

MODULE 1

INTBUSMGT401A

Show leadership in the workplace





Section 1 **Model high standards of management performance and behaviour**

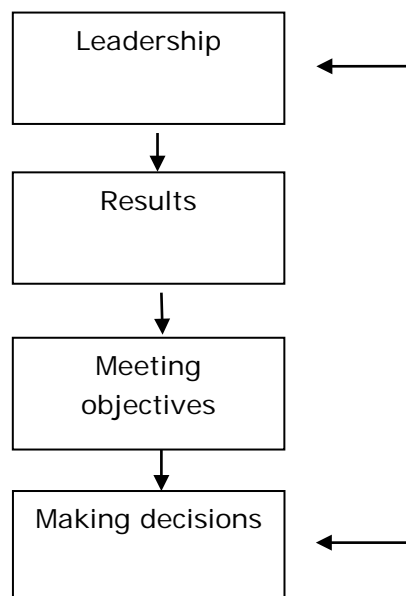
- 1.1 Ensure management performance and behaviour meets the organisation's requirements
- 1.2 Ensure management performance and behaviour serves as a positive role model for others
- 1.3 Develop and implement performance plans in accordance with organisation's goals and objectives
- 1.4 Establish and use key performance indicators to meet organisation's goals and objectives

Ensure management performance and behaviour

Good leaders understand the importance of running an organisation to meet the requirements and objectives of the vision and mission statement.

When a leader can focus on the results they are looking for, they can manage their team effectively to help them achieve the goals in a clear and congruent manner.

An effective manager will focus on the following:



When acting as a leader, a manager should focus on the organisational results and objectives so they can help their team work towards these objectives.



A manager should always have a clear understanding of the vision, goals and values of the organisation in order to guide their team accordingly.

For this reason, the manager should have goals that align to the same values and vision statement of the organisation. It is very difficult for a manager to operate from a position of trust, integrity and honesty if their values are not aligned with the values of the organisation they are working for.

Managers are appointed to get a job done within an organisation and fulfil the criteria of a specific job role. Leaders guide and help their team to move towards the goals and objectives of the organisation. A good manager should be an effective and visionary leader.

Brainstorm

What do you believe are the most important qualities a manager should have when displaying leadership qualities?

Managers that display leadership qualities should have:

- Excellent communication and interpersonal skills
- The ability to manage change effectively
- An ability to communicate the organisational vision
- Excellent decision making abilities
- The ability to lead by example
- An understanding of everyone's job roles
- The ability to delegate efficiently
- Demonstrated encouragement and support for others
- An ability to allocate resources
- The opportunity to encourage new ideas
- An ability to manage projects in a professional manner
- Facilitation of team building skills
- Planning and organising skills
- A willingness to share information
- An interest in helping others to succeed
- Conflict resolution skills
- The ability to coach and motivate others
- An alignment to the organisation, its goals, vision and mission statement

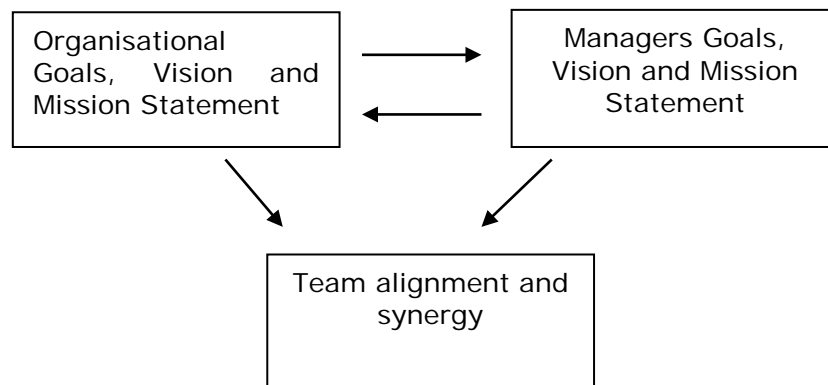


Managers are responsible for the management of:

- Input of work from their team members
- General organisational policies and procedures
- Teams and the synergy created within the team
- Themselves.

Teams have common interests and should be working together to achieve the organisational objectives. They should be managed by a leader that is able to make decisions and allows them to make decisions that will grow the company and the people within it.

When there is a clear alignment between the goals of the organisation and the goals of the team, everything works well and synergy is created.



Managers and leaders need to be aware of ways in which they can support their team. They should be doing this in a manner that helps the team to meet outcomes and objectives in an ethical manner.

What should managers do?

Managers need to at all times

- Maintain honest communication with their team members and other staff
- Set achievable expectations of their team
- Encourage honest and open meetings
- Manage staff using Performance Management Plans or annual reviews
- Use conflict resolution skills to assist when things may go wrong



Managers that act as a positive role model for staff and team members will be well respected because they will demonstrate integrity and honesty at all times. They will help to make the organisation a pleasant place to work in and will ensure their teams are working towards goals and objectives as required.

