BSBLDR413

Lead effective workplace relationships

Participant Workbook

BSBLDR413 - Lead effective workplace relationships (Release 1)

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Version Control & Document History

Date	Summary of modifications	Version
30 September 2020	Version 1 final produced following assessment validation.	1.0

Table of Contents

About the Business Services Training Package

The BSB Business Services Training Package covers a diverse range of industries and occupations. Business Services covers a range of cross-industry functions and services supporting the commercial activities of all industries.

Defining Qualifications

When units of competency are grouped into combinations that meet workplace roles, they are called qualifications. These qualifications are aligned to the Australian Qualifications Framework (AQF). Each qualification will have 'packaging rules' which establish the number of core units, number and source of elective units and overall requirements for delivering the qualification.

Delivery and Assessment of Qualifications

RTOs must have the qualifications (or specific units of competency) on their scope to deliver nationally recognised training and assessment. RTOs are governed by and must comply with the requirements established by applicable national frameworks and standards. RTOs must ensure that training and assessment complies with the relevant standards.

Qualification Training Pathways

A pathway is the route or course of action taken to get to a destination. A training pathway is the learning required to attain the competencies to achieve career goals. Everyone has different needs and goals and therefore requires a personalised and individual training pathway.

Foundation Skills

Foundation Skills are the non-technical skills that support the individual's participation in the workplace, in the community and in education and training.

Australian Core Skills Framework (ACSF)

This Assessment meets the five ACSF core skills as described in the Foundation Skills mapping.

About this Unit of Competency

BSBLDR413 - Lead effective workplace relationships

This unit standard BSBLDR413 Lead Effective Workplace Relationships covers the skills, knowledge and outcomes required to use leadership to promote team cohesion. It includes motivating, mentoring, coaching and developing the team and forming the bridge between the management of the organisation and team members.

The unit applies to team leaders, supervisors and new or emerging managers where leadership plays a role in developing and maintaining effective workplace relationships. It applies in any industry or community context. At this level work will normally be carried out within routine and non-routine methods and procedures, which require planning, evaluation, leadership and guidance of others.

This Learner Resource is broken up into three elements. These include:

1. **Prepare to lead workplace relationships**

2. **Lead workplace relationships**

3. **Review leadership**

At the end of this training, you will be asked to complete an assessment pack for this unit of competency. You will need to access a supervisor, a manager, or your assessor who can observe you perform project or workplace tasks and verify your competency or performance.

On competent completion of the assessment, you must have demonstrated skills and knowledge required to lead effective workplace relationships.

Chapter 1: Prepare to Lead Workplace Relationships

Workplace relationships are unique interpersonal relationships with important implications for individuals and the organisations in which the relationships exist and develop. These relationships play a big role in your work. Because most work environments are culturally and socially diverse, respecting different cultures is important in your workplace.

Being respectful of different cultures will help you accomplish work tasks better. It can also help you detect problems and brainstorm solutions faster. Work tasks can also be accomplished faster when you have a good workplace relationship with your co-workers. A good work relationship can help you become more effective and efficient in achieving your goals and work tasks.

This chapter will discuss how you can prepare to lead workplace relationships. This will involve identifying your team's objectives, collecting, and analysing information and sharing your ideas with relevant stakeholder. The information you then collected can then be used in developing strategies that can help you complete work tasks.

1.1 Identify Work Team Objectives According to Organisational Strategy

All organisations have work teams. These teams refer to a group of employees assigned to work on a task together. Work teams are needed because they help accomplish tasks, detect problems, and brainstorm solutions faster. Each member of the team provides different skills that can help the team become quicker and more efficient when working on tasks.

When working in teams, it is important to establish a good workplace relationship with your teammates. A good workplace relationship has constant communication, trust, and teamwork. As a leader, it is vital to know who you will be building your workplace relationships with.

While you may consider the managers' typical relationship to be with those they manage, it can be much deeper than this. It can include other people from within your organisation and those who visit your workplace at various times.

The primary relationships you will be establishing in your workplace are:

Self as manager and those who one manages

Self as manager and one's supervisor

Self as manager and other relevant stakeholders
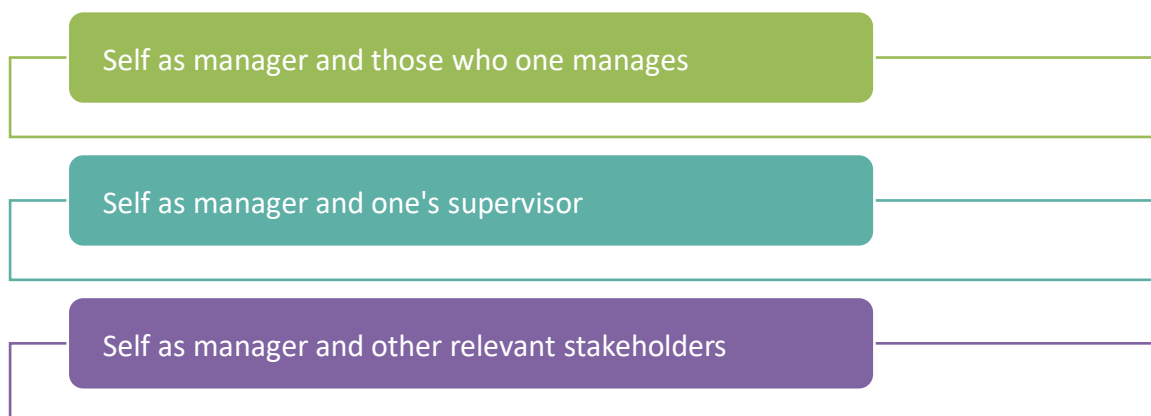
- **Self as manager and those who one manages**

  The primary relationship any manager has is with those whom they manage. You may like to call those you manage as your subordinates or members of your team or workgroup. This relationship is the most important because one of the primary goals of a manager is to attempt to manage the relationships with those whom one manages to maximise their performance and attain organisational goals. Therefore, the ability to act within the given boundaries of such a relationship allows you to ensure that you are acting in the best interests of your staff By doing this, you should be able to show your staff that you are a professional manager. If you are able to give this impression to your staff, they will respect you and be willing to follow you, making the management process much easier.

- **Self as manager and one's supervisor(s)**

  Even though you are a manager, it is likely that you have staff members that you are responsible for in your duties. This relationship should be one of mutual respect. Think about how you would expect a relationship between you and your subordinates to be; this is most likely the level of respect and authority that your supervisor expects of you. As you are both managers, there is an expectation of professionalism and if you are able to show how professionally you take your job and you build a professional working relationship with set boundaries, you can expect the same in return.

- **Self as manager and other relevant stakeholders**

  Stakeholders are individuals and groups, both inside and outside an organisation, which have some direct interest in that organisation and its behaviour, actions, products, or services. They can include owners, shareholders, suppliers, customers, special interest groups, statutory agencies, and other regulatory bodies outside an organisation. They can also include managers, employees, employee organisations, and other employee representatives within an organisation. Stakeholders are integral to the success of any organisation as they provide a wide range of information and services. By showing professionalism in your relationships with them, you will build stronger working relationships that will serve to improve your organisation overall.

Creating a good workplace relationship with your workmates is an important part of being a manager. A good workplace relationship can help you establish your team's objectives. These objectives can help your team work towards the same goals and can also inspire them to work harder and perform their tasks better.

1.1.1 Establishing Team Objectives

Team objectives refer to the goals a team wants to achieve. These goals are used to monitor the workplace performance of the team and its members. Team objectives need to be established because:

- **They keep team members motivated**

  Setting team objectives is a great way to keep your team motivated. It reminds them of the tasks that need to be done and the goals you want to achieve. It also reminds them that what they are doing contributes to a bigger purpose.

- **They ensure that each member is on the same page**

  Another reason team objectives need to be established is because they promote transparency in your workplace. They help ensure that everyone is aware of the goals the team is working on and that the distribution of work is equal among members.

- **They encourage collaboration between individuals**

  Team objectives help members work together towards a common goal. They help foster teamwork instead of a competitive and individualistic mindset. They also help members realise that they can finish tasks faster if they work together.

When establishing your team's objectives, it is important to know the kind of objectives you should be creating. Some common team objectives you can expect to find in your workplace include:

- Closing or increasing sales
- Increasing productivity rate between team members
- Increasing production rate
- Decreasing costs on software or projects
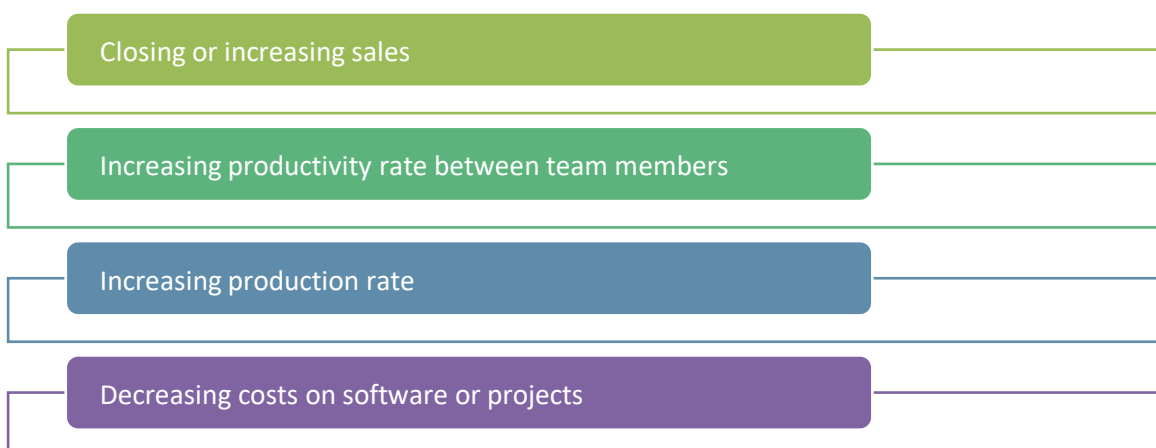
All workplaces have their own team objectives. While the objectives provided above may be common to most workplaces, your workplace may have its own unique objectives as well.

1.1.2 Organisational Strategies

Team objectives are closely related to organisational strategies. By definition, organisational strategies are all the tasks you want to achieve so you can reach your organisation's long-term goals. These strategies are developed in-line with your organisation's mission. This means that your organisation's mission is the guiding light for your organisational strategy.

You can think of an organisational strategy as the sum of all your team objectives. It is like a long-term plan of all everything your team wants to achieve. Organisational strategies are important because they help each team member stay on the same page and help direct them to the direction the organisation wants to take.

Some common organisational strategies include:

- **Growth strategies**

  Growth strategies are one of the most common organisational strategies. These strategies are often used to increase your organisation's sales and revenue or the services your organisation offers. They can also be used to achieve personal growth within employees.

- **Research and development strategies**

  Research and development strategies are used to innovate an organisation's services or products. They are also used to introduce new products or processes into your organisation and make improvements to what currently exists in your organisation.

- **Marketing strategies**

  This strategy focuses on gaining new customers and spreading your organisation's brand to its target market. Here, organisations focus on the advantages they have over other companies that may help them succeed in their chosen field. You can find marketing strategies everywhere these days. Some common marketing strategies you can find include social media marketing, YouTube advertisements, and conversational marketing.

As mentioned earlier, organisational strategies are closely related to your team's objectives. For example, if your team objectives are focused on promoting communication in your workplace, you can expect your organisation to have strategies like these to promote communication among members:

- Conducting surveys on the quality of communication in your workplace

- Measuring how effective existing communication methods are

- Directly addressing workplace gossip

You can expect to achieve your objective of promoting communication in your workplace once these strategies are implemented and properly executed.

1.2 Collect and Analyse Information for the Achievement of Work Task
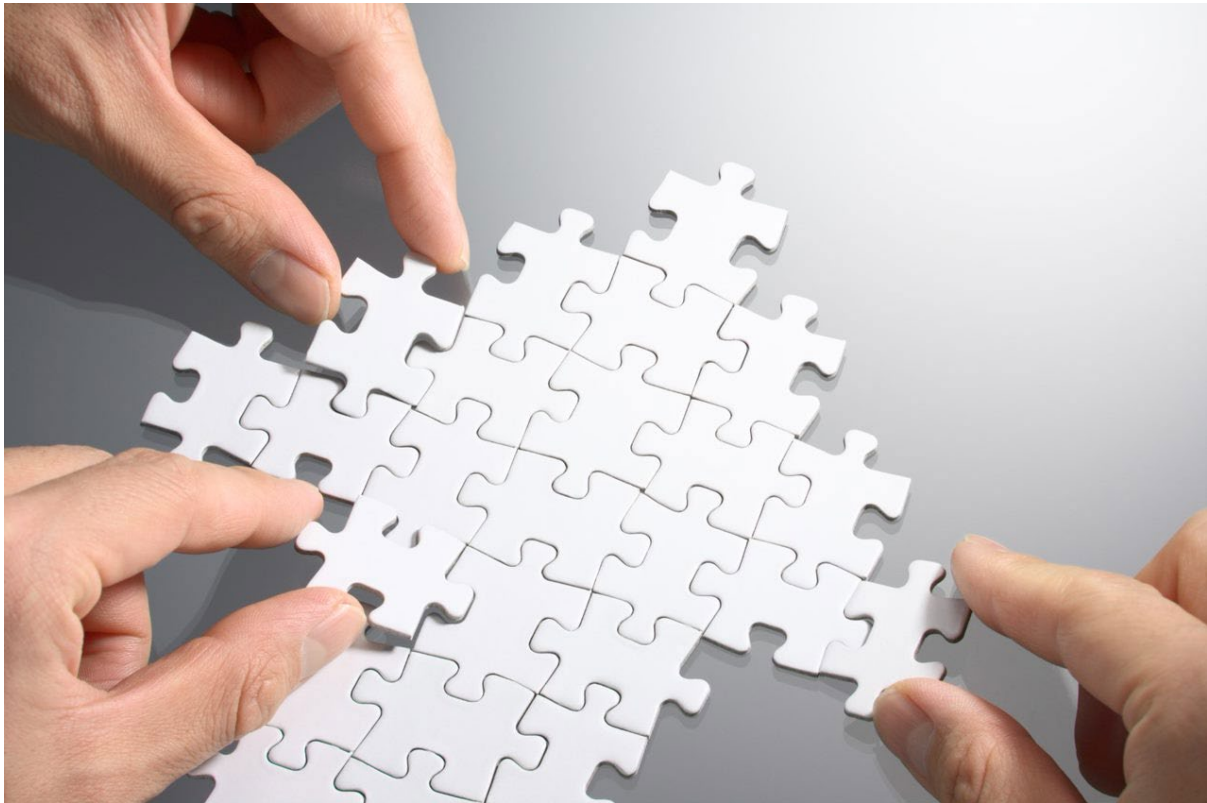
Work tasks refer to the responsibilities employees have that are related to their job role. There are different work tasks for a variety of job roles. For example, managers oversee an organisation's employees and ensure that the organisation's goals are met. In the same way, doctors treat and diagnose patients while retail workers sell clothes and help customers. Because your work tasks can vary depending on the type of job you have, always make sure you know how to achieve your tasks.

