

PROOF FOR BSBWOR502 – LEAD AND MANAGE TEAM EFFECTIVENESS

1 Establish team performance plan
Consult team members to establish a common understanding of team purpose, roles, responsibilities, and accountabilities in accordance with organisational goals, plans and objectives. <i>For this assessment, I will be answering the questions based on the creation and management of a new solar installation team to join our business.</i> <i>In the first instance I would arrange a casual face to face meeting between all the new team members. I would provide refreshments to make the meeting more casual so the members will feel freer to speak their mind and make suggestions. The agenda for the meeting would include:</i> <i>Firstly, I would discuss our organisational Vision, Mission and Rules of the Game.</i> <i>Then I would discuss the organisation's goals, plans and objectives.</i> <i>I would then communicate the team's basic purpose – i.e.: to install solar power systems in accordance with the legislative requirements to meet our standard of quality.</i> <i>Identifying the roles and responsibilities for each of the team. E.g.: Bill and Ben will do the roof work; Dave will do the switchboard work.</i> <i>Ensuring every team member understands what aspect of the projects they are accountable for and who they are accountable to.</i> <i>I would be sure to seek feedback as to the team member's understanding of each aspect. E.g.: "Does that make sense?"; "Do you understand what we're getting at there?"; "Does that sit right with you?"</i> <i>I would also try to get the member/s to explain it back to me to ensure they fully understand.</i>
Develop performance plans to establish expected outcomes, outputs, key performance indicators (KPIs) and goals for work team. <i>Outcomes – happy customers who pay less money to Ergon.</i> <i>Output – correctly installed solar power systems that meet industry best standards, that every team member is proud to put their name to.</i> <i>KPIs to include:</i> <i>5kW single storey tin roof new install in Toowoomba to be fully completed by 3 workers within 8 hours.</i> <i>Zero re-work</i> <i>Zero return to shed to collect gear not packed correctly.</i> <i>100% positive comments on customer satisfaction survey</i>
Support team members in meeting expected performance outcomes. <i>De-briefs about the days events and happening at the end of each day would be an important part of supporting the team members to achieve their goals and KPIs. I would be sure to ask the team what went well, what could have gone better, what I can do to help them (is there anything else they need to do their job properly?), if an incident occurred – what we can do to avoid that happening in the future. If the outcomes are unrealistic, for example if they are never meeting their goals or KPIs, the outcomes/goals would be re-assessed to a more reasonable standard or level.</i>
2 Develop and facilitate team cohesion
Develop strategies to ensure team members have input into planning, decision making and operational aspects of work team. <i>As mentioned above, daily de-briefs are important to ensuring team members have input into the planning, decision making and operational aspects of the team.</i> <i>Similarly, morning huddles would be valuable for planning the days' activities to ensure all team members are singing off the same sheet of music and aware of who needs to do what on each specific job.</i> <i>Regular team meetings for the entire work force are another good avenue for team members to have input into planning, decision making and operational aspects of the team.</i>
Develop policies and procedures to ensure team members take responsibility for own work and assist others to undertake required roles and responsibilities. <i>Team Policies – including WH&S, customer service requirements (introduce self, ask permission to use facilities, clean up, speak with customer upon leaving site) as well as the generic organisational policies (mobile phone usage, motor vehicle policy, Sustainability etc.), team meetings/huddles.</i> <i>Procedures – including work specific procedures (SWMS), risk assessments, performance reviews, collection of feedback.</i> <i>Responsibilities and accountabilities:</i> <i>Spelling out expected performance levels and standard of work (e.g.: things being straight and even)</i> <i>Standards of conduct (e.g.: swearing, personal presentation)</i>

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Provide feedback to team members to encourage, value and reward individual and team efforts and contributions.

Sharing customer feedback with team members is vital so their positive performance is reinforced.

Providing feedback on the achievement of goals and KPIs is also critical.

A simple "well done" or "good job" goes a long way.

Early knock off or BBQ or morning tea to celebrate successes of the team show the team that them and their efforts are valued.

Public acknowledgement (such as FaceBook, Instagram) of our achievements can also bolster a sense of pride.