Role models;
Work well with others
Have an excellent ability to manage change within an organisation
Suggest new ideas
Encourage others to share ideas and reward staff accordingly
Are secure in their job role
Make staff and team members feel valued and appreciated
Constantly apply values
Assist in developing career pathways for their team
Inspire others
Empower team members to make decisions

A great leader is someone who displays qualities that make them a good role model, utilises the strengths of their team and develops and encourages team members to make the most of their current knowledge. They also encourage team members to grow and stretch themselves to become better skilled in areas that will benefit their organisation.

Role models serve as examples. They lead by example. They are respected and admired for their skills, talents, values, knowledge, ability to share and determination to succeed and to help others succeed.

Leaders can allocate team roles according to the strengths of the team members, therefore serving as a role model.

They should also look at supporting their team in a number of ways which include:

- Managing teams using conflict resolution skills
- Having a positive attitude
- Ensuring everyone knows what is expected from them within the team environment
- Accepting responsibility for their actions and allowing their team to take responsibility for theirs
- Recognising their own strengths and skills
- Regularly monitoring the team members while allowing them autonomy to get their job done
- Constantly striving to become better leaders and managers
- Providing appropriate feedback as required
- Developing skills related to communication and interpersonal skills



Managers and leaders will very quickly lose credibility and professionalism if they appear to be:

- Incompetent
- Lacking knowledge and not admitting it
- Not interested in their team
- Dishonest
- Acting in an unethical manner
- Taking advantage of their power
- Not working in alignment with organisational goals

Develop and implement performance plans in accordance with organisation's goals and objectives

Establish and use key performance indicators to meet organisation's goals & objectives

Performance plans are an important part of the process to help an employee determine if they are meeting organisational objectives.

An organisation needs to have a system and procedure in place to manage and determine whether or not team members are meeting the required objectives.

The best way to do this is to firstly make sure team members are aware of the mission and vision statement of the organisation. Team members then need to be aware of organisational values and then determine if their values are aligned with the team and organisational goals.

A performance plan can provide the blueprint to do this so that managers and team members are aware of the alignment of the job role to the organisations goals and mission and vision statement.

It conveys information to team members and managers alike so that they know if they are on the right track to achieving organisational goals and objectives.

It is a good way to accurately measure and determine how team members are progressing within their job function and as part of the overall team.

In order for a performance plan to be effective, it must be:

- Structured so that it supports the team members
- Understood by management and team members



- Able to provide an objective opinion on the performance of the team members
- Able to be monitored effectively
- Easy to complete, not too complicated or time consuming
- Communicated to all in a positive manner

Performance plans can be completed as often as necessary by the manager in conjunction with the team member, but are usually done on a yearly basis.

If not handled correctly, performance plans can be viewed as a negative tool within an organisation.

A good manager will use the performance plan as an opportunity to help their team member improve their performance in the job role, use it objectively and assist the team member to become a better employee using the plan as a template or guide.

A Key Result Area (KRA) should be considered the overall and broad objective, while the Key Performance Indicator (KPI) could be considered a more detailed look into the KRA itself. Some organisations use these terms interchangeably so it is a good idea to see what your organisation uses and work with that terminology.

Performance objectives can usually be measured by using Key Performance Indicators (KPI's). KPI's are a way of measuring standards against which management can determine how performance is evaluated.

Team members are advised when they are not meeting the objectives based on a rating system which helps them to improve in areas where they may not realise they need improvement.

Most performance plans allow team members to provide a considerable amount of input whereby they can rate themselves on their performance then their manager can discuss whether they agree or disagree with their performance and the perception they have of their performance.

This can provide a good opportunity for managers to identify and address issues and concerns as they arise, focus on improving the behaviour that is not working for the team member, and provide some guidance for the team member to know what needs to change within their job role or function.

If the manager is not able to address or assist in rectifying any issues that could be identified as part of the performance plan process, they can refer to the relevant internal staff for further action, or organise to refer to the relevant external consultants for further action if required.



When a KPI is measured and benchmarked, it is possible for management to determine where a performance gap may lie.

Performance gaps often occur for any of the following number of reasons:

- The need for further training of staff
- Lack of role structure
- Lack of planning
- Staff with personal issues
- Lack of appropriate resources to get the job done
- Goals and values do not align with organisational values
- High stress due to being overworked or other reasons

Managers need to ensure they set goals for team members and break their job role and tasks into manageable segments based on:

- Strengths and weaknesses of the team members
- Available resources
- Staff behaviour
- Ability to provide quality customer service
- Turnaround times
- Staff safety
- Available time to get the job done
- Quality of the output that is expected

Managers and leaders need to prepare performance plans in a way that will communicate the expectations and job roles of the team members. This will also help to ensure they take responsibility and accountability for their work.