Achieving your work tasks involves collecting and analysing information. Collecting and analysing information helps you achieve your work tasks because they help clarify each aspect of your work task. They also help you gain a full understanding of your work task and help increase your productivity in the workplace.

Information can come from many sources, like data that is appropriate to work roles and organisational policies that are shared and retrieved in writing or verbally, electronically, or manually. This information can include:

- Archived, filed, and historical background data

- Individual and team performance data

- Marketing and customer related data

- Planning and organisational documents including the outcomes of continuous improvement and quality assurance

- Policies and procedures

This information is useful for achieving your work tasks. For example, your organisation's policies and procedures can help you determine what is expected of you when you are performing your work tasks. Because of this, it is important to gather information on your work practices and ensure that they come from credible sources.

1.2.1 Gathering Information

Gathering information about your work task is important because it helps you gain knowledge of your work tasks. It also helps you visualise your work tasks better and see how they could be applied in your workplace.

When you need to gather information about your work tasks, it helps to think of the process as a series of steps.

The steps in the information gathering are:

Establishing a goal

Determining information sources

Choosing a method to collect information
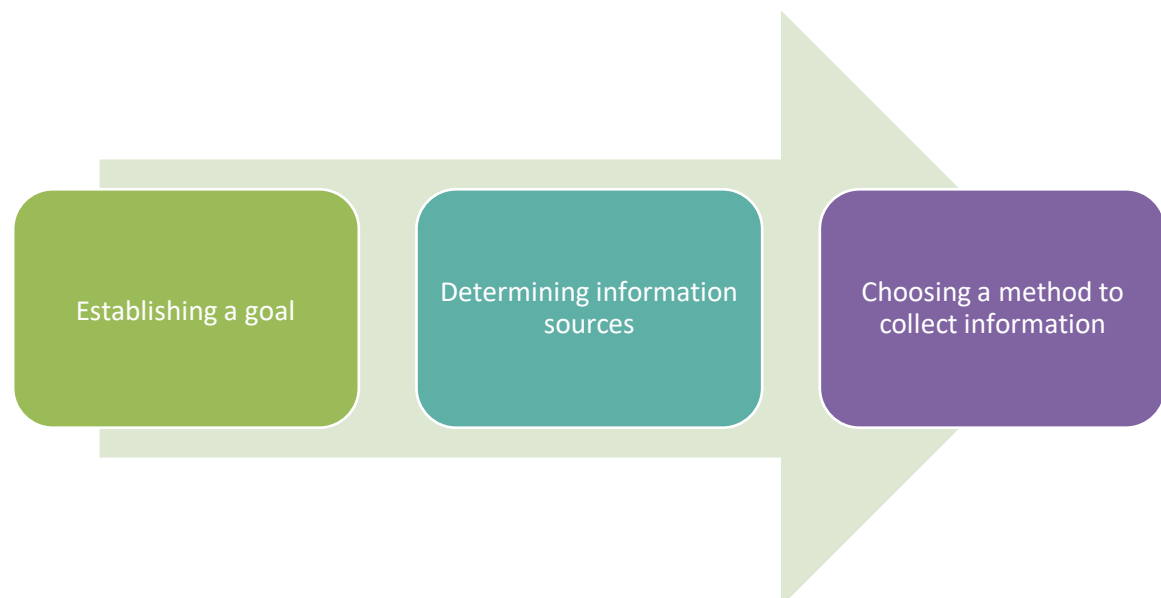
1. **Establishing a goal**

The first stage of the process involves establishing a goal for your information gathering. This involves asking yourself why you are gathering this information. This goal is important because it helps you ensure that you stay on track. It also helps prevent you from gathering information that is not relevant to the task at hand.

You should ensure to clearly explain your goal to all the staff involved in the process. If they know why you want to know something, they are more likely to be forthcoming. Examples of goals may include:

▪ Prepare a cost report for the new widget manufacturing process

▪ Write a job description for Andy Smith

▪ Conduct a satisfaction survey of all staff in the Accounting Department

Once you determine why you are gathering your information, you can then determine where you will be getting this information from.

2. **Determining information sources**

Determining where your information comes from is an important part of gathering information. The information that you can gather can be of two major types, namely: primary and secondary information.

Refer to the table below to know the difference between the two:

Type	Definition	Sources	Problem
Primary	Information you gather and record yourself.	Questionnaires, surveys, interviews, observation, experiments, historical information, and raw data.	Information must be gathered carefully to ensure it is accurate and bias free.
Secondary	Information gathered and recorded by others.	Books, internet, reports, newspapers, magazines, pamphlets, and journals.	Information may be inaccurate, out of date, or biased.

These types of information can then be further divided into internal and external sources:

Internal information sources are resources that you utilise from within your organisation. These may be personal sources (such as your own knowledge), interpersonal sources (relying on the expertise of others), or documented sources from the information systems within your organisation. The principal advantages of this type of data are that the data is readily available, reasonably accessible on a continuous basis, and that it is particularly relevant to the organisation's situation.

An example of an internal source is a company's internal accounting records and control systems. These sources provide the most basic data on management inputs and the resulting outcomes. Data on the inputs to the management system can range from budgets and schedules to costing reports and materials planning information. Extensive data on outcomes can be obtained from billing records, shipment information, and other aspects of the accounting information system. The internal information from an organisation can be used for many reasons.

External sources, on the other hand, are wide-ranging and include any information that does not come from official organisational sources. This may come from information providers such as the government, published data sources, or primary research conducted for the organisation by market research houses.

For further information on published data sources and primary research, refer to the guide below:

- **Published Data Sources**

  These sources are by far the most popular source of external information. Not only is the data readily available, but often it is sufficient to answer a decision question. For example, a manager may be asked to determine whether the market for a given product exists. By consulting statistics available from various sources, they may be able to answer this question. The major published sources are the various government publications, periodicals and trade journals, industry associations, and other companies. Of all these sources, one of the most effective decision-making tools comes from census data – this is particularly true for marketing decisions.

- **Primary Research**

  Primary research involves employing an organisation to conduct a research project on your behalf to gather the information you need. While this can pinpoint the exact piece of data you may need, it is very costly. Often, marketing decisions utilise this type of service; however, there may also be a need for this type of research and data gathering for other reasons as well. The most important consideration is the cost and time. This type of data collection is expensive and time-consuming; however, given that it can provide you with tailor-made information, you may find it useful for specific tasks.

3. **Choosing a method to collect information**

Once you have determined the goals and sources of your information, you need to think about how you plan to go about collecting the information. There are various ways to gather information – some of the most useful are presented below:

- **Asking questions**

    One of the best ways of gaining information is to simply ask questions. While this may seem simple, it is important to remember that there is in fact a range of types of questions that you can ask. These include:

    o Closed questions that require a 'yes' or 'no' answer

    o Open questions that encourage comments

    o Probing questions that attempt to get to the heart of the problem

    o Hypothetical questions which are 'what-if' questions

- **Interviews**

    This is a skill in which most managers need practice and training. When gaining information through an interview, it is important that you prepare well in advance. Ensure to consider who you will be interviewing and how they are likely to feel about the questions you ask. By using a range of different question types, you put yourself in the best position to gain the right information.

- **Surveys**

    Surveys are a sure way to gather information from anyone in and out of your organisation. They are flexible, accessible, and relatively easy to prepare. If you choose to conduct a survey, be sure to dedicate enough time to prepare it. Before you roll out the official survey, try to create a draft survey first and test it. This will help you determine if the survey can collect the information that you are looking for.

    Surveys can be complicated to set up because they allow for bias if not correctly worded. However, they are good tools for quickly gaining information and allowing for easy analysis of the information that you gain. When conducting a survey, you must make sure that the questions you ask are:

    o Relevant to the issues

    o Objective

    o Easy to understand

    o Open and leading questions

- **Meetings**

  This involves bringing together all those that will be able to provide you with the information that you need in order to meet your objective. The group can provide you with what you need and will help you discuss ideas by identifying ideas and looking at each one critically.

  o **Brainstorming**

  This is an ideal way to get ideas from your work team. It is most often used during team meetings in order to allow everyone to have their say and to generate a wide range of ideas that will be used for further clarification of ideas. It is important that you allow ideas to flow without criticism of any kind (until the evaluation stage arrives). By doing this, people will be encouraged to contribute without having their ideas ridiculed.

The information you gathered should then be analysed for you to determine whether it can help you with your work tasks. Remember that analysing the information you gathered can help you feel less overwhelmed about the information that is available to you.

1.2.2 Analysing Information

Analysing the information you gathered helps you understand what your information means. It helps you see where your knowledge can be applied and whether the information you gathered is important.

Refer to the following guide to help you learn how to analyse information:

Organise your information

↓

Decide how you want to analyse your information

↓

Analyse your information

↓

Combine your information
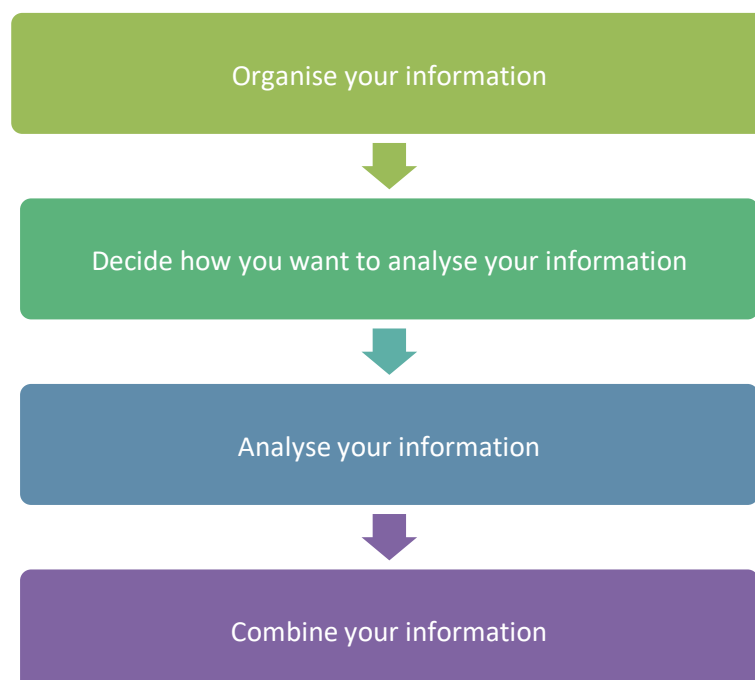
1. **Organise your information**

   This step involves gathering the information you collected and sorting it out into important and non-important information. Important information can refer to the information you can use to successfully achieve your work tasks, while non-important information can be information that you can choose to leave out. You can also organise your information according to which pieces belong together.

2. **Decide how you want to analyse your information**

   Here, you must ensure to relate the information you gathered to each other by comparing, averaging, or examining your information until you can see a relationship between each part. How you will analyse your information will depend on the type of information you have and how you want to use it. For example, you can choose to organise this information by grouping them based on their similarities or differences.

3. **Analyse your information**

   This step is the heart of the entire process. Here, you must review everything you learned about the information you gathered. You can choose to identify information that may seem biased or illogical. You can also look out for gaps, similarities, and insights in the information you gathered. For example, you can choose to look for similarities and differences between the different work tasks in your organisation. You can also find a relationship between your work tasks, which can help you finish tasks faster.

4. **Combine your information**

   After you have analysed your information, you can then begin putting pieces together until they can tell a cohesive story. This step is important because it helps you note insights and realisations you may have about your work tasks. It will also help you think of different ways to use the information you gathered that would help you be successful in your workplace.

The information you gathered and analysed can help you achieve a great work task. This information will also help you develop solutions to difficulties you may face in your workplace.

1.3 Share Ideas and Information with Relevant Internal and External Stakeholders According to Work Task

Communication is the process of trying to ensure that others understand exactly what your point of view is. It involves a message being sent by you and that message being received by another party. Up to this stage, much focus has been given on getting information from others in your organisation. However, it is also likely that you will need to provide information and ideas to your team.

Information differs from ideas in many ways. Information focuses more on learned details and provided facts. Ideas, on the other hand, focus more on suggestions and thoughts about possible tasks or actions. Both, however, are important in your workplace.

You may be asked to communicate a wide range of information in your workplace. For example, you may be expected to communicate your concerns about your work tasks, or you may be asked to share information on what you do in your workplace. When these types of information are expected from you, it is always important to be sure that you are familiar with your work tasks.

Being familiar with your work tasks involves asking questions about tasks that may seem confusing to you. For example, you may want to share your experiences with a higher-up and ask if you are doing the right thing. You may also want to discuss points that may need clarifications, or you may want to have someone check on your work to see if it is satisfactory. All these things are considered as a form of consultation.

1.3.1 Consultation

Of all the types of communication present in your workplace, consultation is perhaps the most important. Consultation is vital because it helps you fully understand your work tasks. It also helps you create solutions that can help you do your tasks better. You must be familiar with the different consultation processes so you can be better equipped when you wish to schedule a consultation.

Some common consultation processes include:

- Feedback to the work team and relevant personnel in relation to outcomes of the consultation process
- Opportunities for all employees to contribute to ideas and information about organisational issues

Running a genuinely consultative process involves a lot of work. You have to know when you can consult, how you are going to consult, who you are consulting, and how long the discussion is going to take place. You also need to be knowledgeable on your topic so you can ask the right questions and be able to determine the right answers that may satisfy these questions.

Refer to the discussion below for more guidance on the consultation process:

Preparing for consultation

Preparing for consultation will always involve researching on your topic. This is important because it helps you ensure that you are prepared and that you know what you are going to ask. Because of this, make sure to research on your topic before you before begin planning your consultation. Doing so will provide valuable clues as to team opinions or might give you an insight into the issue itself and how it has played out in the past.

