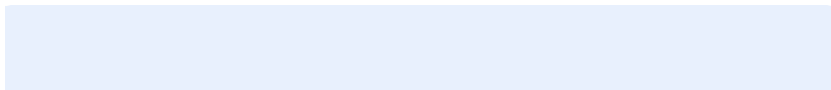
Participant name Barbra McCandlish

Participant signature



Assessor name _____

Assessor signature



Date Click here to enter a date.

Number of questions	Number of questions answered correctly	Satisfactory?	
		Yes	No
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	Construction Team – To see through Landscape Construction projects from Tender award to Project completion.		
Goals and objectives	Our team goals and objectives are to keep the project within budget, and to complete works for our clients by the required completion dates. Focusing on our quality of works and attention to detail. The TLCC motto is 'it all comes together, every time'		
Team members	Role	Description	Responsibilities
	1	Construction Manager	To lead the team and make any final decisions on process changes. Provide information to the team relating to future workflow to ensure work is sufficiently distributed. Reviewing budgets and tracking and providing feedback to the team.
	2	Project Manager	To supervise the site crews and their daily activities ensuring that their works are in line with the budget and the requirements of the client and their vision. Staff management and delegation of duties to Site Crews and Contracts Administrators.
	3	Contracts Administrator	To administrate the project in its initial Construction stage (after Tender award) prior to works commencing. Contract execution. Early procurement of materials and engaging subcontractors. Adjusting budgets to allow for works to continue without delay. Assist with Claims and Claim certifications, and reporting of progress to Project Manager.
Progress monitoring	To monitor progress, it is relevant to hold and attend regular progress meetings. This way, the opportunity for good feedback and discussions regarding current issues can be heard by all relevant parties. TLCC currently holds fortnightly Construction meetings for this purpose		



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	Definition	
1	Authoritarian		A	Leaders who let the team function without much interference
2	Democratic	2 - C	B	Leaders who fully control their team
3	Laissiz-Faire	3 - B	C	Leaders who try to include everyone in the decision-making process

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

Answer

The involvement of the team in the planning process is ideal, as it encourages and builds team morale. When all team members are part of the conversation, they have an opportunity to be fully aware of their roles, and the expectations put upon them. They can also offer their skills and take on other responsibilities best suited to them.

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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	SMART approach, Regular meetings & follow up to confirm everyone is staying on track.
Decision making	Meetings with Management to clarify the needs of company, Brainstorming with colleagues/team to provide input.
Work allocation	Interviews with staff to work out dynamics, Email allocation to the team so all have the advice in writing and have clear direction on whom to go to.

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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

If team members are allocated tasks specifically suited to their personalities or strengths, it helps to streamline things and get results.

Example 1. It would make sense to ask a tech savvy person to take control of the task of advertising on social media, as it would be more beneficial than using a person who does not normally visit or read social media. They would understand what content attracts the potential reader. This person can also educate and provide feedback to others in the team on how things like social media work.

Example 2. It would be best not to ask a team member who is normally competent on manual physical tasks, and not familiar with touch typing or grammar checking/spelling to draft and type up a technical letter or form/document, as this would be better suited to an experienced administrator. This person can complete the work in a timely manner with little need for proof reading and revision.

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

Answer

The Team Leader should carefully delegate, to ensure the team is happy and developing a balanced culture, firstly by not forcing relationships that won't work well, and secondly the Team Leader should delegate fairly and evenly spread, to avoid overloading anyone and/or causing jealousy within the team.

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

Answer

Innovative ideas provide better results and solutions, as the person has already had experience with mainstream ideas and would know which ones have traditionally worked well and which have not, they can improve on what they already know. The same goes for productivity within the company, as time is saved by the right person being allocated to the task. Solutions can be streamlined.

An example is that someone dealing with a client on a project who is aware from experience that a certain finish (ie painting on HDG of a fabricated item

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may not look as good as a powder coated finish which has a longer lifespan, and has a similar cost, may offer this option to the specifier as a better solution. This would impress the client and show them that the company 'thinks outside of the box', and that we are not just a 'run of the mill' and that we take the time to think about the end result.

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

Answer Encouraging team members to assist each other in their role, helps with the ongoing culture of a team environment. It also helps to keep the team tracking along in a clear and concise path toward the goal. The team leader can even roll back from their position and focus on other tasks, therefore increasing the productivity.

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 If constructive and relevant feedback is given to the team, the team is more likely to be energised, inspired and will remain focused with the task at hand. The team will feel supported in their roles and feel valued. This in turn would generate a healthy working environment.

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	It was recently identified that the system is not tracking water cart usage appropriately (watering turf/plants) as there is a purchase order for every water cart visit (too much info/paperwork) and therefore making it difficult for accounts to manage invoicing, and also not flagging when going over budget allowance.
Solution via negotiation	Accounts initially advised the Issue in a one on one discussion with PM. PM instigated a team conversation to discuss solutions. We set up a meeting point to be added to our next meeting which included the Fleet Manager to work out the best scenario moving forward. An option is to use one blanket PO to cover all water cart works for the whole project. This will simplify reporting of same, and assist accounts department. A follow up to check if this is working, will be added to the following fortnightly meeting to see if this will be a suitable process change. Final decision will be made at that time. Follow up again at a further two weeks.