Some of the strategies you can use as a manager to implement this include:

- Identify how to best allocate tasks to team members
- Communicate the expectations of the job role and job function to each team member
- Identify what motivates your team members
- Ensure that a team member is willing to undertake the tasks you allocate to them
- Utilise the strengths of team members where possible
- Encourage team members to be self-directed



- Allow team members to work together where they may have common interests
- Determine performance plan outcomes and agree with team members in terms of how these will be measured

An example of a performance plan template is provided on the next few pages.

Performance plan template

Name of employee:	
Performance period:	
Job title:	
Supervisor / Manager name:	
Signed off by manager:	
Signed off by employee:	
Date:	

Performance objectives

Key result area:	
Objective:	
Key performance indicator:	Review date

Key result area:	
Objective:	
Key performance indicator:	Review date

Key result area:	
Objective:	
Key performance indicator:	Review date

Key result area:	
Objective:	
Key performance indicator:	Review date

Development objectives

Development objective:	
Key performance indicator:	Date due:
Development objective:	
Key performance indicator:	Date due:
Development objective:	
Key performance indicator:	Date due:



Section 2 Enhance organisation's image

- 2.1 Use organisation's standards and values in conducting business
- 2.2 Question, through established communication channels, standards and values considered to be damaging to the organisation
- 2.3 Ensure personal performance contributes to developing an organisation which has integrity and credibility

Use organisation's standards and values in conducting business

An organisation will have standards and values that it expects team members, managers and other staff to follow and abide by. These values and core beliefs will usually be found within the mission statement of an organisation, within its vision statement, as part of its goals or even within the Code of Conduct.

Managers need to be able to communicate these values effectively with their team by making sure they lead by example, they work out of integrity at all times, they are honest and open with staff, they work and get their job done, and they display values and qualities that are in line with expectations from society and from the organisation itself.

Values of organisations are what makes the organisation what it is. It is what customers and clients expect from the organisation when they are dealing with internal staff. It is how internal staff expect to be treated and expect to behave like when they are working within the organisation itself.

It often covers any of the following areas:

- Employment of team members
- General customer and client service
- General legislation such as discrimination laws, compliance with harassment and other laws
- Maintenance of the privacy of team members
- Quality control
- Integrity of the people that work for the organisation

Note: Become a value-based organisation so that your employees know what is expected from them at all times. Your customers will also know what level of service they will get from you.

Becoming a values-based organisation is what managers should be helping the company to strive for at all times.



Some of the ways in which managers can help their team to become values driven include:

- Ensuring all staff have clarity of the strategic expectations of the organisation
- Aligning personal values and beliefs to the roles of each team member
- Ensuring all team members understand what influences the culture and organisation health of the organisation have on its success
- Determining how to incorporate the vision and mission statement of a company into the day to day decision making process for all team members
- Ensuring all values are clearly defined and understood by all team members
- Using the values to make sure all team members operate from within these

Question, through established communication channels, standards and values considered to be damaging to the organisation

Organisations will be made up of core values, culture, mission and vision statements and goals and objectives.

Team members are expected to adhere to these values and culture, be a part of the mission and vision statement and work towards achieving the organisational objectives. They will also be required to adhere to any regulatory or legislative requirements based on the industry they are a part of.

Team members will come into an organisation with core values and beliefs already in place. The organisation should have values and beliefs in place that match the values and beliefs of the individual.

When these values are not aligned, potential issues and conflicts can occur within the team.

An effective manager or leader will need to manage problems and issues as they arise and treat all team members fairly and with respect at all times. They should investigate problems and use conflict resolution skills to attempt to resolve the situation as quickly as possible.

Some of the ways in which a manager can manage these issues appropriately include:

- Determine issues as they arise
- Identify what is really happening to cause the issues



- Identify what is stopping these issues from being resolved
- Helping to resolve the issues in a professional manner while protecting the self-esteem of everyone involved
- Acting in a way that will resolve the issues for the best of all concerned

When a value displayed by a team member appears to be detrimental or damaging to the organisation, managers should intervene and resolve this as quickly as possible.

If the conflict that occurs relates directly to a mismatch in the values and belief system of the team member/s in question, then the manager will need to adapt their resolution accordingly and look at other ways in which the conflict can be resolved.

At worst case, it may be necessary to manage the employee out of the organisation, as often clashes in values will be detrimental to the organisation and the image it may be trying to portray to its customer base.

Managers need to be able to:

- Identify inappropriate behaviour
- Advise the team member/s of what they expect in terms of changed behaviour
- Ask questions that can determine what is going wrong
- Ask questions that can help to resolve the issues
- Implement appropriate support to ensure the situation does not occur again
- Provide feedback as required to ensure the team member knows what is expected.

The organisation will have a list of policies and procedures, a Code of Conduct and various other methods of keeping track of what it requires and expects from its employees.