Before you embark on a consultative process, make sure you know the following:

Who to consult

After you have researched on your topic and have determined the various elements of your consultation, you can then begin looking into who you want to consult. You can achieve your desired changes and your organisation's goals if you consult and involve relevant stakeholders in your process. Stakeholders are an important part of the decision-making process. They refer to any group, institution, or individual who has a role or interest in your organisation's work practices and in developing solutions to address workplace limitations.

There are two types of stakeholders, namely:

- **Internal stakeholders**

   This type of stakeholder refers to people within your workplace. Examples of this include:

   o **Employees**

      Employees are the most essential stakeholders in an organisation. They provide information on the organisation and the behalf of clients. They are also the ones who have the most knowledge of work practices and workplace limitations because they experience it first-hand.

   o **Supervisors**

      Supervisors oversee tasks or progress of employees in your organisation. They make certain that your organisation's goals are met. They also ensure that work flows smoothly on a daily basis, and they determine whether work practices should be created or revised.

   Internal stakeholders are directly involved in every aspect of the organisation. They are the people who are most affected by the decisions your organisations make. For example, if your organisation experiences a mass layoff, the employees are most affected by this decision. Similarly, if your organisation decides to change something in your work process, this will affect everyone in your team.

- **External stakeholders**

   External stakeholders, on the other hand, refer to people outside your organisation who care about your organisation's performance. These people may include:

   o **Clients**

      Clients make decisions that improve your organisation's performance. They help provide information on the quality of your organisation's products and services by providing feedback and requesting changes.

   o **Suppliers**

      Suppliers provide your organisation with the goods needed to implement your organisation's goals and objectives. Their products are directly affected by how your organisation chooses to use them. In the same way, their products help determine the quality of your organisation's output.

   External stakeholders are the ones who are affected by the consequences of each decision made by your organisation. For example, clients would be affected by the quality of the products your organisation produces.

Stakeholders are important because they can help provide information on your workplace's problems and the limitations that come with your work tasks. They provide first-hand knowledge on how effective work practices are. When solutions to problems are implemented, they are also the ones who experience the change first-hand. Because of this, it is important to consult your organisation's stakeholders when developing proposals and making decisions.

When to consult

Consultation is needed to avoid mistakes and confusion about your tasks and the decisions you make in your workplace. It is always better to err on the side of consultation, regardless of how big your decision or task is.

Consultation is particularly important when:

Major decisions need to be embraced by a particular team.

Consultation is required by law.

The aim is to educate or change behaviour.

You need support to carry your decision or task through.

You are seeking different opinions and collective input to reach an effective solution.

You want to motivate people and inspire action.

You want other teams or organisations to back-up your position.

You should consult whenever you are making a decision that will likely impact other people.

How to consult

Before you embark on a consultative process, you need to have sufficient understanding of how exactly you should go about it. More specifically, here are some things that you would need:

An idea of the scale of the project

Clearly stated aims and objectives for consultation

A genuine desire to learn from your consultation

- **An idea of the scale of the project**

    You need to have an idea of the scale of your project because this will help you determine the resources needed and the amount of time you need to set aside to complete tasks. Always ensure to have an idea of these factors so you can be more prepared for your consultation process.

- **Clearly stated aims and objectives for the consultation**

    Your aims and objectives should state what you need to know, the questions you want to ask, and the people you want to consult. It is important to determine these requirements in advance to make sure that your consultation process runs smoothly. This will also guarantee that you come to the consultation prepared.

- **A genuine desire to learn from your consultation**

    Having a genuine desire to learn from your consultation will help you address any concerns you have about your tasks and the decisions you have to make. Ensure to take into account any constructive suggestions and improve any weaknesses in your argument, plan, or position.

You can also follow the diagram below for a step-by-step guide on the consultation process. Remember that these steps are organisation-dependent and can vary depending on the type of stakeholders you are consulting.

1. Establish the goal of the focus group discussion.	8. Recruit and contact external source of consultees.	9. Conduct the discussion.
2. Find the appropriate leader for the discussion.	7. Prepare questions.	10. Analyse data.
3. Assign a recorder.	6. Establish the details of the discussion.	
4. Identify the external source of consultees. These are the participants of the discussion.	5. Identify the incentives of the external source of consultees.	

These steps can be useful for group consultations. You can schedule group consultations to increase your team's understanding of a situation. For example, you can schedule a group consultation to discuss a new product that your organisation's aiming to produce. Scheduling a group consultation will help ensure that everyone is on the same page, and it will also help team members contribute their ideas and insights to your discussion.

When conducting a group consultation, it is helpful to have a consultant that observes the group's interactions during the meeting. These observations could then be relayed to the group to help them improve how they interact and behave around each other, so they can identify factors that can help them succeed or hinder their success.

How long to consult

Assessments, consultations, and inquiries are all essential, but at some point, of course, there will need to be outcomes. If consultation leads to a prolonged discussion without resolution or consensus, then this means that the process has broken down. The whole process is a complicated procedure for taking major decisions that tries to strike a balance between team involvement and decisive action. It is impossible to consult everyone on every decision.

Some good practices you can follow when communicating with diverse stakeholders include:

- Using a method of appointment to the decision-making level that people accept as legitimate

- Developing decision procedures (consensus/voting/facilitation) to ensure that discussion cannot drag on forever

- Developing clear guidelines around your timetable and make sure that your consultations work within these.

Always be considerate whenever you are talking to your stakeholders. You might notice times where you may have said something they might consider as rude or disrespectful. Moreover, you might also not notice if your questions are culturally inappropriate or create an awkward atmosphere during consultations. Because of this, it is important to always be respectful, considerate, and mindful of what you say when communicating with stakeholders.

1.3.2 Considerations for Communicating Information

As a manager, you should use a range of communication methods in your workplace. For example, you can use email, written communication methods, or oral communication. When choosing the communication technique you want to use, always consider who your audience is.

Many writers do not make adjustments when they write to different audiences, usually because they do not take the time to think about who will be reading what they write. To be sure that you communicate clearly in writing, you need to adjust your message - how you say and what information you include by recognising that different readers can best understand different messages.

Consider these techniques to convey information properly:

Use inclusive language

Avoid jargon

Get feedback

- **Use inclusive language**

  Do not use sexist or racist language (or language that may be interpreted as being that way) as it can often cause the individual to interpret your message negatively.

- **Avoid jargon**

  Using complicated language can make a message extremely difficult to understand for those who may have trouble communicating. Ensure that you present your message as simply as you can.

- **Get feedback**

  Feedback is crucial. Ask questions such as 'Do you understand?' as this can allow you to ensure that the receiver has correctly received your message and thus guaranteeing that your communication has been successful.

It is important to consider these techniques when communicating information in your workplace. But while these techniques are important, you must also consider the cultural aspect of your workplace.

1.3.3 Cultural and Social Diversity

Modern workplaces are diverse. They include men and women, people of all ages, races, levels of experience, and levels of education. Each of these factors has a significant influence on how the receiver of a message perceives your message. Often, you can find that an understanding cannot be reached immediately simply because your message was not received in the manner that you thought it would be. It may have been interpreted differently based on the age of the individual or because they do not understand English well.

Culture refers to the values, norms, and traditions that affect the way a member of a group typically perceives, thinks, interacts, behaves, and makes judgments. It also affects perceptions of time and holiday dates, which can impact day-to-day scheduling and deadlines.

Cultural competence is the ability to interact effectively with people from different cultures. This ability depends on the awareness of one's own cultural worldview, knowledge of other cultural practices and worldviews, tolerant attitudes towards cultural differences, and cross-cultural skills.

The more different cultures work together, the more cultural competency training is needed. Cultural problems can range from miscommunication to actual conflict, all endangering effective worker productivity and performance. Because of this, it is always important to consider your audience when you are communicating information.

A culturally diverse audience consists of people that have varying factors such as national, ethnic, racial, and religious backgrounds.

When communicating information to a culturally diverse audience, always consider that:

- Language that can be offensive to some of the audience's culture
- Interpretation of communication from people from another culture

Keeping these considerations in mind can help you ensure that you are being considerate of the person you are talking to. It also helps you understand the perspective of other people.

A socially diverse audience, on the other hand, consists of people that have varying factors such as socioeconomic status, geographical origin, sexual orientation, age, and gender. When communicating information to a socially diverse audience, ensure to consider the following:

- Complexity of terminologies that might confuse some of the audience
- Imposition of personal liberal statements that some of the audience might not be open to

Being considerate of your audience will help prevent conflicts and misunderstandings in your workplace. It will also ensure that no one gets offended by the things you say and promote a respectful and tolerant work environment.

1.3.4 Managing Cultural and Social Diversity

Employers and employees have shared obligations for creating respectful and courteous workplaces. Employers want a productive workforce that manages its performance and achieves results. Employees, on the other hand, want to work in a place where:

- They know what is expected of them

- Their workplace is safe, and they are treated fairly

- Their skills and contribution are recognised and valued

- They can work harmoniously with others

Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures and work with varying cultural beliefs and schedules.

While there are many cultural variations, here are some essential to the workplace:

- **Communication**

    Providing accurate information is critical to effective work and team performance. This is particularly important when a project is troubled and needs immediate corrective actions. However, people from different cultures react differently to various situations. For example, people relate differently to bad news. People from some Asian cultures are reluctant to give supervisors bad news, while those from other cultures may exaggerate it.

- **Team building**

    Some cultures are individualistic, and people want to do tasks alone, while other cultures value cooperation within or among other teams. Team-building issues can become more problematic as teams are comprised of people from a mix of these cultural types. Effective cross-cultural team building is essential to benefit from the potential advantages of cultural diversity in the workplace.

- **Time**

    Cultures differ in how they view time. For example, they differ in the balance between work and family life and the workplace mix between work and social behaviour. Other differences include the perception of overtime or even the exact meaning of a deadline. Different perceptions of time can cause a great misunderstanding and mishap in the workplace, especially with scheduling and deadlines. Perceptions of time underscore the importance of cultural diversity in the workplace and how it can impact everyday work.

- **Calendars**

    The business world generally runs on the western secular year, beginning with January 1 and ending with December 31. However, many cultures use other calendars to determine holidays such as New Year's or specific holy days. These variations affect the workplace as people require time off to observe their holidays. A cultural calendar is a helpful tool to ensure meetings are successful and deadlines are met.

1.3.5 Intercultural Communication

Intercultural communication principles guide the process of exchanging meaningful and unambiguous information across cultural boundaries. It preserves mutual respect and minimises antagonism between people in the workplace.

Because diversity in the workplace is increasing, it will require employees to have an understanding and ability to apply effective cross-cultural communication. It is important for people to realise that a basic understanding of cultural diversity is the key to effective cross-cultural communications.

Refer to the discussion below for a guide on how intercultural communication can be achieved in your workplace:

- **Consider any special needs the individuals on your team may have**

  Each member of your team can have different cultural needs. For instance, they may observe different holidays or even have different hours of operation. Be mindful of time zone differences and work to keep everyone involved aware and respectful of such differences.

  Patience, courtesy, and a bit of curiosity go a long way. If you are unsure of any differences that may exist, simply ask team members. This may best be done in a one-on-one setting so that no one feels 'put on the spot', self-conscious, or embarrassed about discussing their own needs or differences.

- **Cultivate and demand understanding and tolerance**

  Cultivating and demanding understanding and tolerance in your workplace involves educating your co-workers on the cultural needs of others. For example, you can explain to team members that the part of the team that works out of the Australia office will be working in a different time zone, so electronic communications and/or return phone calls will experience a delay. You can also educate your team on the different holidays observed in different places around the world.

  Most people will appreciate the information and will work hard to understand the different needs of others. Most will also understand the different means used to reach common goals. For instances where this is not the case, lead by example and make it clear that you expect to be followed down a path of open-mindedness, acceptance, and tolerance.

- **Learn the basics about culture and the language of communication in different countries**

  Learning the basics about culture and the language of communication in different countries is important. This is necessary even for the basic level of understanding required to engage in appropriate greetings and physical contact. For instance, kissing a business associate is not considered an appropriate business practice in Australia, but in Paris, one peck on each cheek is an acceptable greeting. And the firm handshake that is widely accepted in Australia is not recognised in all other cultures.

1.4 Develop Strategy for Completion of Work Task in Collaboration with Work Team


No man is an island, especially in a workplace setting. Accomplishing tasks alone can be considerably difficult, especially when you have no one to help you. Collaborating with others will help you fix this. Collaborating with others will enable everyone to contribute to your organisation's continuous improvement. The only problem with this is that not everyone has the chance or is willing to voice their ideas out in the workplace.

The trick is to get employees to speak up is to allow them to contribute. If you want to get employees to think out-of-the-box, you need to motivate them with rewards and take their suggestions seriously. Doing so will encourage employees to come up with more creative ways of improving the workplace. Otherwise, everyone will think it is a waste of time to squeeze out creative juices for suggestions that will not be implemented anyway.

1.4.1 Collaborating with Your Team in Developing Strategies

Completing work tasks with your employees will involve developing strategies that can help the team to the job faster. A work task strategy will help guide you to become more efficient in accomplishing tasks. To develop these strategies, collaborate with your team and follow the steps below:

Identify facts → Brainstorm strategic options → Evaluate your options → Choose the best option
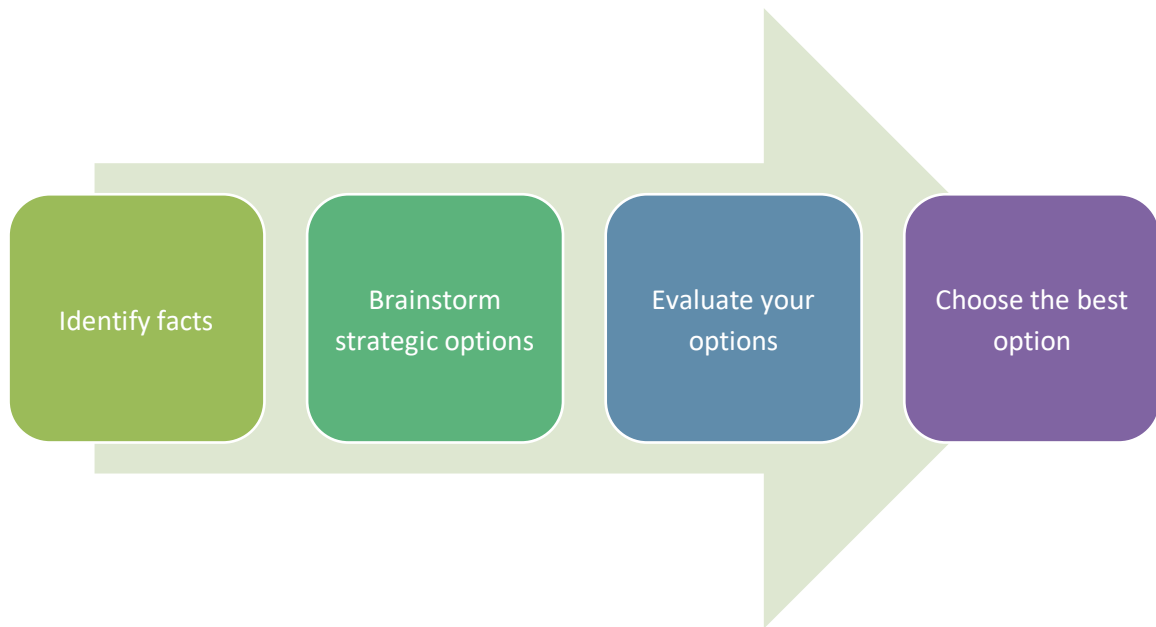
1. **Identify facts**

   This step involves using the information you gathered from the previous subchapters to help you in identifying facts like:

   ▪ What your work task is about

   ▪ What needs to be improved so the team can accomplish tasks faster

   ▪ What can be done to remind employees of the organisation's goals and objectives

   It is important to gather information on these facts because they help your team stay in-line with the work tasks that need to be achieved. You can collaborate with your team to gather facts by:

   ▪ Asking members about their individual tasks

   ▪ Getting the opinions of other team members

   ▪ Organise information with your team

   Identifying facts will also remind the team that their input plays a role in developing strategies that can help them execute their tasks.