Develop processes to ensure that issues, concerns, and problems identified by team members are recognised and addressed.

Morning huddles and afternoon de-briefs are an effective, informal way for issues, concerns, and problems to be raised and addressed.

Similarly, the more formal team meetings, are a particularly good avenue for them to be aired. Minutes are taken and action (or otherwise) on the issues/concerns/problems are brought up at the next meeting. This allows the team members to see what has happened with the matter and helps ensure that it doesn't get swept under the carpet.

3 Facilitate Teamwork

Encourage team members and individuals to participate in and to take responsibility for team activities, including communication processes.

By maintaining open and honest communication with all team members, they are much more likely to take responsibility for their actions (or inactions as the case may be). By managers being approachable, team members are comfortable in communicating about their own performance, as well as that of the other team members. Every team member is strongly encouraged to communicate with management directly, rather than passing the buck with lines like "I thought XX would have mentioned it" or "Didn't YY tell you?".

Support the team in identifying and resolving work performance problems.

When management is approachable and willing to help, team members are much more likely to be honest in their identification of work performance problems. The identification of problems needs to come from the team members responsible. Asking "Why?" and "Why? And "Why?" again helps get to the root cause of the problem.

By taking approaches like "what can I do to help us all achieve our goals?" or "how can we work around this?" or "what do we need to do to get past this?", the team members will have much more confidence in management working WITH them to improve.

Ensure own contribution to work team serves as a role model for others and enhances the organisation's image for all stakeholders.

I strive to be a good role model to my other team members. I try to be approachable, understanding and accommodating in my nature in the hope that other team members afford me the same courtesy. I am accountable and responsible for my actions and am quick to admit my short comings and/or failings. By admitting when I make mistakes, I believe that is showing my team members that they must do the same. I do NOT subscribe to the "Do as I say, not as I do" way of boss-like mentality.

I do not "throw people under the bus" when a problem occurs – rather than saying "Sally didn't do this", I word the explanation more like "it looks like this task didn't get done as we thought it had been".

4 Liaise with stakeholders

Establish and maintain open communication processes with all stakeholders.

I try to be approachable, understanding and accommodating in my nature in the hope that the stakeholders afford me the same courtesy. I am flexible in my communication methods – phone, text, Email, Messenger, LinkedIn, physically in the office – to cater for stakeholders' individual preferences. Some prefer a phone call; others are only able to respond to texts etc... When I make a phone call to a person, as an act of courtesy and respect, I am always sure to ask, "is now a good time to talk?".

Communicate information from line manager/management to the team.

When disseminating information from management to the team, I would:

- Use language that they are familiar with (i.e., not unnecessarily complex language)*
- Put important information in writing – Email, text, physical paper.*
- Ensure the team understand the information – "does that make sense?" "do you see how that will work?"*

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Communicate unresolved issues, concerns and problems raised by team members and follow-up with line manager/management and other relevant stakeholders.

When there are unresolved issues/concerns or problems, I firstly ensure that I fully understand the situation, by confirming the details with, depending on the nature and seriousness, more than one person. When I am sure I have a complete understanding, I communicate the situation to management. That communication may be in writing, face-to-face, Email or text message. The aim is to firstly make management aware of the situation and then to come to a solution to be passed back to the team members. Team meetings are a good way of raising the issues/concerns as they are documented in the minutes & then the minutes are reviewed at the next meeting.

Evaluate and take necessary corrective action regarding unresolved issues, concerns and problems raised by internal or external stakeholders.

When there are unresolved issues/concerns/problems my priority is to ensure that the issue/concern/problem is fully understood and then determine WHY the matter is unresolved. It is possible that the issue/concern/problem isn't understood properly, and one party believes it has been resolved while another party doesn't. If it is due to poor performance or negligence on the part of a team member, I would interview/counsel them and consider giving the person involved a formal warning. If the sub-standard performance were from a contractor, I would meet with them, preferably face to face. If the nature of the issues were severe, the contract would be reviewed, and the contract may be cancelled. It would need to be an extreme case of negligence/poor performance to warrant cancelling a contract.