Managers and team members should be familiar with these policies and regulations in order to ensure they are working in line with objectives at all times.

One other thing to consider within an organisational environment is the unwritten Code of Conduct. This is usually determined by the 'organisational health' of a company. Organisational health is a term used to describe the way in which an organisation is known, both by its internal staff members and by the market externally.



An organisation can have what appears to be the best vision and mission statement, incredible underlying values, but its health is not aligned with these statements or values.

This can create a negative atmosphere in a company, both with internal staff and external customers and clients.

Potential stakeholders and shareholders will usually not invest in organisations that have a negative impression within the marketplace. They may also avoid organisations that have values that do not align with their own, for example, the tobacco or gambling industry or the alcoholic beverage industry.

As for the internal health of an organisation, there will often be in place policies and procedures that relate to theft, unethical conduct, use of internet for private use, mistreating other employees or customers etc.

Leaders and managers need to ensure that they are keeping their staff aligned with the core organisational values and beliefs, whether they are actually written into a Code of Conduct or assumed as unwritten rules within the company.

A manager needs to encourage the ethical behaviour of team members by:

- Taking action when they say they will do something
- Being open and honest with their team and other staff
- Providing employees with clear expectations
- Matching their actions to the values of the organisation
- Providing adequate training, support, guidance and coaching to team members as required
- Respecting their colleagues and team members
- Being reliable and leading by example
- Sharing information as it relates to the company and / or the job role

When managers and leaders are open in terms of their expectations of ethical behaviour within their team, and when they address issues as soon as they arise, there is less likely of differences escalating beyond the control of the manager and less likely to have negative impact on the company.



Ensure personal performance contributes to developing an organisation which has integrity and credibility

Organisational values as already discussed are important in determining the organisational health of a company. Team members use these values to determine their perception of their work environment and whether or not they are able to function within the job role from a position of integrity and ethics.

Team members will identify with the values presented to them and if the values and core beliefs do not align, as previously discussed, it can create situations where staff members are not happy, not performing and not doing their job role effectively.

Managers, leaders and team members need to display a level of professionalism and credibility at all times when representing an organisation.

Integrity, credibility and professionalism relate directly to:

- A manager or leader operating from a position of accountability, responsibility and ownership
- Managers that are reliable and do what they say they will do
- Managers who respect privacy and confidentiality
- Managers who have a good sense of humour and know how to laugh at themselves
- Managers who focus on the problem, not the person
- Managers who demonstrate empathy and patience
- Managers who can strive to improve themselves at all times
- Managers who know how to be polite and protect the self-esteem of others at all times
- Managers and leaders who are authentic, display ethical behaviour and honesty at all times
- Someone who encourages and praises staff
- Managers who can engage in activities that help team members to develop, grow and learn
- Managers and leaders who display strength of character and an ability to build rapport easily with people from all walks of life
- A manager who can act as a coach and a mentor



Anyone can become a manager. Not just anyone can become an exceptional manager or a leader however. Exceptional managers and leaders are trained, they have a good working knowledge of the organisation (or are willing to develop that knowledge), understand how to communicate with others in an effective manner, know how to delegate to get things done and work well within their teams. They uphold the values of the organisation at all times.

An exceptional manager or leader knows how to ensure their own personal performance will contribute to the objectives of an organisation by working with the full intention of helping others to achieve the team goals and helping them to grow and develop their skill level.

Good organisations will consider that staff members with the values and core beliefs that are aligned with theirs are a good cultural fit for the team. However, how the potential staff members are screened to ensure these values are actually in line with these values is where most companies go wrong.

An organisation needs to ensure that during the interview process they are able to determine if potential employees display the qualities they are looking for.

Some of the ways in which they can do this include:

- Providing a good screening process where references are checked appropriately
- Asking the right questions during the interview
- Finding out what the potential employee finds important in a job role
- Asking competency based questions that indicate how the potential employee handles certain situations

Organisations can also provide training around ethical situations such as providing cultural diversity training, conflict resolution training or having regular team building activities in place to promote cohesion in the team environment.

Some of the qualities of a credible and true leader include:

- Someone who knows the job well
- Someone who is transparent and honest at all times
- Someone who challenges others to do better
- Someone who is fair and trustworthy
- Someone who is a good listener and good communicator
- Someone who can clearly explain to team members what they expect from them