   The facts you gather in this step can then be used as a basis for the strategic options you develop with your team.

2. Brainstorm strategic options

This step is the heart of your process. Here, you and your team will be creating strategies that can ensure that your organisation's goals and objectives are accomplished.

To brainstorm strategic options, always ensure to:

- **Explore different possibilities**

    It is important to allow the team to explore different possibilities because it will help them realise that there is more than one way to accomplish a task or solve a problem. Doing so will also help prevent creative burnout and will discourage the team from sticking to one route when tackling the situation at hand.

    Some of the most creative ideas are born out of brainstorming sessions where a group of people discuss and debate about possible solutions to a problem. Having such a private channel for employees to contribute ideas may thus hinder the creative process. Moreover, those who provide effective ideas will not get identified and get the recognition they need. It will be wise to balance both private and public mediums for employees to propose their suggestions.

- **Encourage collaboration between team members**

    Collaboration is the best way to get your team to accomplish a task. By collaborating with different team members, you can guarantee that the team is working towards a common goal by contributing their ideas and thoughts into the process. You can also ensure that your team members are productive, engaged and that they can contribute to achieving the work task.

    Some collaboration tools you can use to develop strategies include:

Group calendars

Collaboration software

Chat systems
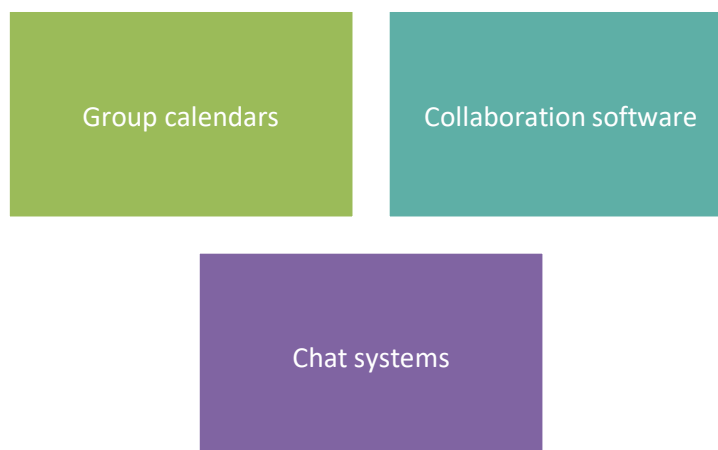
- o **Group calendars**

  Group calendars help you keep track of the tasks of each team member. These calendars are helpful in developing strategies since they help the team monitor their deliverables and schedules. The more you can monitor each member's tasks, the more you can see how effective the current strategy your team's following is.

- o **Collaboration software**

  Using software to collaborate with your team is quite common nowadays. For example, many organisations use apps like Asana to assign tasks to team members and monitor deadlines.

- o **Chat systems**

  Chat systems are a great way to get your team to communicate in a +n informal setting. Your team can use chat systems to message each other about possible ideas or questions that may arise while they are performing their tasks. They can also use chat systems to communicate ideas about possible strategies that may help them accomplish tasks faster.

  A more detailed discussion on collaboration will be provided in the next subsection.

- ▪ **Welcome all ideas**

  Welcoming all ideas will encourage the team to speak out more and share whatever they have in mind. It will help motivate the team to be more confident when speaking in a group. It will also help team members feel like their opinions matter and that their suggestions will be considered.

3. **Evaluate your options**

   When evaluating your options, you can ask yourself the following questions for guidance:

   - ▪ **Is it feasible?**

     Checking your strategy's feasibility is the first thing to consider when developing a solution. It helps you determine whether you can or cannot implement your devised alternatives. It is easy to overlook this step when you are busy formulating options, but always remember to check if your strategy can be done so you will not encounter problems later on.

▪ **Would it actually help you accomplish tasks better?**

Some strategies may be great in theory but not so effective in actuality. Determine whether your strategy helps you effectively accomplish tasks. Your strategy should:

Be clear and concise	Be structured	Address your goals

Break barriers	Be effective
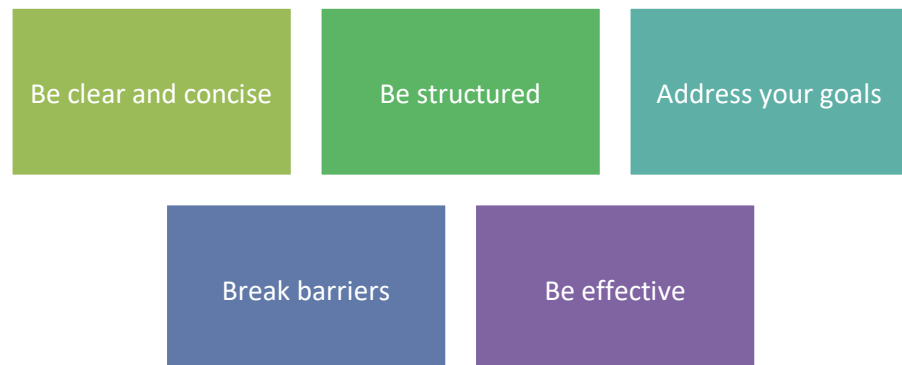
▪ **Who would be affected by these solutions?**

Creating an effective solution involves considering the perspectives of the members of your organisation. Always consider who will be affected by your solution so it can benefit as many people as possible.

4. **Choose the best option**

After you have made a list of all possible strategies, narrow your choices down to the best possibilities. You can continue doing so until you have found the best solution that will best address your workplace limitations.
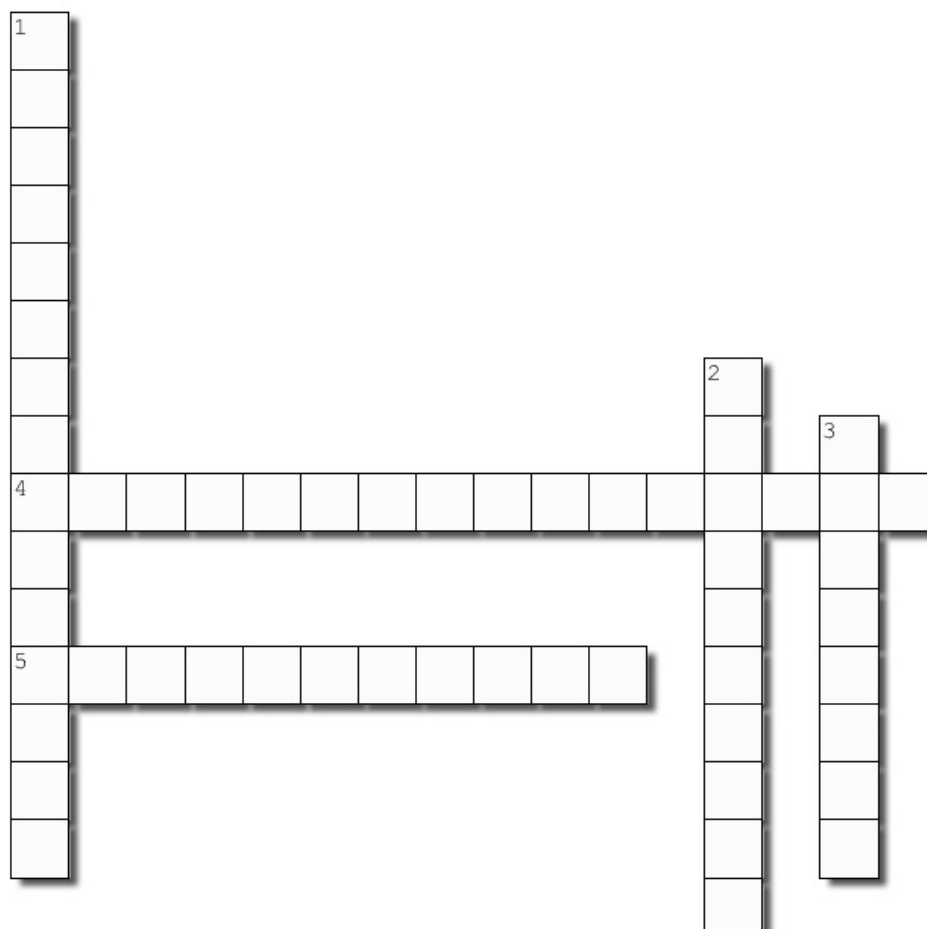
Activity 1

Describe your culture and your cultural background.

Using this description, determine qualities that make your culture unique.

Activity 2

Complete the crossword puzzle below by writing the correct answers on the boxes.

Across

4. These are wide-ranging and include any information that does not come from official organisational sources.

5. This can come from many sources, like data that is appropriate to work roles and organisational policies that are shared.

Down

1. These refer to the goals a team wants to achieve.

2. These refer to the responsibilities employees have that are related to their job role.

3. This involves bringing together all those that will be able to provide you with the information that you need in order to meet objectives.

Notes

Key Points: Chapter 1

- It is important to collect relevant information from appropriate sources and to analyse and share this information with the work team to improve work performance.

- Ideas and information must be communicated in an appropriate and sensitive manner that is acceptable to cultural and social diversity and any specific needs

- Consultation processes must be led to encourage employees to contribute to issues related to their work and feedback promptly relayed to the work team in regard to outcomes.

- All contributions from others will usually have to be sought and valued from both internal and external sources to be able to receive and refine new ideas and approaches.

- Processes must be implemented to ensure that issues raised are resolved promptly or referred to relevant personnel as required.

Chapter 1 – 'True' or 'False' Quiz

Tick 'True' if the statement is correct and 'False' if not.	True	False
In an effective working environment, you achieve all the goals and objectives that you set.	☐	☐
The primary relationship any manager has is with those whom they manage.	☐	☐
Work tasks refer to the goals a team wants to achieve.	☐	☐
When attempting to determine information requirements, you should look at the specifications that you are provided by your managers.	☐	☐
Information does not improve decision-making.	☐	☐
The goal of the communication should be clearly communicated to all staff you involve in any process.	☐	☐
The last stage of the process involves establishing a goal for your information gathering.	☐	☐
Secondary information is gathered and recorded by yourself.	☐	☐
Communication is the process of trying to ensure that others understand exactly what your point of view is.	☐	☐
Questionnaires are an example of secondary information.	☐	☐

Chapter 2: Lead Workplace Relationships

The last chapter focused on developing strategies that will help you accomplish your work tasks. This chapter will focus on implementing the strategies you developed and working with others to achieve your goals and objectives.

Working with others will require you to have a good relationship with your co-workers. Maintaining and improving workplace relationships is a continuous process that takes time and effort. However, it results in the positive development of both the organisation and its employees' wellbeing. This chapter will focus on creating a good workplace relationship with your co-workers. Here, you will be learning about ways that will help you collaborate with others to perform work tasks better.

Collaboration is needed in your workplace, especially when you are working in teams. This is important because it helps you finish tasks faster and will help you support team members who are having difficulties in performing work tasks. It can also help you effectively manage conflicts in your workplace.

2.1 Identify and Implement Methods to Facilitate Collaboration to Complete Work Task

Workplace collaboration is when two or more people cooperate to work on a task or solve a problem. Each individual shares their skills and ideas to reach a common goal. Collaboration can increase efficiency and creativity because it combines different people's skills, knowledge, and expertise. It also enables employees to work together and creates ideas that can help improve their workplace.

2.1.1 Methods of Collaboration

The following are general ways you can collaborate effectively to complete work tasks:

- **Engage in networking**

  Networking involves building strong relationships that benefit both sides. Try to convey expectations of high performance by encouraging input in the goal-setting process — not to set basic strategy, but to decide how to achieve company goals.

- **Communicate**

  Clear communication ensures that everyone understands their responsibilities and knows how to accomplish their tasks. It also guarantees that everyone is working towards the same goal and prevents conflicts.

- **Focus on strengths**

  Accept that everyone has different skill sets and preferences. Use this to your advantage by assigning people to the tasks that you know play to their strengths.

- **Identify areas of improvement**

  Point out ways they can improve without making it seem like you are criticising them. Give feedback in a direct, yet non-accusatory way.

- **Provide support**

  Support can come in various forms, such as giving advice or guidance when someone needs help with a task. Guidance means walking them through their tasks and giving suggestions to address issues. You can also offer resources and training opportunities that can make their tasks easier.

- **Recognise good work**

  Acknowledge each other's achievements and offer incentives to further motivate them.

- **Review tasks frequently**

  Meet with employees regularly, not only when problems arise. This helps you monitor their work and address issues before they arise.

- **Utilise tools**

  Use tools for collaboration, such as file-sharing programs and digital calendars, so that employees can work together instantly.

The methods discussed above help ensure that collaborations between team members run smoothly. They help make sure that each team member has a safe space to share their thoughts on their work tasks. These methods can then be used to implement the strategies your team planned in the previous subchapter.

2.1.2 Facilitating Collaboration

When collaborating and working in teams, it is important to have someone guide the team through what they are doing. It is easy for your subordinates to feel lost when they are in the midst of a group discussion. Because of this, part of a leader's task is to step in and facilitate the collaboration within the group.

