Lead and facilitate a team

Assessment 1 of 2

Short Answer Questions

Assessment Instructions

Task overview

This assessment task is divided into fourteen short answer questions. Read each question carefully before typing your response in the space provided.
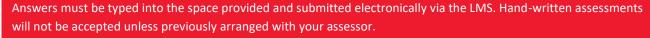
Additional resources and supporting documents

To complete this assessment, you will need:

– Access to learning content in LMS

Assessment Information

Submission

You are entitled to three (3) attempts to complete this assessment satisfactorily. Incomplete assessments will not be marked and will count as one of your three attempts.

All questions must be responded to correctly to be assessed as satisfactory for this assessment.

Answers must be typed into the space provided and submitted electronically via the LMS. Hand-written assessments will not be accepted unless previously arranged with your assessor.

Reasonable adjustment

Students may request a reasonable adjustment for assessment tasks.

Reasonable adjustment usually involves varying:

– the processes for conducting the assessment (e.g. allowing additional time)
– the evidence gathering techniques (e.g. oral rather than written questioning, use of a scribe, modifications to equipment)

However, the evidence collected must allow the student to demonstrate all requirements of the unit.

Refer to the Student Handbook or contact your Trainer for further information.

Please consider the environment before printing this assessment.

Question 1: briefly describe how the below listed organisational requirements are relevant to workplace teams.

    a) Code of Conduct
    b) Organisation reputation and culture
    c) Workplace policies

Assessor note: For satisfactory performance, students must provide answers based on the sample answers provided in the table below.

Code of Conduct

(word count approximately 60 words)

The Code of Conduct is designed to outline the standard of behaviour expected by employees of an organisation. Having a Code of Conduct can give workplace teams a structure to follow from the moment they join the company, reducing the chances of problems coming up at any time and making dealing with issues a lot easier should the worst occur.

Organisational reputation and culture

(Word count approximately 80 words)

Organisational values are important in developing the workplace culture and the organisation's reputation for those working in the organisation and outside of it. These principles and ethics guide the behaviour of organisation's members. They assist organisations in determining what is right and wrong. Workplace teams are guided to act in certain ways, using the values as a guide. It is important to know and understand the organisation's values because it will guide the staff towards the kind of performance that truly represents it.

Workplace policies

(Word count approximately 110 words)

A workplace policy is a statement which outlines an organisation's practices and procedures concerning part of its business, which can cover everything from day-to-day operational matters to compliance with employment legislation. Organisational workplace policies are courses of action adopted by an organisation and provide workers and workplace teams with organisational standards on how to work and conduct themselves. Thus, every staff member of the organisation must comply with the requirements set out in the policies and procedures document, for example, certain WHS policies in an organisation have specific rules or procedures to follow. These procedures make it safe for workers when they are at work.

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Question 2: you work as a team leader at a private company. In an interview, you noticed that your HR officer dismissed a candidate because he is using hearing aids.

Read, interpret and explain the ethical, legal, regulatory and organisational responsibility in relation to this issue

(approximate word count 160 words)

Assessor note: sample answer provided below. Student must identify the correct form of discrimination and student's answers must reflect the model answer provided below however, the wording may vary.

This is an example of which type of discrimination?	Discrimination on the ground of disability/hearing impairment
Which is the relevant legislation you would refer to in relation to this discrimination?	Disability Discrimination Act 1992
List two (2) ethical and two (2) legal issues	Two (2) legal issues: 1. the Disability Discrimination Act 1992 makes it against the law to treat people unfairly because of their disability. 2. people with a disability are protected by the same laws as everyone else. Two (2) ethical issues: 1. any discrimination is an act of disrespect towards the essential individuality, worth and dignity of people with disability 2. discrimination on the basis of disability can lead to potential harm as it can lead to people losing their self-worth and self-esteem
Briefly explain the organisational responsibility based on the situation.	All employers are obliged to actively prevent disability discrimination in their workplace, including in the areas of recruitment, work conditions and salary,

	promotion, training and development, disciplinary action and termination.
Briefly explain the regulatory responsibility.	The Disability Discrimination ACT 1992 and the Anti-Discrimination legislation clearly states it is the regulatory responsibility of employers and organisations, for the person with disability to be treated the same as others and be given equal and fair employment opportunity and right to work on an equal basis to others.