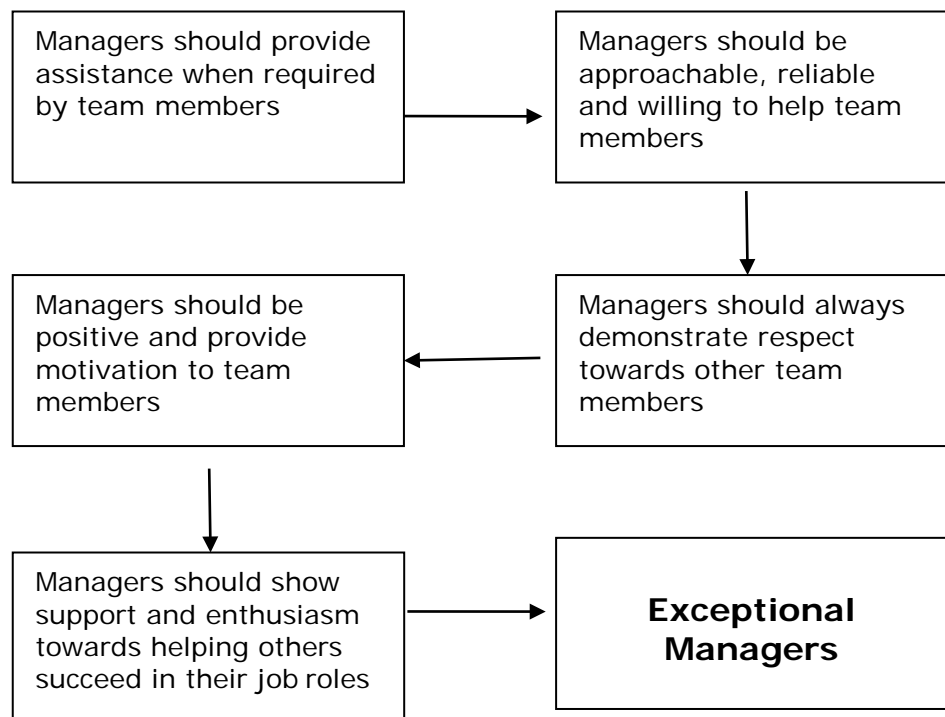


- Someone who leads by example and is a good guide for others
- Someone who can collaborate with others
- Someone who encourages others to be accountable and responsible for their actions
- Someone who is accountable and responsible for their actions

Credible managers and leaders can often be called upon to:

- Assist when required
- Be approachable and willing to help
- Be positive and motivating
- Show respect towards others
- Show support and enthusiasm towards helping others succeed

An example of this model is highlighted below:





Section 3 Make informed decisions

- 3.1 Gather and organise information relevant to the issue/s under consideration
- 3.2 Facilitate individuals and teams active participation in decision making processes
- 3.3 Examine options and assess associated risks to determine preferred course/s of action
- 3.4 Ensure decisions are timely and communicate them clearly to individuals and teams
- 3.5 Prepare plans to implement decisions and ensure they are agreed by relevant individuals and teams
- 3.6 Use feedback processes effectively to monitor the implementation and impact of decisions

Gather and organise information relevant to the issue/s under consideration

There will always be a need for organisations to communicate within departments, between team members and between management and other staff members.

The need to rely on accurate information will be an important aspect when communicating issues with others.

Information can often be sourced from any of the following avenues:

Internal sources	External sources
Code of conduct	Client feedback
General policies and procedures	Customer needs
Vision and mission statements	Market surveys
Safety reports	Stakeholder reports
Team members	Shareholder reports
Management	Legislative and regulatory requirements
Board members	Industry bodies
Waste reports	Local media
Recall reports	Industry association journals
The organisational culture	Other external sources

Data should be kept securely and for the required period of time to ensure that information is correct and accurate at all times.

Information from internal and external sources should be treated appropriately and used to the advantage of the company and management. There are a number of ways in which information can be kept, gathered, reported, measured, communicated and recorded.



This includes:

- Keeping charts
- Maintaining flow charts
- Excel spreadsheets
- Gantt charts
- General reports
- Journals
- Management reports
- Statistics
- Flow charts
- Field force analysis
- Fish bone diagrams

Information should always be checked prior to use to ensure it is relevant, reliable, current, accurate, sufficient and valid.

Good managers check their sources and check them again. Make sure that version control is maintained in your organisation to ensure you are always reading the latest versions of documents and statistical information.

Some of the considerations when accessing information should include:

- Keep in mind that information could have been collected incorrectly therefore it may not be accurate
- Information could no longer be current and could be out of date
- Data sources should be reliable
- Information needs to be well organised and ready to be used appropriately
- Information should ideally be clear and concise
- Samples of information may be too ambiguous
- Measurement processes should be able to measure the information properly

It is important to note that often managers and team members will be utilising information in order to perform their job function, to make a decision or to take further action.

For this reason, information that is accessed should always be accurate and checked by the person who is utilising the information.



It is extremely important to gather all the facts before any of the abovementioned can take place and for this reason, the more accurate the information may be, the less likely a risk the manager or team member is likely to have to take.

Managers and leaders need good insight into accurate and appropriate information before they can make a decision that can impact on or affect the team, themselves or the organisation as a whole.

Facilitate individuals and teams active participation in decision making processes

An effective manager or leader will need to encourage team members to take responsibility for their own actions within the team environment.