Some important things to note when facilitating collaboration between your team members include:

- **Set goals for employees and rewarding successes**

  You can set goals for your employees to think up ways of making work processes more efficient. Perhaps each employee can be tasked to provide one suggestion by the end of each week and you will assess which idea is the best. This will be followed with a reward for the employee and equally important, implementation. The reward can be tangible ones like giving monetary incentives, or intangible ones like recognition from the organisation by announcing the winner to the rest.

- **Motivate your employees to be creative and give them an outlet to do so**

Your employees may already be motivated to be creative but have no outlets to voice out their ideas. While the outspoken ones can always speak to the management about some suggestions they have in mind, others may be too shy or afraid to do so in this manner. Providing a suggestion box or anything similar would grant these employees the anonymity and confidentiality they crave, thereby inspiring the creative spirit that you wish to instil as part of the organisational culture.

- **Have fun at work**

Sometimes, too serious a mindset can hinder creativity. Having fun during work allows one to be relaxed and that is where one tends to get inspired with wonderful ideas. Needless to say, a stressful or even depressing work environment does not give one the mood to think of doing things differently. The employee would only look forward to the end of the day.

Psychological studies have revealed that positive mood can spur creativity. The idea is that a positive mood awards people with greater flexibility in thinking because it widens perspectives. Knowing such findings now, incorporating fun into the work through team-bonding activities or retreats every once in a while can be a crucial element in injecting creativity in the workplace.

- **Encourage risk-taking**

One reason why employees are not thinking out-of-the-box or coming up with a solution that is vastly different from how things used to be done is that they may be afraid of the repercussions of making mistakes. Risk-taking has to be encouraged and be seen as a norm in the organisation. Developing a creative culture takes time, but it starts off with management being more open-minded and less judgmental to the suggestions of employees.

Employees with comparable backgrounds, qualifications, and experiences create a homogeneous working environment. Perhaps having such homogeneity between the employees will facilitate team-bonding and such, but when it comes to workplace creativity, a uniform and agreeable crowd leaves little room for ideas to flourish.

- **Develop innovation teams**

A more systematic way of promoting creativity in the workplace is to set up innovation teams. Each innovation team will be tasked to come up with ideas on how to improve the work process of a particular aspect. Deadlines are to be set to ensure that the teams present their ideas and be rewarded if they are excellent. When done properly, this will signal to everyone that the organisation values work-related creativity.

One catch is that such innovation teams may be seen as too 'deliberate' to some employees. Creativity is supposed to be spontaneous; ideas arising from the strokes of genius. Having such teams may make it seem like an extra chore for those assigned to them and the systematic approach (i.e. the focus on a single topic) may come across as too rigid for creativity to flourish.

2.1.3 Implementing Strategies

As mentioned earlier, collaboration methods can be used in implementing the strategies you and your team develop. For example, you can clearly communicate how the strategies the team developed will impact the performance of their work tasks. You can also communicate what is expected of each team member depending on the tasks they must finish.

When implementing strategies, ensure to follow the following steps:

Define your strategy	Redefine your goals and objectives	Focus on meeting KPIs	Track progress	Be accountable

1. **Define your strategy**

   The first step to implementing your strategy is knowing what your strategy is. It is important that the team knows and understands the strategy so that everyone is on the same page. Being aware of what the team is going to be working on will also help members become less confused about the processes that come with their work tasks.

2. **Redefine your goals and objectives**

   Remembering your goals and objectives is a vital part of implementing your strategy. It is crucial to remember what your goals are so you can ensure that your actions are in-line with what you want to achieve. This will also remind your subordinates of what is expected of them so they can have a clear vision of the tasks they must do

3. **Focus on meeting KPIs**

   Key performance indicators (KPISs) is an effective way to measure the attainment of objectives and goals. They help ensure that each team member is meeting his or her targets and quotas for a particular time period. An example of this would be meeting the required time limit set for particular workplace tasks.

   It is important for every team member to focus on meeting KPIs because this helps improve the organisation's performance. High-level KPIs are a clear indicator that the organisation's goals are being achieved, while low-level KPIs indicate that improvements need to be made within the organisation.

4. **Track progress**

   This step is significant because it helps monitor performance and progress. It also helps team members see their contributions to the goals the team is trying to achieve. By tracking progress, everyone can ensure that each team member is on the right track. You can track progress by holding weekly meetings and discussing when members plan to submit their work or when members plan to start doing a particular task. These meetings can also be used to discuss questions and concerns members may have about the tasks they have been doing.

5. **Be accountable**

   Each team member must be accountable for each task he or she accomplishes. It is important to maintaining a sense of accountability in all the tasks you accomplish because it helps you value your work and the time and effort you invested in it. It also helps build up your team member's confidence, especially when they succeed in tasks.

From the discussions above, it is evident that communication is needed to successfully achieve tasks. However, one should also be mindful of the relationships between team members to successfully collaborate with one another.

As a manager, the way that you and your co-workers behave with one another is crucial to the way that your relationships develop. Good behaviour among both internal and external contacts will result in positive and effective relationships. Positive relationships will cause everyone to be more successful in meeting the overall objectives of the organisation. However, if poor behaviour is the norm, you are likely to have negative relationships and consequently, the organisation will likely fail to meet its objectives.

Some techniques you can use to develop positive relationships with your co-workers include:

- **Having a supporter interpersonal style**

  Having a supporter interpersonal style helps in developing positive co-worker relationships because it is relationship-oriented. An employee must be cooperative, patient, kind, and attentive when communicating with their co-workers to achieve collaboration and friendship, which results in having a positive relationship with co-workers.

  You can develop trust and confidence in your teammates using this interpersonal style by verbalising your appreciation and support of each member. You can also do so by strengthening your connection with your team members.

- **Practising positive communication**

Practising positive communication helps in developing positive co-worker relationships. Employees who restructure their messages using positive language, phrasing, and words help in boosting other employees' morale and engagement, resulting in a positive relationship and no hard feelings for each other. By positively communicating with your employees, you can also ensure that you are developing trust and bringing out their confidence. This is because doing so makes them feel like they are valued and appreciated.

- **Conducting consultations when conflicts arise**

An employee must make time to consult with the other concerned employees to talk about their conflict and find a way to resolve it. This develops positive relationships with co-workers because it shows that the employee values their friendship with their co-workers before it gets destroyed. Conducting consultations when conflicts arise shows that employees' voices and concerns are heard, which builds trust and confidence among co-workers.

This will be further discussed in section 2.3.2 Conflicts and Consultations.

- **Being sensitive to diverse cultural backgrounds**

An employee who is sensitive to a co-worker's different background equates to someone who is respectful of their varying traditions, beliefs, etc. Giving respect to co-workers foster positive relationships.

Being sensitive to co-workers' diverse backgrounds builds trust because there is the assurance that being different is not going to affect how the organisation works, etc. It builds confidence in the way that it allows those who have different backgrounds to do their job properly, without being judged by their co-workers.

- **Being sensitive to diverse social backgrounds**

An employee who is sensitive to a co-worker's socioeconomic status, geographical origin, sexual orientation, gender, etc. shows that they are not discriminatory when being friends with them. This promotes a positive relationship among co-workers.

Being sensitive to other employees' varying social factors builds trust because sensitive topics are handled well by the employees. It builds confidence because the system of the organisation is adjusted to cater to the needs of everyone, resulting in the members being able to do their work according to their respective capacities.

- **Being active in building networks**

    Being active in networking helps develop positive co-worker relationships because an employee gets to gather new ideas, get access to useful knowledge and opportunities, get advice and support, etc. Being helpful in one way or another contribute to the development of positive co-worker relationships.

    A bigger network, put simply, means that you know more people. As mentioned previously, the more people you know, the more likely it is that someone in your network will be able to assist you in a positive manner. Having a big network also means that you need to know people outside your area of speciality. Look for people who perhaps work in a different area or who may come at a problem from a different perspective—network with customers, suppliers, and even the competition.

    Part of this technique is exchanging ideas and support, which encourages employees to share their co-workers. This results in building trust and confidence among the employees because they know their ideas and support are valued.

To build positive work relationships, you must always ensure to build trust and confidence in your team. To do this, you must ensure to consider the different interpersonal styles of your subordinates and you must ensure to be culturally and socially sensitive to their needs.

2.1.4 Interpersonal Styles

Different people working together also means different interpersonal styles. Interpersonal styles refer to the various ways people interact with others – this includes the behaviours and practices each person uses when interacting with others.

Having a good understanding of the different interpersonal styles can help you understand how to approach and converse with others. This is especially helpful if you must work with people you are not familiar with for extended periods of time to complete a project. By applying your understanding of interpersonal styles, you can adjust your interactions depending on the interpersonal style demonstrated by others.

The four types of interpersonal styles are:

The Supporter

The Visionary

The Analyser

The Pragmatist

- **The Supporter**

  These people are good listeners and seek to create a climate of trust. They focus on team harmony and prefer informal discussions. They also prefer to make decisions by taking everyone's opinions into account.

  Supporters are compassionate, kind, and patient. They ensure to carefully listen to who they are talking to and always express their opinions thoughtfully and calmly. Because of these characteristics, supporters are usually the ones being approached first when employees share their problems and concerns.

- **The Visionary**

  These people are creative, good at brainstorming ideas, and encourage their teams to be innovative. They enjoy talking to other people and always try to let people understand where they are coming from. Visionaries enjoy lively discussions but often lose track of time.

- **The Analyser**

  These people are critical thinkers and focus on accuracy. They encourage their teams to solve problems using analysis. They usually prefer formal discussions and want to check data first, which makes them slower at making decisions. Analysers often disregard the feelings and opinions of others. They are open communicators and can be assertive in expressing their opinions.

- **The Pragmatist**

  These people are focused on goals and results and are effective at handling crises. They prefer brief, concise discussions and want work to be done in an organised, quick manner. Pragmatists make loyal and reliable co-workers who can always be counted on to do what is right.

As mentioned earlier, considering your subordinates' interpersonal styles is a big factor in building trust between you and your co-workers.

Mutual trust is a shared belief that you can depend on each other to achieve a common purpose. A more comprehensive definition may be that trust is the willingness of a party (also known as the trustor) to be vulnerable to the actions of another party (trustee) based on the expectation that the trustee will perform an action important to the trustor, regardless of the trustor's ability to monitor or control the trustee.

To build trust and confidence in your co-workers, follow these techniques:

- **Having a supporter interpersonal style**

  Employees who have this style are naturally enthusiastic. They usually draw out the most reserved personality of their co-workers and verbalise their appreciation and support of them. Doing these brings out their co-workers' confidence. Additionally, employees who have this style share similar experiences to strengthen their connection with their co-workers, therefore building trust among them.

- **Practising positive communication**

  Practising positive communication builds employees' trust and confidence in their abilities, especially when giving feedback or constructive criticisms. Positive communication helps them motivate themselves to do better.

- **Conducting consultations when conflicts arise**

  Conducting consultations when conflicts arise shows that employees' voices and concerns are heard, which builds trust and confidence among co-workers. This will be further discussed in section 2.3.2 of this manual.

- **Being sensitive to diverse cultural backgrounds**

  Being sensitive to co-workers' diverse backgrounds builds trust because there is the assurance that being different is not going to affect how the organisation works, etc. It builds confidence in the way that it allows those who have different backgrounds to do their job properly, without being judged by their co-workers.

- **Being sensitive to diverse social backgrounds**

  Being sensitive to other employees' varying social factors builds trust because sensitive topics are handled well by the employees. It builds confidence because the system of the organisation is adjusted to cater to everyone's needs, resulting in the members being able to do their work according to their respective capacities.

- **Being active in building networks**

  Part of this technique is exchanging ideas and support, which encourages employees to share their co-workers. This results in building trust and confidence among the employees because they know their ideas and support are valued.

  Networking is a critical skill for employees at all levels and in all job roles. It is often said, 'it is not what you know, but WHO you know.' This maxim is not completely true; skills and knowledge are also critical for job success, but there is a ring of truth to it. Most positions are filled through referrals from employees' networks.

Trust develops from consistent actions that show others you are reliable, cooperative, and committed to team success. A sense of confidence in the workplace better allows employees to work together towards a common goal.

2.1.5 Building Trust in Your Team and Monitoring Your Work Relationships

The following are ways you can develop trust in your team:

Be honest about the positive and negative aspects of the business

Involve everyone in achieving organisational goals

Value all input

Make decisions based on the overall benefit for everyone

Acknowledge successes

- **Be honest about the positive and negative aspects of the business**

  This sense of integrity makes your colleagues more trusting of your actions.

- **Involve everyone in achieving organisational goals**

  Be transparent with your organisation's mission and goals, so everyone feels that they are a valuable part of obtaining those objectives. Employees who feel valued are more likely to instil trust in their organisation's leaders.

- **Value all input**

  Encourage employees at all levels to share their ideas for improving the organisation. Listen with an open mind even if you do not ultimately choose to follow a suggestion, as this shows that you trust their ideas and experience.

- **Make decisions based on the overall benefit for everyone**

  Show employees that you care about their future, as well as the growth and success of the organisation.

- **Acknowledge successes**

  Emphasise group achievements to show you are aware and proud of your colleagues and their successes.

It is significant to maintain the trust and good relationship you established with your team members. The more you build a relationship of trust between your team members, the more tasks you can accomplish as a team. Ensure to monitor your work relationship between your co-workers so you can determine if your co-workers are happy and satisfied in your workplace.

Some methods that will help you monitor your work relationships include:

Staff welfare-checks	Evaluations
Follow-ups	Open forums
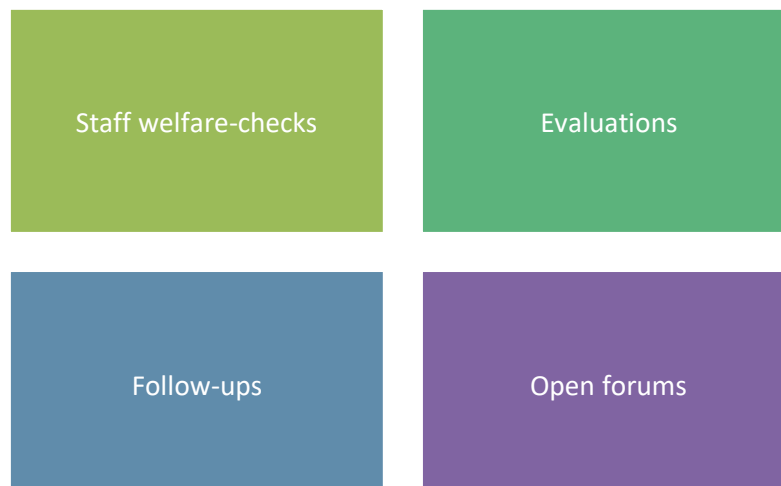
- **Staff welfare checks**

    This method can be used to monitor co-worker relationships because it interrogates the employees about their personal and professional lives, including their relationship with their co-workers. This shows if they are having any issues with any of their co-workers.