Question 3: list three (3) laws that the workplace must comply with.

Assessor note: students must list three (3) laws given below. The students answer must only include the laws given in the list below.

A sample answer is provided below.

- WHS law
- Privacy law
- Anti-discrimination legislation/Equal opportunity law – e.g., Age Discrimination, Disability Discrimination etc.

Question 4: when leading a new team, it is important to have great synergy within the team.
Write two (2) facilitation techniques you would use for team building to encourage team cohesion and effectiveness during each of the project stages listed below.

Assessor note: sample answer provided below. Student must identify and write two facilitation techniques for each of the stages.

Stage of Project	Facilitation techniques
Project kick off	Facilitating ice breaker sessions
	Engaging team members in participation in activities such as puzzles, quiz etc. as a team building activity
During the project	Facilitating brainstorming and training sessions
	Facilitating milestone celebrations to acknowledge teams' achievement

Project completion	Recognising the team members' efforts at the completion of the project.
	Acknowledging the achievements of individuals and team

Other answers may include:

Project kick off: team building activities, activities to identify key skills and reporting lines of people on the project and communication methods within the team.

During the project: morning tea/lunch, team outings, safety moments at meetings where each person takes a turn presenting, acknowledging individuals and teams, milestone posters or scoreboard

Project completion: celebration, acknowledgements, success planning, an introduction to the next project, development ideas, setting goals to encourage a future within organisation.

Question 5: as a leader one of the most important roles is to support your team through coaching.

In the table below:

a) write the correct sequence of the GROW model of coaching.

b) provide a meaning of the steps in GROW coaching model.

c) briefly explain how each step of the GROW technique help to support your team members

Assessor note: student must explain each of the steps in correct order and explain briefly the use of the GROW coaching technique in supporting team members.

Sample answer provided below. Student wording may vary.

SEQUENCE	Meaning of each step	How does GROW model help support team members (approximate word count 145 words)
Grow	Establish a meaningful goal	Help your team member define a specific, measurable, and realistic goal.
Reality	Examine the current reality	Ask the team member to describe their current reality this will help the team member to be contemplative and reflective of the current situation encouraging the

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		solutions to slowly emerge by examining the situation
Options	Explore the options	Once you and your team member have explored the current reality, it is time to explore what is possible – meaning, all the many possible options you have for solving the problem. Help your team member generate as many good options as possible and discuss these. Let your team member offer their suggestions first and let them do most of the talking.
Will/Way forward	Establish the will	By examining the current reality and exploring the options, team members will have a good idea of how they can achieve their goals. The final step as a coach is to get the team to commit to specific actions which will help them establish their will.

Question 6: briefly define mentoring in the words of Eric Parsloe and list six (6) mentoring techniques you would use to support your team members.

(approximate word count 120 words)

Assessor note: sample answers are provided below. Students must define mentoring and list all the six (6) techniques given below in the sample answer.

Definition of Mentoring by Eric Parsloe	List six (6) mentoring techniques to support team members
According to Eric Parsloe , 'Mentoring is to support and encourage people to manage their own learning in order that they may maximise their potential, develop	1. Build rapport to get to know your mentee
	2. Actively listen to understand the needs and interests of the mentee.
	3. Discuss and establish goals and objectives.

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their skills, improve their performance and become the person they want to be.'	4. Assist mentees with exploring opportunities that can help in achieving their goals, maximising their potential, developing their skills, improving their work performance
	5. Meet regularly to check in to review and discuss any challenges or roadblocks
	6. Inspire and help the mentee become more knowledgeable and effective in their current job.