A high performance team works well together, gets the work done, is efficient and understands the value in working as part of a team versus working alone. An effective and high performance team understands synergy and works well together to achieve organisational objectives and outcomes.

It is usually led by an effective and exceptional manager who demonstrates integrity and professionalism, shows and understands credibility and can be trusted to do the right thing, every time.

These managers or leaders know the importance of allowing all team members to participate in the decision making process.

The more they are encouraged to participate in a process, the more likely they will be to take ownership and assume a level of accountability towards helping to drive the success of the process.

There are a number of differing decision making styles that can be incorporated into any working environment. Effective managers need to determine which style can best suit the needs of the team and the situation which requires a decision to be made.

The styles that can be utilised include:

Democratic - This style involves everyone making a decision as a group. Facts and information is gathered and the team members work together to make a decision.

Autocratic - This style involves the manager or leader making a decision with no input from the group or team members. This is useful when a quick decision has to be made.



Consensus - This is when every team member has a say in what decision is made and the manager gives control of the decision making process to the team as a whole. They all have buy-in or support for the decision making process.

Participatory - This style is used when input is required from other stakeholders and team members that do not necessarily have a vested interest or buy-in into the decision but could provide valuable advice or input to help with the process.

Peter Drucker discusses Pillars of Management that incorporate allowing staff to have:

- Responsibility
- Authority and
- Accountability

for their actions. A similar model to use has been discussed previously in other units and encompasses "Above the Line behaviour" and "Below the Line behaviour" as follows:

Above the line behaviour	Accountability Responsibility Ownership
Below the line behaviour	Excuses Denial Blaming others

Exceptional managers encourage team members to operate from 'above the line' by taking accountability for their actions, assuming responsibility towards the decision making processes that the organisation has in place, and by taking ownership of their job roles and the consequences of the decisions they make.

When there is a performance gap, managers will usually find that team members are working from 'below the line' and are usually lacking confidence or not feeling part of the team environment.

A good manager or leader should empower team members to take responsibility for their actions and decisions therefore expecting them to operate from 'above the line' at all times.

Organisational culture will impact the way in which team members interact with each other, with management and with external clients and customers. The organisational health of a company will determine how well teams are functioning and whether or not managers are able to assist in the resolution of any issues that arise within the team environment.



Teams will usually have their own set of behaviours and interactions, and these need to be in line with the organisational goals so that the objectives of the company are being met and achieved.

As teams are usually an integral aspect of any organisation, the organisation itself should be aware of the fact that its culture could impact the morale of the team itself.

Managers need to be aware that teams need to have a clear focus on their objectives and the organisational objectives in order to function in an effective and efficient manner.

Some of these areas of focus could include:

- Having clear targets set for them within their performance plans
- Knowing their own and the team purpose within the organisation
- Measured Key Performance Indicators or Key Result Areas
- A specific plan to help them achieve their goals
- A decision making process that allows them to display accountability, responsibility and ownership
- Being focused on customers – both internal and external to the organisation

Effective managers or leaders will always be looking for ways to improve their team. They can implement continuous improvement practices, they can work with integrity, they can ensure they have open and honest communication and that they solve problems as soon as they arise.

As a manager or leader, there are a number of different types of decisions you may need to make on a daily, weekly or even monthly basis.

Some of these types of decisions include:

Routine decisions

These occur every day and are generally small or minute in terms of details or repercussions. They can include things like what time to schedule a meeting, who to invite to the meeting etc.

Management decisions

These decisions relate to the overall organisational function and involve deciding how the management structure could be carried out. They may need careful consideration at times and include things like deciding who to put on a project, who to delegate a task to, who to involve in the workload, who to advise about a situation etc.



Last minute decisions

Last minute decisions are usually made because something has become urgent. They usually have no warning and need to be made quickly, often with little time to weigh up the pros and cons. They include things like who to replace a staff member who is sick, what to do if technology or equipment breaks down, who to put on a last minute tender etc. It is always a good idea to have a contingency plan in place in case last minute decisions need to be made.

Long term decisions

A long term decision involves using strategy and forward planning. It is a decision that is made after a lot of research and thought, input from team members and consideration. These include things like what are the overall objectives for the organisation over the next few years, what objectives does the team have, what is the best way to market our services to new and prospective clients etc.

Examine options and assess associated risks to determine preferred course/s of action

Risks

Managers need to be fully aware of any potential risks and hazards in the workplace and ensure that staff and team members are safe at all times. They also need to be aware of risks that relate to making decisions and determine the best course of action to ensure they have a contingency plan in place in case the risk becomes a reality.

A risk is defined as something that can happen that could impact on organisational objectives, with the likelihood that 'harm' can occur from the risk.

Harm can include

- A team member getting hurt
- The organisation not being able to operate as it normally does
- The company losing money
- Theft
- The company getting a bad reputation
- Competitors taking away clients



Decisions to proceed should be based on benefits to the team and the organisation, associated risks that are attached to the decision, any potential hazards that can develop, support available, what resources the team has and how much buy-in and support management and the executive team have invested in the decision.