- **Evaluations**

    Evaluations are the most common way to monitor work relationships. Here, you can simply allow your workmates to determine the quality of your relationship through surveys and employee wellness checks. You can also measure how happy they are with your leadership and whether they are satisfied with the work relationship they have with you.

- **Follow-ups**

    Follow-ups can seem daunting at first for your employees, but when done right, it can help you in determining where your work relationship stands. By following-up on your employees every now and then, you can ask them about how they are doing and how they feel about your leadership.

- **Open forums**

    Open forums allow each member to share their thoughts and insights about what it is like in your workplace. This can include their sentiments on your work relationship and can also serve as a means for you to bond with your team.

2.2 Support Colleagues Experiencing Difficulties Fulfilling Work Requirements

Not all employees enjoy being at work and being around their workmates at all times. Sometimes, employees can feel down or depressed about the difficulties they encounter at work. These feelings can then cause them to be absent from work, be prone to conflicts, or to deliver unsatisfactory performance when completing tasks.

2.2.1 Managing Poor Performance

Before you can fix poor performance, you have to understand its cause. Incorrect diagnoses can lead to lots of problems later on. If you believe an employee is not making enough of an effort, you will likely put increased pressure on them to perform. But if the real issue is with ability, then increased pressure may only make the problem worse.

Low ability may be associated with the following:

- Over difficult tasks

- Low individual aptitude, skill, and knowledge

- Evidence of strong effort, despite poor performance

- Lack of improvement over time

People with low ability may have been poorly matched with jobs in the first place. They may have been promoted to a position that is too demanding for them. Or maybe they no longer have the support that previously helped them to perform well.

There are five main ways to overcome performance problems associated with a lack of ability. Be sure to address each of these interventions in one-on-one performance interviews with employees.

Consider using them in this sequence, which starts with the least intrusive method:

Resupply	Retrain	Refit	Reassign	Release
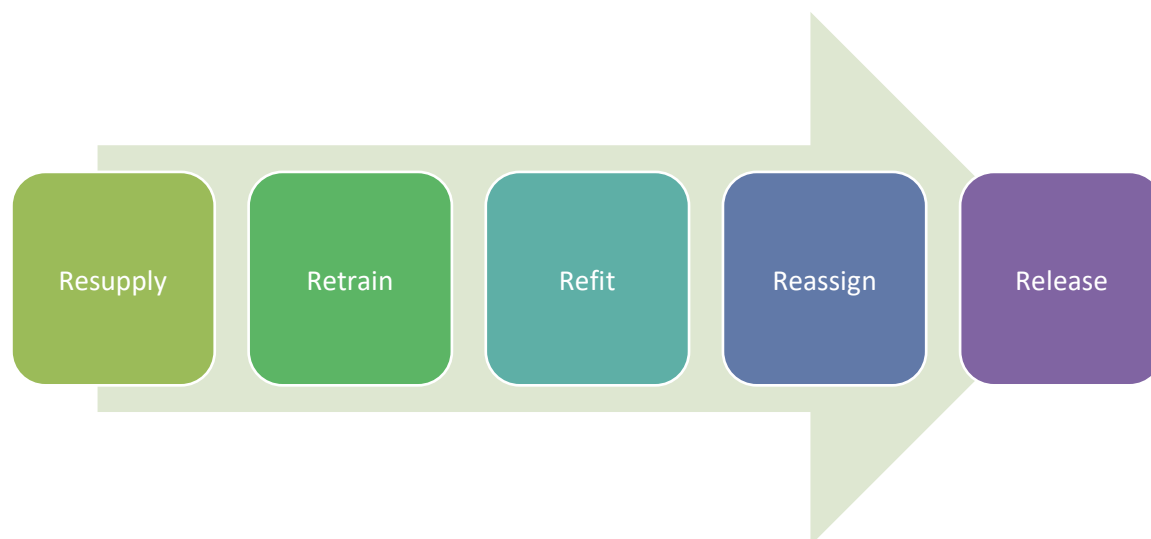
- **Resupply**

    This step involves asking employees about the additional resources they might need. If some employees feel frustrated, listen to their opinions and note where support is needed. Ensure to investigate their claims with your own investigation after.

- **Retrain**

    Providing additional training helps the new trainer identify the areas of the job where they are having a hard time with and practise them to improve their performance. Some ways to provide additional training to employees having difficulties include:

    o   Training seminars with in-house or external providers.

    o   eLearning activities

    o   Simulation exercises

    o   Subsidised tertiary or industry courses

- **Refit**

    When the first two measures are not sufficient, consider refitting the job to the person. Are there parts of the job that can be reassigned? Analyse the individual components of the work and try out different combinations of tasks and abilities. This may involve rearranging the jobs of other people as well. Your goal is to retain the employee, meet operational needs, and provide meaningful and rewarding work to everyone involved.

- **Reassign**

  This method involves reassigning the work tasks of employees who are experiencing difficulties in your workplace. Delegating fewer tasks to an employee who has been performing poorly can help lessen the stress they feel about their tasks. It can also motivate them to strive harder to meet what is expected of them.

  Reassigning the new trainer to a different task that will suit their abilities better opens the opportunity of them being more productive and effective. Doing this method can help the employees figure out where their skills rightfully fit.

- **Release**

  The last method of dealing with poor work performance is releasing the employee from his or her work position. This method should only be followed when all else fails.

  Sometimes there are no opportunities for reassignment and refitting is not appropriate for the organisation. In these cases, the best solution for everyone involved is for the employee to find other work. You may need to consider contractual terms and restrictions; however, in the long run, this may be the best decision for your whole team.

Underperformance can be frustrating for both leaders and employees. No one enjoys when an employee performs tasks poorly, but this should not be a reason to take this against anyone with poor performance. It is important to help and support team members who are having difficulties in your workplace. This will hopefully help them perform better and will also motivate them to get back on track.

2.2.2 Supporting Your Workmates

Supporting poor performing employees is all about making them feel like they are not alone in your workplace. Life for underperforming employees can be very difficult when they feel like they have no one to talk to or that no one wants to help them. Ensure that no one feels this way in your workplace. Always promote a work environment that supports co-workers and reminds them that they are not alone.

To support workmates who underperform, always make sure to:

- **Be patient, polite, and understanding when listening to their problems**

  This is important because you want to ensure that you do not make people feel worse about themselves. The main goal of supporting employees is lifting their spirits up and making them feel better about themselves. Make sure to promote positivity when communicating with people who are performing poorly. This will help motivate them and help them realise that the situation they are in is not going to last forever.

- **Try to understand where they are coming from and why they are experiencing difficulties with their tasks**

  Supporting your workmates is not just about making them feel good about themselves. It is also about making them share their insights on the tasks they are performing. Ensure to know why they are having difficulties with performing their tasks. This will help you figure out the best way to manage their poor performance.

- **Be sensitive and considerate of their feelings**

  Always be sensitive and considerate of the feelings of others. You should constantly remind your co-workers that their feelings are valid and important. This will encourage them to open up more and share what they feel.

- **Show respect for their opinions, values, and needs**

  Showing respect for the opinions, values, and needs of your co-workers will help them feel like they still matter despite their poor performance. It will also help them feel safe when expressing their thoughts and will help them feel like someone cares for them in your workplace.

- **Know when to allow them to help themselves**

  While helping and supporting poor performing employees is a good thing, it is also important to know when you should allow them to help themselves. This will help them improve on their work tasks and will remind them that they are capable of achieving your organisation's goals.

These may sound like simple tasks, but to those experiencing problems, this can mean a great deal. People experiencing difficulties in your workplace will always need a friend they can lean on when they bad about their performance.

2.3 Manage Conflict Constructively Within the Organisation's Processes and Parameters of Own Role

Difficulties in workplace relationships are often referred to as conflicts. Conflict is inevitable in many situations. They may range from petty quarrels to more serious problems which can lead to hostility among individuals. In one way or another, everyone is faced with many types of conflict in their day to day lives. As you manage conflict in the workplace, you must remember to adhere to the organisational processes in place. These will help you do manage difficulties in your workplace relationships more effectively. Examples of different conflicts that can occur in your workplace include:

- Conflicts due to different work styles

- Personality crashes

- Conflicts due to leadership style

- Cultural-based conflicts

All types of conflicts affect the relationships between co-workers and your workplace's cultural and social environment. It can also either support or hinder the achievement of your planned outcomes. However, conflict should not be seen as purely negative. It can become an opportunity for better things and open up opportunities if dealt with properly. This is where conflict resolution comes in. Managing conflict constructively will involve being respectful and openly communicating your concerns to the people involved.

Conflict resolution can be viewed as a peaceful solution to individuals and groups that are in conflict. There are a lot of means and strategies involved in dealing with conflict and all aim to come up with a resolution to it. Just keep in mind that you will need to openly communicate and be respectful to the people involved in the conflict. You can best resolve conflicts in your workplace by:

- **Negotiating to resolve conflict between disputing parties**

  Negotiation is conducted with the disputing parties to compromise on terms favourable to both. There must be a discussion about the conflict and then a negotiation towards a win-win outcome where both sides will get something positive out of the negotiation.

- **Mediating to resolve conflict between disputing parties**

  Mediation is conducted with a third person, usually a Human Resource officer or supervisor, to help disputing parties to achieve a solution or agreement. There must be a formal setting where both parties can air their concerns and the mediator will help them achieve a final agreement and closure. If the disputing parties did not reach an agreement, the mediator must help them determine when is the best time to mediate again to try and resolve the conflict.

Resolving a conflict may take time and this will ultimately depend on its scale. Hence, a person who intends to act as a mediator to parties in conflict needs to have skills, knowledge, and training as well as a clear understanding of the strategies necessary to resolve conflict.
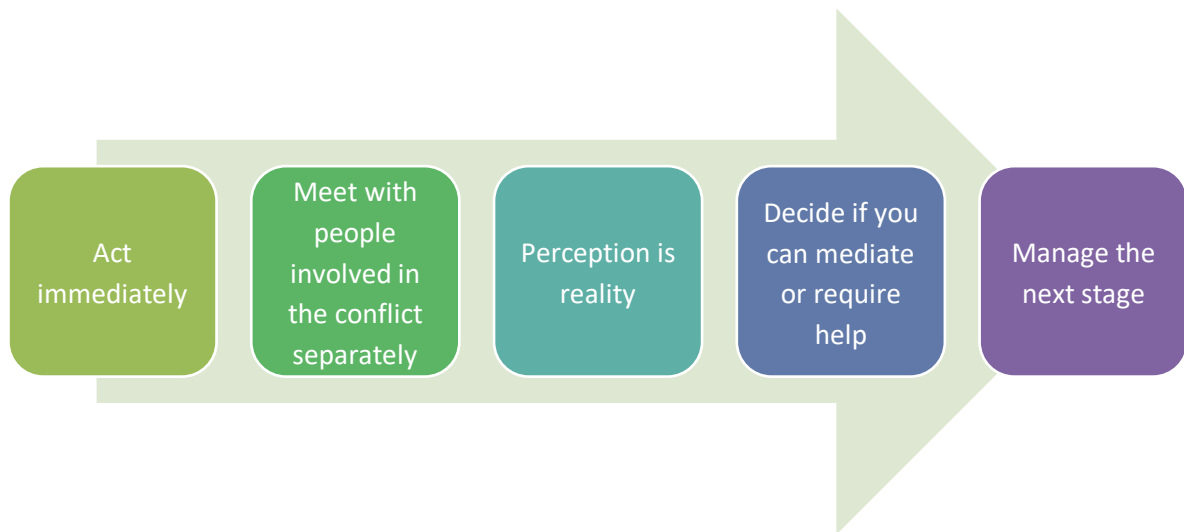
2.3.1 Managing Workplace Conflict

Things are not always smooth sailing in business. There will always be problems that develop in the day to day running of any business and knowing how best to deal with conflict is an important part of any manager's toolbox of skills.

No one likes dealing with conflict. It is uncomfortable, difficult, and exhausting – this is particularly true when you have anger and resentment associated with the conflict. But as a manager, it is your role to know how to manage the conflict so that it becomes less of an issue.

Conflicts need to be resolved immediately to prevent it from escalating. Employee stress, health complaints, and workers' compensation, and bullying claims can be prevented by managers acting quickly to resolve issues between co-workers. It will also be resolved through open communication and mutual respect.

Steps you can take to manage workplace conflict effectively include:

| Act immediately | Meet with people involved in the conflict separately | Perception is reality | Decide if you can mediate or require help | Manage the next stage |

- **Act immediately**

    Conflicts do not just disappear. Unmanaged, they can lie dormant for days, weeks, or months. When they finally surface again, they may have escalated. Staff often feel that they are not being heard and therefore, nothing is done in relation to workplace conflict. Unresolved workplace conflicts can impact on workplace culture. This is particularly true in smaller organisations. Productivity, performance, and workplace relationships are impacted quickly when conflict occurs. Avoiding conflict is one of the main causes of claims being made against an organisation.

- **Meet with people involved in the conflict separately**

    It is crucial to gain a clear understanding of the issues from all parties before any intervention. Those involved will have very different perceptions of what has occurred. A good and unbiased understanding of their differing perceptions will aid in focusing on what is important for each and to find common ground.

- **Perception is reality**

    Usually, what people see is what they believe. If you focus on what the people involved need and what is important to them, rather than attempting to find a 'right' or 'wrong' is important. Often, both parties have contributed to the situation. Judging and particularly commenting on these judgements can alienate those involved and escalate the conflict.

- **Decide if you can mediate or require help**

    Once you have assessed the situation and completed discussions with those involved, you can decide whether you will be able to mediate or will need the help of Human Resources (HR) or external mediators. Managers are successful at resolving simple, recent disputes. However, complex and long-standing issues involving a number of people are best left for experienced mediators to deal with. These kinds of workplace conflicts are often sensitive and require high-level skill to bring them to a resolution.

- **Manage the next stage**

    While it can be difficult to arrange meetings in busy workplaces, resolution as soon as possible must be a top priority. Generally, the longer the conflict goes on for, the harder it is to resolve.

If you think of dealing with conflict as a problem-solving exercise, you can actually learn much from its management. You may have to be creative in your solution and this can assist you in ensuring that you have to think outside the box.