Question 7: you are working as a project lead in a private company managing a small team. List the six (6) conflict resolution and negotiation strategies and briefly explain how you would apply these strategies for managing disagreements that may arise within the team during a project cycle?

(approximate word count 250-300 words)

Assessor note: sample answer provided below. Student must identify the six (6) conflict resolution and negotiation strategies as per below and provide brief explanation for each. Students wording may vary.

List the six (6) conflict resolution and negotiation strategies	Briefly explain how each would be applied to manage disagreements (approximate word count 250-300 words)
1.Clarify what the disagreement is	Continue to ask questions until you are satisfied you understand what the disagreement is about. Sometimes parties see the disagreement differently, so it is important to know how each team member views the issue.
2.Establish and negotiate a common goal for all parties	Establish what each team member would like to see happen. If both sides agree on a common goal, they are more likely to work through the required changes or processes to reach it. Continue asking questions until all parties can agree on an outcome.
3.Discuss ways to meet the common goal	Ask what problems may prevent a resolution and discuss these as a team. By understanding what problems may be, you can find solutions
4.Determine barriers to the common goal	Understanding possible problems that can occur is important so a resolution can be found. It is important for everyone to understand what can and cannot be changed and work around fixed issues.

5.Agree on the best way to resolve conflict	Everyone needs to agree on the best solution. Begin by asking each person what he or she considers common ground. This can help to find a solution that everyone can live with. This also leads to a discussion about responsibilities in maintaining the solution and understanding how the conflict came about and find a solution to resolve the conflict.
6.Acknowledge the agreed solution and responsibility	The point where they own their responsibility in resolving the conflict. Having all involved express what they have agreed to is important so you can be confident that everyone is on the same page and understands what is to happen moving forward. Following up with an email outlining these responsibilities can be helpful to once again ensure these are clear to all.

Question 8: to be a successful leader, you will always require communicating effectively and efficiently with diverse people.

List and briefly explain six (6) key principles of cross-cultural communication when interacting with individuals from different cultures and individuals with special needs. (approximate word count 300 words)

Assessor note: Sample answer provided below. Student must identify and write the six (6) key principles of communication however they can be in any order. Students wording may vary.

List the six (6) key principles	Briefly explain each of the principles
Respect, openness, curiosity	Be willing to be wrong, or at least to have one's perspective altered or widened. You are not the centre of everyone's universe: realise that one's own culture is specific and study how it has affected one's own world view – also how odd or foreign it may seem to others and how it may impact upon them.
Culture, power, status	Understand that cultures are often in a relationship of status, power and domination/subordination – that those who feel dominated often feel ignored and

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	marginalised and those who dominate often do not recognise their privilege or power. When these power or status relationships change, there is often upheaval, fear, anger and anxiety.
Learn from the other	With this understanding, be willing to learn as much as possible about others' culture, as far as possible without judgment, but with respectful curiosity. This will often throw a new light on one's own culture.
Develop core skills	Intercultural communication requires self-mastery, as we develop our willingness and ability to observe, listen, evaluate, analyse, interpret and relate with less judgment and more openness.
Reap the inner dividends	This process will enrich you personally and professionally, as you gain in flexibility, adaptability, empathy and the ability to really 'get' what others experience and perceive, whether or not you agree with them.
Reap the outer dividends	Deardorff defines intercultural competence as 'the effective and appropriate behaviour and communication in intercultural situations' and she explains that '… effectiveness can be determined by the individual while the appropriateness can only be determined by the other person – with appropriateness being directly related to cultural sensitivity and the adherence to cultural norms of that person'. This distinction is important but has very different implications depending upon whether the person attempting to be inter-culturally competent is part of the dominant, or the non-dominant culture in a situation. In our work, we deal with both these instances.

Question 9: below is a list of different methods of communication. Briefly explain how each method is used and give two (2) examples of effective use of this method in workplace.
(approximate word count between 165-170 words)

Assessor note: sample answer provided below. Student must explain each method of communication and provide t (2) examples of using the method in a workplace. Students' answers must be reflective of the model answer provide below however the wording may vary.