Hazards

A hazard is something that has the potential to cause injury or harm to a person, property or the environment.

Identifying hazards and risks

Managers should be on the lookout for hazards or potential risks at all times. It is not always possible to foresee a risk that can impact on the organisation itself in terms of the company losing money, theft, ill repute or competition, but they can have in place contingency plans in case these risks or hazards were to occur.

Managers can use the following sources to help them:

- Technical or industry experts
- Insurance assessors
- WHS specialists
- Professional association and industry bodies
- Colleagues
- Peers

Occupational Health and Safety (Now known as Workplace Health and Safety [WHS])

WHS is concerned with the management of safety in the workplace. Managers also have a legal responsibility to ensure risks and hazards that can jeopardise a team member, staff member or themselves are removed, managed, controlled or eliminated.

WHS is concerned with preventing incidents and its main focus lies with:

- Identifying hazards and risks
- Eliminating and controlling hazards and risks
- Assessing risks

There are a number of regulations throughout Australia to protect employees from risks and hazards that can occur within the workplace.



These regulations cover:

- The regulation to control hazards in a work environment
- The control of hazardous substances
- The control of activities relating to the use of hazardous substances
- Obligations of management and staff in keeping a safe workplace at all times
- The administration of licensing and permits

When it comes to making decisions, risks, hazards and potential issues need to be considered prior to the final decision being made, to ensure the well-being of all staff and to ensure that the best interests of the company are being kept in mind.

There are a number of ways in which managers can work with colleagues and staff members to help make these decisions. Managers and leaders need to ensure they enlist assistance from people who can help them to make appropriate decisions based on their knowledge and industry expertise.

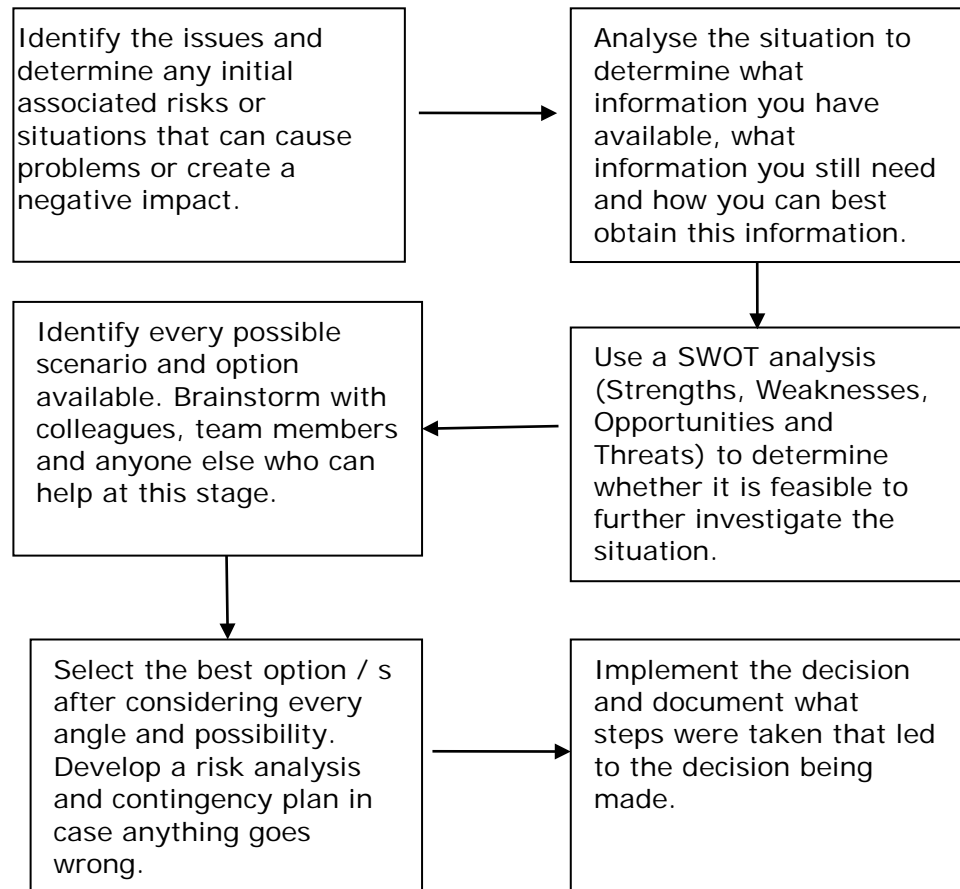
Duty of Care

Managers will need to assume a position where they have Duty of Care towards themselves and their team members. They are required to work within the Codes of Practice and within the legislative requirements for that organisation. These procedures have been implemented to keep everyone safe at all times.