2.3.2 Conflicts and Consultations

For times when the roles are reversed, where you are not the one managing the conflict, it is important to know what to do in these situations. Misunderstandings with your co-workers can affect both your relationship with them and your productivity at work. Because of this, you must consult about your concern so you can fix your problem immediately.

When consulting about your concern, ensure to:

- Raise the concern with the internal source of the consultee. This can be their immediate supervisor, manager, or Human Resource employee.

- Discuss the concern openly.

- Work together to achieve the desired outcome.

Conducting consultations when conflicts arise develops positive relationships with co-workers. This is because conflict resolution is all about negotiation. It is about finding out what both parties want and trying to come to a solution that makes both sides happy. In doing this, you have to talk with the employees and show empathy for their plight. You also have to build trust and show respect for their values, opinions, and needs. This can help you build rapport and a positive solution to a conflict can help motivate those staff members concerned.

When dealing with conflicts, it is essential to be aware of the organisational processes and legislative requirements in your workplace. Being knowledgeable about these can help you become aware of the standards and working conditions of your workplace.

2.3.3 Legislative Requirements

Legislation is the act of making or enacting laws. When people talk about 'the legislation', they mean a law or a body of laws. The legislation in a state or territory is the laws enacted specifically to control and administer the state or territory.

Some of the major pieces of legislation relating to diversity include:

Equal Employment Opportunity Act (Commonwealth Authorities) 1987	Disability Discrimination Act 1992	Age Discrimination Act 2004
Racial Discrimination Act 1975	The Equal Opportunity Act 2010	Sex Discrimination Act 1984

- **Equal Employment Opportunity Act (Commonwealth Authorities) 1987**

    This Act refers to the right of all employees to be treated fairly and equitably regardless of their culture, religion, or beliefs through the recruitment, selection, access to information, supervision, and management.

    The main focus of Equal Employment Opportunity (EEO) Act is to ensure:

    o   Fair work practices

    o   The making of unbiased decisions

    o   Recognition and respect of various cultural and social background of all staff and customers

    o   Training development which meets employee needs and customer satisfaction

    The EEO Act looks to dissolve discrimination in the workplace. It works to improving conditions so as to reduce employees feeling any negative attitudes or feeling isolated at work.

    When hired by an organisation, employees are to:

    o   Work at the best capacity and complete all tasks and duties given to them

    o   Work in collaboration with all their colleagues, regardless of any cultural diversity that may exist

    o   Refuse to accept or to tolerate any form of harassment.

By following this Act, you can ensure that you are doing your responsibilities as an employee and that you are aware of your organisation's responsibilities towards everyone in your workplace. It will also help you avoid conflicts in your workplace and will help you manage conflicts constructively if they do occur in your workplace.

- **Disability Discrimination Act 1992**

The Federal Disability Discrimination Act 1992 (DDA) provides protection for everyone in Australia against discrimination based on disability. It encourages everyone to be involved in implementing the Act and to share in the overall benefits to the community and the economy that flow from participation by the widest range of people.

Disability discrimination happens when people with a disability are treated less fairly than people without a disability. Disability discrimination also occurs when people are treated less fairly because they are relatives, friends, carers, co-workers, or associates of a person with a disability. From this, ensure that you are aware of this legislation to avoid or constructively deal with conflicts in your workplace. This will help you treat people with disabilities with respect.

- **Age Discrimination Act 2004**

Age discrimination occurs when people are treated unfavourably because of their age, or because of assumptions made about people of that age. Common examples of age discrimination include preferring to hire younger over older workers regardless of competence, refusing to consider job applications from people over pension age, or sacking younger workers when they reach the age where adult wages will apply.

However, specific laws that set age requirements are not age discrimination. For example, laws that limit alcohol sales to adults, or laws requiring that anyone aged between six and seventeen must attend school, are not age discrimination. Being knowledgeable about this Act will help you become more considerate of people of different ages in your workplace. It will also help you avoid and resolve conflicts if they occur.

- **Racial Discrimination Act 1975**

Racial discrimination is when a person is treated less favourably than another person in a similar situation because of their race, colour, descent, national or ethnic origin, or immigrant status. The Racial Discrimination Act aims to ensure that Australians of all backgrounds are treated equally and have the same opportunities.

This Act makes it against the law to treat you unfairly, or to discriminate against you, on the grounds of race, colour, descent, national or ethnic origin, and immigration status. The Act also makes racial hatred against the law. Being knowledgeable about this legislation will help employees become more aware of the need to respect people of different races and treat everyone in your workplace equally. It will also help employees become more aware of their rights and will help you avoid and resolve conflicts in your workplace as well.

- **The Equal Opportunity Act 2010**

  The Equal Opportunity Act 2010 states that an employer must not discriminate against an employee by denying or limiting access by the employee to opportunities for promotion, transfer, or training or to any other benefits connected with the employment.

  The Act helps prevent and resolve conflicts by allowing each employee to be eligible to grab workplace opportunities such as those mentioned in the legislative requirement. There cannot be any discrimination between the employer and employee, the latter must be treated fairly and without bias by the former.

- **Sex Discrimination Act 1984**

  The Act protects people from unfair treatment based on their sex, sexual orientation, gender identity, intersex status, marital or relationship status, pregnancy, and breastfeeding. It also protects workers with family responsibilities and makes sexual harassment against the law.

Knowing these legislations can help you stay informed about your rights and responsibilities in your workplace. It can help you ensure that your work environment is safe and that your rights are protected, which, in turn, helps avoid and resolve unnecessary workplace conflicts.

Further Reading

Refer to the following links to learn more about the legislation discussed above:

Equal Employment Opportunity Act (Commonwealth Authorities) 1987

Disability Discrimination Act 1992

Age Discrimination Act 2004

Racial Discrimination Act 1975

The Equal Opportunity Act 2010

Sex Discrimination Act 1984

2.3.3 Organisational Policies and Procedures

Policies are written by organisations to ensure that staff and stakeholders act responsibly and make rational, well-informed decisions. Policies and procedures provide information and set boundaries for staff. For staff and stakeholders to understand their responsibilities within the organisation, it is very important that policies and procedures are adopted and clearly communicated to everyone.

Guidelines are developed to assist and guide members in the workplace in relation to policy implementation. Guidelines are also intended to complement the development of local workplace policies and protocols.

A policy is a formal statement of a principle or rule that members of an organisation must follow. Each policy addresses an issue important to the organisation's mission or operations.

A procedure tells members of the organisation how to carry out or implement a policy.

Policy is the 'what' and the procedure is the 'how-to'.

Policies are written as statements or rules. Procedures, on the other hand, are written as instructions, in logical steps.

Policies relating to workplace relationships would typically include implied standards such as honesty and respect relative to the organisational culture and generally accepted within the wider community. They may also include:

Reward and recognistion for high performing staff	Standard expressed in legislation and regulations such as anti-discrimination legislation
Written standards	Problem resolution policies

Further Reading

For more guidance policies that concentrate on co-worker relationships, you may refer to the simulated business Bounce Fitness's policy and procedures for handling conflicts.

Employee Relations Policy and Mediation Policies and Procedures

Below is a table discussing points of comparison between policies and procedures:

Point of comparison	Policies	Procedures
Frequency of change	Rarely changes once finalised and implemented	Frequently changed and updated for continuous development
Conditions needed for best implementation	Best implemented when all employees fully accept the requirements written within it	Best implemented when they are created and listed in a logical process that can be easily followed
What it reflects	Reflects and supports the fulfilment of an organisation's mission statement	Represents a policy statement's practical application

From the table above, it can be determined that policies are used to guide organisations in the direction they want to proceed in. They are more general in nature and focus more on guiding the organisation in achieving its goals. Procedures, on the other hand, provide step-by-step instructions that will help you accomplish tasks. If you are unsure of the policies or procedures that apply to the workplace, ask a more experienced co-worker to assist you or refer to your organisation's guidelines or manuals.

It is important to be aware of your organisation's policies and procedures, especially when dealing with workplace conflicts. This is because they will guide you through your day-to-day operations and they will help you become aware of what is okay and is not okay in your workplace. This also includes what your limits and directions are and what you should and should not do at work.

Legislative requirements and organisational policies and procedures will help you understand how conflicts are resolved in your workplace. As a manager, they will provide you with a guide on how to handle conflicts. For example, if a conflict arises between your subordinates, you might want to consult these documents to handle the conflict fairly and formally

2.4 Communicate Work Progress to Relevant Internal and External Stakeholders

Reporting your work progress to stakeholders is a significant part of any job role. It is important to inform stakeholders of your work progress so they can be involved and informed in the tasks you are doing. These stakeholders will be the same as those identified in Chapter 1. The more stakeholders are aware of your tasks, the more they can ensure that they are not giving you too many or too little tasks. This will also help them make sure that you are following deadlines and that you are completing your assigned tasks.

As a manager, it is important that you monitor your subordinate's tasks before communicating their work progress to relevant stakeholders. It is also essential to monitor the progress of your subordinates because this helps you determine if your team's goals have been achieved. It also helps you assess how each team member is doing and will help you make informed decisions about the team's well-being.

To monitor tasks, ensure to:

- **Set a time for regular monitoring**

  Setting a time for regular monitoring has several benefits. First, it helps employees stay on track by knowing when they should expect to be monitored. It can also help you determine when projects are due or if they are behind schedule. Settle on a fixed time for monitoring. This will give your employees enough time to prepare and will also help you keep track of your expectations for a given time period.

- **Gather information from your team**

  As mentioned in the previous chapter, gathering information from your team is important because it helps you gain knowledge of each member's work tasks. When gathering information, be consistent with your process. For example, you can choose to collect information using trackers or by holding weekly meetings.

- **Adjust your expectations**

  Not all tasks can be accomplished within their expected time frames. Because of this, it is important for you to adjust your expectations based on your gathered information. This can help you spot and anticipate delays and can help you readjust your timeline so everyone can catch up. It can also help you assess situations and determine if anything needs to be changed in your process.

- **Communicate your team's progress to relevant stakeholders**

  After you obtain information about your employee's work progress, always relay this information to relevant stakeholders. These stakeholders can refer to anyone who your processes have affected, such as:

  - colleagues
  - employees you manage
  - supervisors
  - employees from other departments
  - clients
  - suppliers

  To properly communicate your progress to these stakeholders, you can set up a meeting with both internal and external stakeholders to inform everyone of possible changes, delays, and successes. For example, you can set up a meeting to communicate research findings to your manager or you can also set up a meeting to communicate your product production rate to clients.

When doing so, make sure to:

Set an agenda	Stay on topic	Document the meeting
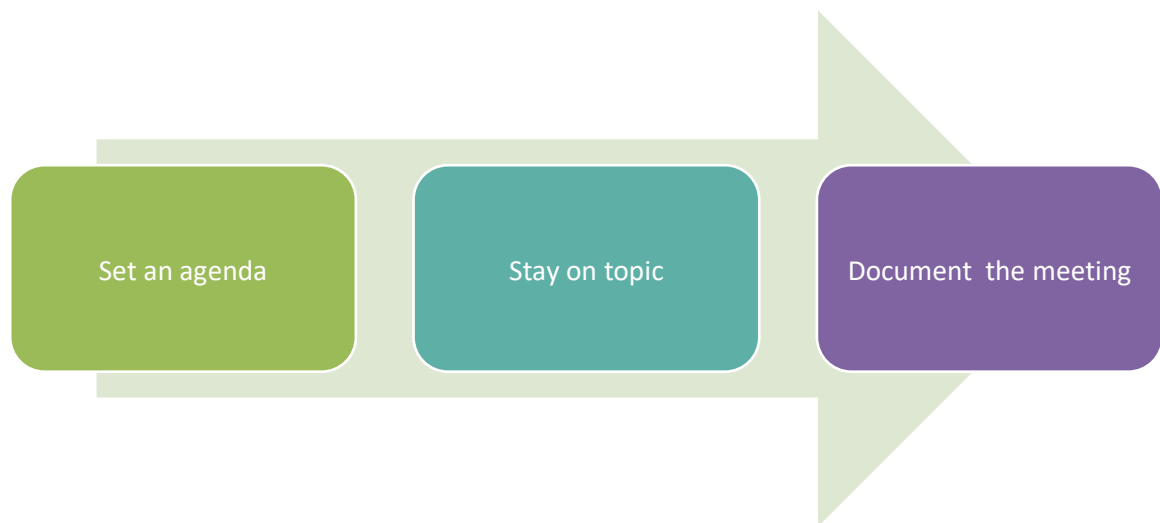
- **Set an agenda**

  This involves establishing the desired outcome for your meeting. Determine if you are meeting your stakeholders to simply inform them about your progress, or if you are meeting them to discuss issues about delays or brainstorm ideas that can help the team improve. Doing so will help people know what to expect from the meeting and will help others prepare for your discussion.

- **Stay on topic**

  When conducting meetings about your team's progress, make sure to keep it short and simple. Relay the information that needs to be relayed and ensure that you do not stray from your topic. Sticking to your topic will help ensure that your time is well-spent and that you have said what needed to be said.

- **Document the meeting**

  Keep a written summary of the discussion and the final solution that was agreed upon. This will help remind others of the things you discussed and will help them remember if any changes were made to deadlines and goals.

Aside from meetings, other ways you can communicate to your stakeholders include emails, phone conversations, and memos. Ensure to use the best method that corresponds to the information you relay.

Activity 3

In this exercise, you will be working in groups. You must build the tallest, structurally-sound tower using the materials your teacher provided for you. You must apply the critical thinking techniques discussed in this chapter to help you build your tower.

Collaborate with your group and present your work to the other learners when the time is up. Ensure to discuss how you were able to collaborate with your groupmates to finish this work task. You teacher will critique your work based on how tall your tower is and how you were able to work together in the activity.

Activity 4

Find and encircle the five ways to overcome performance problems that were discussed in this chapter.

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Y  R  E  L  E  A  S  E  Y  F  K  I  L  C  N  M  H  F
Z  C  C  N  Y  E  N  R  B  K  I  L  M  U  Y  B  N  R
M  N  L  Y  E  I  E  E  R  N  L  O  Q  P  K  S  Q  E
D  J  H  M  S  T  R  A  E  B  J  K  S  O  X  I  B  S
B  U  W  N  G  Z  E  S  F  C  B  V  R  Q  S  A  S  T
T  D  T  S  B  Z  S  S  I  U  U  F  Z  V  W  Q  W  R
J  C  M  K  W  I  U  I  T  A  K  N  M  T  A  H  R  A
I  Z  Z  H  K  D  P  G  X  X  P  J  N  E  Q  F  Z  I
S  A  S  L  Z  H  P  N  C  T  Z  Q  S  H  H  L  I  N
T  J  I  A  D  F  L  L  X  L  J  R  M  B  E  H  N  H
R  Q  A  R  U  W  Y  T  O  W  F  N  D  H  R  F  E  P
J  C  Y  W  N  S  B  X  S  Z  D  A  K  B  W  L  S  N
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Notes

Key Points: Chapter 2

- Policies must be established and implemented to ensure that the organisation's cultural diversity and ethical values are adhered to.