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Communication Method	Brief explanation of the method for using the technique	Two examples of using this method in workplace
Written	Using the written communication is important to maintain a record of any interaction. This can be by an electronic form or hard copy, such as email, letter, instant message, text, etc.	1. work instruction and formal notifications where verbal methods are inaccessible, such as legal requirements, notifications, and contracts. 2. using it as a reporting method newsletters, meeting requests, agendas, minutes, and other formal business docs
Verbal	The use of voice and spoken words either face to face or telephone, using pitch and tone of voice to indicate depth and further meaning to the words used	1. face-to-face situation such a meeting or feedback 2. when clarification is required and complex information needs to be explained
Non- Verbal	Using body language, facial expression, sounds indicating active listening and supporting a congruent message, using sign language in an environment when it's difficult to hear the spoken word.	1. It is used with all visual interaction and communication. 2. It is also used in noisy workplaces or communicating with a deaf or hard-of-hearing person.

Question 10: briefly describe each of the four (4) styles of communication listed below. (approximate word count between 45-50 words)

Assessor note: Sample answers provided below. Students answer must reflect the model answer provided below however the wording may vary.

Four styles of communication	Describe each style of communication
Analytical	Usually, confident communicators who uses hard facts and data to convey information
Functional	Communicators who use step-by-step processes, guides and timelines to take control of the process

Intuitive	Straight-to-the-point communicators and often big picture thinkers
Personal	Communicators who value and develop interpersonal relationships, often using less formal language. They build strong relationships and are good listeners.

Question 11: list and briefly describe six (6) professional behaviour that leaders must possess to be a role model to others.

(approximate word count 120-130 words)

Assessor note: students must list at least six (6) behaviour qualities that a leader should possess.

They can list any six (6) qualities out of nine (9) qualities listed below.

Professional behavior quality	Briefly describe what it is
Integrity	Being honest, following your convictions in all circumstances and following through with your commitments
Ability to delegate	Delegating effectively, not just to free up your own time
Communication	Able to communicate in a number of ways, to a diverse group of people
Gratitude	Encouraging positive mindsets with your team by expressing gratitude for their contribution and work
Learning agility	Being open to continuous learning opportunities and knowing how to find solutions when you are unsure.
Influence	Able to convince people through different methods; this contributes to being an inspiring leader
Empathy	Able to sense other people's emotions, coupled with the ability to imagine what someone else might be thinking or feeling
Courage	Having the courage to speak up with new ideas, feedback and raise concerns.
Respect	Treating people with respect to create a culture of trust, ease tensions and conflict, and improve the effectiveness of your team.

Question 12: write five (5) steps you would undertake as a leader to manage workplace contingencies such as unplanned leave, reallocation of work and succession planning for important team roles.

The steps can be in order.

(approximate word count 75-80 words)

Assessor note: student answer must include the below. The answer can be in any order, and the wording may vary.

Step 1	Identify and priorities resources required to manage workplace contingency
Step 2	Identify the key risk factors
Step 3	Draft a contingency plan eg. A RACI matrix to ensure all tasks are allocated with clear lines and levels of tasks and responsibility
Step 4	Document policies and procedures around staff leave, flexible working arrangements, reallocation of work and succession planning
Step 5	Communicate and discuss the contingency plan with the team so they all are in agreement with their roles and responsibilities and can raise any issue at the beginning of the project cycle.

Question 13: this question is on managing team challenges in relation to the difficulty in performing tasks, conflict with clients or team members and potential risks.

Please read the scenario below and answer the questions in relation to this scenario.