Unfortunately, some organisations have staff that adopt an “It’s not my job” attitude towards safety and assume that because it isn’t their job then they do not have to report hazards. Organisations and managers need to ensure they all staff are aware that safety is **everyone’s** job and they all play a part in ensuring the environment is safe and healthy.



Some of the steps involved in the decision making process can include:



Making decisions when there is little information available can be costly and detrimental to the organisation, so managers should ensure they have looked at every possible angle and have all the information required to make informed and appropriate decisions.

Ensure decisions are timely and communicate them clearly to individuals and teams

Prepare plans to implement decisions and ensure they are agreed by relevant individuals and teams

Once managers and leaders have made a choice to implement a decision, they should ask themselves the following questions:

- Q.** What specifically needs to be done?
- Q.** What is the time limit for this to be done?
- Q.** How will we measure that it has been done?
- Q.** What staff, equipment and other resources do we need to get it done?
- Q.** What plans are there for monitoring and controlling the decision?
- Q.** How do we communicate the decision to others?

When it is time to communicate the results of the decision, a manager should develop or delegate the development of a framework for the decision to be made and advise team members of the required job roles to roll out the decision.

Some of the staff or team members that may need to be advised of a decision that has been made include:

- Senior management
- Board members
- Team members
- Administrative staff
- External clients
- Other departments
- Legislative and regulatory bodies
- Other stakeholders

At this point in time it is also a good idea to put together an action plan that can be used by everyone that needs to be involved in the implementation of the decision so that job roles and functions that relate to the decision can be addresses and understood.

Team members that are responsible for the implementation of actions relating to the decision could be asked to contribute to putting together an action plan for best results.



It is a good idea to take into consideration the strengths and weaknesses of team members when putting together an action plan.

Action plans are a blueprint to determine what needs to be done, who needs to do it and when it should be done by.

An example of an action plan is below:

Decision / Objective:		
Resources needed:		
What needs to be done	Person responsible	Due Date

An action plan is a good way to monitor and keep track of duties related to the objective or decision that has been made as well as any issues that may arise that were not identified in the earlier stages of the decision making process.

It is a good way to measure and determine some level of control over the process. It can also assist in determining how effective and efficient the process is and whether deadlines are being met and achieved.

The action plan can be reviewed as required if due dates were unrealistic or the staff member that was allocated a job role was not right for the task, for example.

When the decision is ready for implementation, managers should follow these steps to roll out the decision as successfully as possible:

- Segment the tasks into small and manageable chunks so that the team members are not overwhelmed with completing the tasks
- Begin with the small ones so that team members can feel confident as they achieve outcomes
- Discuss any potential difficult situations openly with the staff members involved
- If there is resistance, address it immediately and determine how you can best work to control and remove it



Use feedback processes effectively to monitor the implementation and impact of decisions

It is a true and sad well known fact that team members often do not receive feedback for the work they do within an organisation.

Exceptional managers or leaders

Exceptional managers or leaders need to be able to give feedback in a manner that is:

Outcome oriented – Team members need to know whether the task was achieved to the standards expected by the manager and the organisation.

Process oriented - Team members need to know the way the task was achieved so that they can recreate the task again if required.

An effective manager or leader provides feedback to staff and team members in an effective manner that encourages the team member to perform better.

Team members need to feel valued and their ideas validated during the feedback process. They need to be informed of the impact of their decisions and be given an opportunity to improve their job functions or themselves to become better employees.

When communicating and getting feedback from others in the workplace, it is a good idea to remember to:

- Discuss the facts
- Not make anything personal
- Follow protocol as per the organisational culture
- Not assume that feedback has been received via email etc until you have proof
- Be overly cautious if you feel that feedback could be misunderstood
- Discuss what type of feedback is required and source as appropriate

Feedback by managers should always be given as soon as is practicable and should be clear and concise so that the team member knows exactly what they are receiving the feedback for.

A manager should provide feedback to team members on a regular basis and can provide feedback specific to the manner in which they are undertaking their job role. It is a good measure to ensure staff are on task and are working towards the organisational objectives, while



providing a good avenue for team members to improve their knowledge and skills as required.

Effective managers know how to give specific feedback. When providing feedback on something that requires further attention, a manager should always acknowledge what the team member has done correctly and then explain the behaviours that require further action.

There are a number of ways to encourage staff when providing feedback and opinions on processes and procedures as well as the decision making processes. Some of these could include:

- Provide a reward system for staff that work well and do their jobs consistently
- Providing rewards for staff who find ways for the organisation to save money
- Promoting staff when they have shown a genuine interest and ability to implement new systems that improve workplace practices
- Offering staff incentives for providing feedback that contributes to effective workplace initiatives

Assessment

Now you have finished this module we recommend you download and complete **FLM INTBUSMGT401A Assessment**. Once completed, upload for marking before continuing on to the next Module.