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	Approximately 2 years ago, the company introduced a new computer program, which is part way through completion (all tasks for each part of the business is slowly being added to the system). We now have an external party (IT consultant) on contract two days per week. Each department works through the issues in each phase of the program in an open and frank manner. Staff from Accounts, to Estimating, to Construction and Maintenance teams are discussing the issues and offering feedback and ideas for solutions, listening to each others perspective. This can be via email and in person	
	Referred to	Our internal 'IT representative' makes the final decision and directs the external IT consultant prior to the changes being made/developed. All feedback goes back to this internal IT contact each week informally and in person. This is then relayed to the external party, and reported back to the team as required. It is a work in progress and requires all parties to provide input, so we can get the best out of the program for all.	

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

Answer	1. Should be proactive in showing a positive attitude towards adhering to the companies goals and motto. This should be internally with colleagues, and also with peers and even clients outside of the business. 2. Their work/contribution to the team is proven to be 'sharing the load' and supporting the wider team. 3. Be the 'Go To' for their team by being available, providing honest feedback, and being an empathetic ear for the team.	☐
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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	☐
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Within the work team and organisation	If a team leader can work with the team in relevant, achievable goal setting, the team will be more motivated as they will be confident of achieving these goals. Providing encouragement and regular positive feedback with one on one conversations.
With clients and customers	Using effective communication within the group, and in turn, recognising the needs of the entire team. For example, understanding the limitations of each team members skills, and arranging specific training for employees to develop their roles. This would give the employee confidence and in turn show the client that the company employs highly skilled staff, and that it has clear direction/management, and values their employees, and therefore a great company to be involved with. Active listening and illustrating points by examples and 'showing' the client rather than 'telling' will show the client that we can collaborate well.

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
Email	Any changes that may have been discussed can be recorded.
Phone	Informally resolving an immediate issue to avoid any miscommunication and to save time waiting for emails.
Meeting	Formally resolving issues that have built up in the team since the previous meeting, this gives the ability to keep on top of follow ups and feedback on the same points as well.



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

Answer

Regular check-ins via email, to ensure issues are confirmed as being completed or finalised.
Meetings with the whole team (either informal, or formal using outlook meeting calendar requests) Brainstorming for solutions to issues in the presence of management. Management can have the opportunity to resolve quickly/immediately, and they can also be in the loop on how the team is working together as a whole.



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

Answer 1.Example. A new recruit (Foreman) does not have a vehicle or tools. If none is available then management must be made aware to approve the purchase of equipment or to advise the team to reshuffle the current inventory that is available within the team.
2.Problems with a supplier where their terms of trading or their service that has escalated beyond control of the procurement team. A discussion or resolution may need to be arranged with the involvement of the Construction Manager. The Construction Manager may wish the opportunity to decide if the situation can be resolved or if we should no longer use them (a company decision).



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

Answer I would ensure the issue is noted in meeting minutes so that it can be raised again at the next meeting and I would also set a calendar reminder approx. 2-4 weeks after to check that there has been a solution or a change of policy. Then the feedback would need to be communicated to the team either via email to all, or raised in person at the next Construction meeting.



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

Answer 1.Example. Recruitment not going ahead to replace a team member and the team must adjust and absorb the workload.
2. Example. Forecasting of all projects in Construction is above the capacity of the company to produce output in a specific calendar month. ie. Resourcing of site teams and Foreman (they are all busy on projects)



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

Answer Follow up would involve an open discussion within the team. For example the point number 2. The team would revisit all current works schedules to see if any projects can be shuffled around to fit everything in the required timeframes, keeping clients happy and staying within our own capacity that allows us to keep our productivity and quality up.
Discussions and phone calls would be made to involve all parties (Foreman/client/Internal construction team) and the team leader can raise the issue with management in person or via email to advise the projects have been moved/adjusted to allow for all works to be completed appropriately. Follow up would be at the next Construction Meeting (we already hold this meeting fortnightly and the team leader ensures that the outlook meeting requests are in order and that all have made themselves available to attend.)



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

Answer

In question 21 the issue of not replacing a team member may cause some conflict and confusion as to how the team will deal with the workload. If the team leader agrees that not replacing them is an issue, then they may have to negotiate with management. I would suggest some option/solutions would need to be brought to the table for discussion (if some compromising is necessary). Options could be to consider a part time position (cheaper), or a team delegation of duties to colleagues, or potentially upskilling of a junior role to fill the gap (consider who and how the workload can be distributed).
Once a decision is made, either way, the information can be filtered back to the team at the next Construction meeting scheduled where further adjustments to team planning can be made and put into place.