Scenario

Your manager has called you into the office to discuss a situation they have only just become aware of.
One of your major customers has expressed dissatisfaction with the service provided by your organisation.
You have an ongoing contract to supply this customer with goods until the end of the year. At this time the contract
will be re-negotiated. Apparently, the customer has expressed their dissatisfaction on a number of previous occasions
but there has been no real improvement. As a result of the poor service and the problems with supply of goods,
the manager of the company has strongly suggested that the contract will not be extended and might, in fact, be offered
to another organisation. The problems have been traced to your department/section. One of your team members,
Joseph, has been tardy in processing the orders and sending them through to the necessary supply department.
When the client contacted the team member to confirm orders and delivery times, they have received vague assurances, and
have either not arrived on time, or the orders items have been missing.

Answer the following questions based on the scenario.

Assessor note: sample answers provided below. Student must answer as per the sample answers however the wording may vary.

| What would be your first course of action after hearing the complaint? |
| (approximate word count 15 words) |
| Student responses must include: |
| collating facts and organising a meeting with the employee in question who is Joseph. |

| How do you think the issue will be resolved? |
| (approximate word count 45 words) |
| Students response must include: |

meet with Joseph and gain his perspective on what he thinks the issues are and how they are being created. Involving Joseph to work on possible solutions to rectify the issue and finding out if Joseph is facing any difficulties in performing the tasks.
What performance areas will you investigate? (approximate word count 25 words) Student response must include: this might involve upskilling, coaching in area of customer service. From there figuring out a process of checking and double checking, putting accountability measures in place.
What is the potential risk and what are possible consequences if this issue is not solved? (approximate word count 60 words) Student response must include: if the customer is lost, income and profit is also lost. If this is a high value customer if could impact jobs and the number of staff employed. It would impact the reputation of the business, which could affect future sales and the success of the business. It could also lead to low moral with other members of staff.
What are some of the responses you would provide to the customer or client to resolve the issue? (approximate word count 50 words) Student responses must include: being responsible for the team members behavior the first step would be to acknowledge the mistake and apologize to the customer regarding the issues they have faced. Providing them with the assurance that the systems have been put in place, so the issue does not occur again.

Question 14: the following question is on managing challenges related to unethical or inappropriate behaviour and potential risk and hazards.

Please read the scenario below and answer the questions based on the scenario.

SCENARIO:
You are working as a team leader for an organisation and a team member, Zaidi, has approached you to let you know she witnessed Kim borrowing the company projector for movie nights with family and friends. The projector has been recently repaired and a report was circulated to the entire team by the supervisor informing them that the projector should be used carefully as overheating might cause fire and unsupervised use might cause damage to the projector or the person using it. Anyone using the projector has been asked to ask permission from the team leader which is you for using the projector. Zaidi doesn't want to get Kim in trouble but knows that this should be raised because it is unethical behaviour. Kim should know it is not allowed.

Answer the following questions based on this scenario.

What would be your course of action to address this issue? (approximate word count 10 words) Student responses must include: investigating specific instances and collating facts before meeting with Kim.
What are the potential risks and safety hazards in this situation? (Identify six (6) risks and hazards) (approximate word count 90 words)

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Student responses must include:
1. The projector could be damaged through transit, mishandling or use in the home.
2. There could be a trip hazard potentially leading to fall or injury while carrying the projector
3. Incorrect use of projector might cause overheating or fire.
4. Unsupervised use might cause damage to the projector or injury to children.
5. Kim could lose his job or reputation and will no longer be classed as trustworthy.
6. There might be conflict within the team because Zaidi reported Kim, lowering of team moral.

What organisational policies might apply in this situation against Kim's action/behavior.

Students' response must include:

Code of Conduct

Work Health and Safety policy

How would you resolve this issue with Kim?

(approximate word count 65 words)

Student must include:

have a meeting with Kim and address the issue at hand along with the potential risks. Inform Kim about the violation of misusing office property for personal use which is under the Code of Conduct policy and work health and safety policy. Provide coaching and mentoring to Kim as required so Kim is able to understand her role and responsibilities in a better way. Remind Kim that a report was circulated and there was an expectation that staff followed the instructions.

Assessment checklist:

Students must have completed all of the questions within this assessment before submitting. This includes:

14 short answer questions to be completed in the spaces provided.	☐

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