- Collaboration can increase efficiency and creativity because it combines different people's skills, knowledge, and expertise.

- You must work to gain and maintain the trust and confidence of colleagues and external contacts through professional conduct.

- A good manager will adjust their own interpersonal communication styles to meet the organisation's cultural diversity and ethical environment and guide and support the work team in their personal adjustment process.

- The more you build a relationship of trust between your team members, the more tasks you can accomplish as a team.

Chapter 2 – 'True' or 'False' Quiz

Tick 'True' if the statement is correct and 'False' if not.	True	False
Collaboration can decrease efficiency and creativity because it combines different people's skills, knowledge, and expertise.	☐	☐
As a manager, the way that you and your co-workers behave with one another is crucial to the way that your relationships develop.	☐	☐
Having fun during work allows one to be relaxed and that is where one tends to get inspired with wonderful ideas.	☐	☐
Confidence is a shared belief that you can depend on each other to achieve a common purpose.	☐	☐
You can get staff to do what you want by having confidence in them, being honest, and showing integrity.	☐	☐
You can set goals for your employees to think up ways of making work processes more efficient.	☐	☐
Key performance indicators (KPIs) is an effective way to measure the attainment of objectives and goals.	☐	☐
A policy is a formal statement of a principle or rule that members of an organisation must follow.	☐	☐
People cannot sense how you feel about them – so you must tell them.	☐	☐
Supporting poor performing employees is all about making them feel like they are not alone in your workplace.	☐	☐

Chapter 3: Review Leadership

Being aware of how you manage workplace relationships and how others are affected by it allows you to know how to adjust your methods accordingly. Managing this involves seeking, evaluating, and applying feedback. Feedback can range from comments about the processes you developed to suggestions about your leadership style.

This chapter involves evaluating your performance as a leader. Here, you will learn about seeking feedback from relevant stakeholders about how you manage work relationships. The feedback you receive can then be used to improve and rate your performance as a leader. Lastly, this chapter will also help you evaluate your own performance and identify areas you can improve on. This is important because as a leader, it is vital that you become the best version of yourself so that others can follow by example.

3.1 Seek Feedback on Relationship Management for Work Task from Relevant Stakeholders

Successful communication is a two-way street. If management is doing all the talking, employees tend to tune out. Apart from giving feedback, you should also seek it from the employees within the organisation. Getting feedback about the way you manage workplace relationships will help you pinpoint which areas you did well in and which areas need improvement.

Feedback is defined as information concerning one's understanding and performance. It gives you information on your progress in an effort to reach your goals. Feedback is needed because of the following reasons:

- It helps you avoid mistakes
- It motivates you to do better
- It keeps you on track
- It advances your career
- It helps you assess your workplace performance

Ideally, how you managed relationships between your subordinates should be reviewed in a group meeting or consultation, assessing all elements of the process and the outcomes. Change the process, as necessary, according to these review cycles and in response to organisational changes in policies and procedures.

You should be seeking feedback from the relevant stakeholders, who in this case, are anyone who your processes have affected, such as:

- colleagues

- employees you manage

- supervisors

- employees from other departments

- co-workers

Seeking feedback from relevant stakeholders is vital to promote professional and personal growth. For example, consulting with co-workers can help analyse their respective relationships. It gives them an avenue to talk about the status of their relationships, such as the positive and negative aspects of their relationships. Feedback also helps you obtain information on how to optimise your work practices and get things done faster. It also helps you avoid repetitive mistakes and helps keep everyone on track.

It is normal for you to wonder whether you successfully completed a task or if your performance needs work. Seeking feedback can confirm your thoughts and motivate you to do better. There are many ways to seek feedback.

You can seek feedback through:

Surveys

Focus groups

Questionnaires

Email correspondence

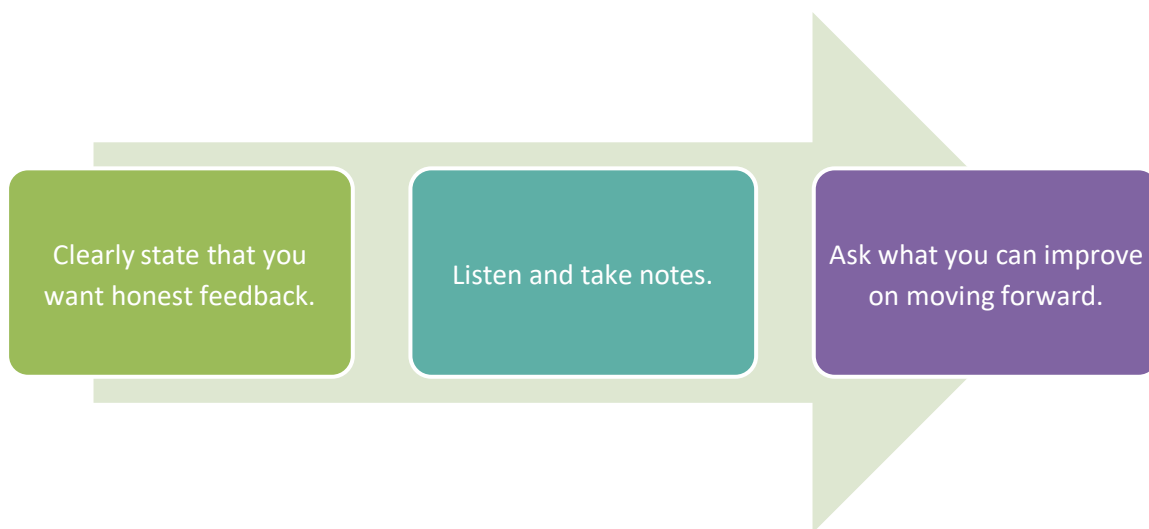Meetings with relevant stakeholders

Seeking feedback from others is not always easy. You may sometimes feel like your questions may sound stupid or that whoever you choose to approach might not want to give you feedback. Despite this, it is important to note that:

- Asking for feedback is normal, especially in a workplace setting

- Asking for feedback saves you time and effort from figuring things out on your own

- You can gain control over your fear and express your thoughts without being judged

- Others will learn from your questions just like you will learn from their feedback

Asking for feedback may seem daunting at first, but it is something that you can overcome. When seeking feedback from relevant stakeholders, always ensure that you ask for feedback correctly.

Refer to the following guide for steps on how you can seek feedback from relevant stakeholders:

Clearly state that you want honest feedback.	Listen and take notes.	Ask what you can improve on moving forward.

1. **Clearly state that you want honest feedback.**

   Remember to explain why you are seeking their feedback and how their honest feedback can help you in the long run. Encourage them to avoid holding back. You will need honest feedback to improve your performance and to grow in the workplace.

   You can state your intentions by:

   - Scheduling a meeting with your stakeholders

   - Asking open-ended questions

   - Asking rating-based or yes/no questions

   - Asking clarifying questions

   - Asking for honesty

2. **Listen and take notes.**

Listening is one of the most important steps in seeking feedback. Ensure to listen to what the stakeholders are saying whether it may be positive or negative. Positive or negative feedback is still feedback. You must always be willing to accept whatever their opinions are.

Writing their comments down will not only help you remember what they said but will also help you internalise what they are saying. It will help you process your emotions and will also give you something to look back on. You can list down your successes and the areas that you can improve on.

3. **Ask what you can improve moving forward.**

When seeking feedback, it is important to focus more on what you can improve on rather than what you did wrong. Remember to focus on the future and avoid dwelling on your mistakes. Ask what you can improve on moving forward and always be willing to listen.

You can ask the following questions to improve your decision:

- Follow-up questions

- Probing questions

- Funnel questions

Because feedback can be either positive or negative, it is essential to separate what is being said from how it is being said. People may sometimes fail to notice how they are conveying their message. Always take the time to understand what they are saying and do not take their feedback too personally. Remember that what they are saying can help you in the long run.

3.2 Analyse Feedback on Relationship Management

After the feedback session, review each comment that you received. Consider each comment and think of ways and situations they can be applied. If there is anything that confuses you, you can reach out to the person who gave you feedback, even after the meeting and ask them to clarify. Following up clears any confusion and shows that you remember and care about their feedback.

Depending on the feedback you receive, you might need to follow up by asking them to elaborate on it. The more specific the feedback you get, the better. It can also help to ask for examples or suggestions, such as how you can change certain aspects of the process or aspects of how you relate to others. If they have suggestions that you do not agree with, you can explain your views to let them know why.

While analysing the feedback you received, you can also check if it has the following characteristics:

- Specific
- Timely
- Honest
- Goal-oriented
- Recurring

- **Specific**

Is the feedback specific to a certain aspect of the processes or your leadership style? Are there specific situations that the feedback addresses?

- **Timely**

Is the feedback based on a recent situation?

- **Honest**

Is the person giving the feedback candid with you? Did they give the feedback out of the desire to see you improve?

- **Goal-oriented**

Is the feedback focused on key aspects of your process or leadership style? Are they meant to guide you towards improvement?

- **Recurring**

Have you received similar feedback from different people?

You do not need to implement every single suggestion made if you think that they are not suitable, but make it a point to acknowledge them and explain why you will not be using them. If you simply ignore the feedback, the person who gave it may feel that you do not care about their opinion. By explaining your side, they can gain better insight into how your processes work and feel that their views are valued.

3.3 Evaluate Personal Performance in Leading Workplace Relationships

Self-evaluation is an important part of any workplace. It helps you understand your strengths and weaknesses and they help you judge your performance as well. A big part of self-evaluations is reflecting on your successes, failures, pros, and cons. Doing so can help you identify what you are good at, whether you are on the right track and aspects of yourself that may need improvement.

An evaluation plan is often used to facilitate self-evaluations. It is developed to:

▪ **Help you decide on the decisions you need to make**

An evaluation plan helps you in decision-making because it gives you insights on areas that may need improvement. It can also provide you with insights into the pros and cons of the decisions made.

- **Help you save time on gathering information**

    Organisations can use previous evaluations as guides in making decisions. For example, you want to start a new work practice that aims to give employees 30-minute breaks in the afternoons. A previous evaluation from a different organisation shows that 30-minute afternoon breaks made employees feel lazy. Knowing this information can help you gain insights on what to expect if your proposed work practice is implemented.

- **Assist you with creating realistic and reasonable timelines for evaluation**

    Evaluations can be time-consuming. Following an evaluation plan will help you manage your time better and will also help you create more realistic decisions.

Developing an evaluation plan has four main steps:

Creating a timeline for evaluation activities

Clarifying program goals and objectives

Developing evaluation questions

Developing evaluation methods

1. **Creating a timeline for evaluation activities**

    This step occurs right at the beginning of your process. Creating timelines can help you identify important sequences and events. It will also help you establish when you should begin your evaluation and until when you will be conducting it. It would be best if more focus were given to evaluating even the initial to the final stages of your process. This step will help you create changes that might improve your process along the way.

You can expect to find the following in an evaluation timeline:

Term	Definition
Date	This contains the month, year, or exact date of when you first started your activity
Project goal	This contains your project's goals
Activity	This contains the activities assigned to this period
Expected completion date	This contains the month, year, or exact date of when you plan to end your activity

2. **Clarifying program goals and objectives**

This step clarifies the main tasks you want to accomplish and the steps needed to accomplish them. It also helps you identify the major process components that need to be evaluated.

3. **Developing evaluation questions**

Evaluation questions help you determine what you want to evaluate. These questions will help you determine the data you will be using, analysing, and reporting. Evaluation questions address the following:

- Impact on the community and the participants
- Planning and implementation issues
- Evaluation of whether or not objectives were met

4. **Developing evaluation methods**

There are many types of evaluation methods. Some common evaluation methods are:

- **Grading system**

  Grading systems are one of the simplest and most common methods of evaluation. They can assess performance based on points from a standardised scale. You might be familiar with this type of evaluation method from school, but organisations use this type of evaluation method as well.

Examples of grading systems include:

- o Scales from 1 to 5
- o Scales from poor to excellent
- o Letter grades from A to F

- **Surveys and Interviews**

  Surveys and interviews are one of the easiest methods to evaluate a process. They allow you to gain insights on the viewpoints of your co-workers and can also help you identify factors that may have caused the success or failure of certain events. Lastly, they inform you of aspects that should be improved.

- **Reports**

  Reports will help you determine if you achieved your initial goals and proposed changes. They share important findings and recommendations that may give you ideas on what you can improve in your work. Example of reports include:

  - o Financial reports
  - o Project progress reports
  - o Feasibility reports
  - o Audit reports

Once you evaluate your performance, you can then use the information you obtained to make corrections on things you may have done wrong and improve yourself. Always ensure to remember to remain positive and to continue doing your best, regardless of your evaluation's results.

3.4 Identify Areas of Improvement for Leading Workplace Relationships Future Work Tasks

Incorporating the evaluation process into your work tasks means that it will become a part of everything you do. For example, managers evaluate their employee's performance to help them do their jobs better. Evaluations will help you understand what is expected of you and will also motivate you to work harder.

After creating your evaluation plan, you may then begin incorporating the improvements you identified when you evaluated your process. Incorporating improvements helps you become more productive and efficient. It also makes you more productive and efficient and will help you identify improvements that will be useful in accomplishing future tasks.

The information you obtained from your evaluations can be used to:

- **Review and improve existing practices in your organisation**

    The information you obtained from your evaluations can be an indicator that you might need to look into existing practices in your organisation. For example, you received a result on an evaluation conducted on using MS Teams in your workplace. This information might make you want to check whether MS Teams is still an effective means of communication or if another application should take its place. Your results will help you determine if your current practice should still be implemented in the future.

- **Ensure you are reaching your goals and objectives**

  Evaluations can help you assess whether you reached your goals and objectives for a particular task. The information you obtained from these evaluations may also help you assess whether your current goals and objectives are achievable. Once you assess your goals and objectives, you can then use the information you obtained to improve your performance on future tasks.

- **Improve relationships with stakeholders**

  Evaluations can help you see what you can improve to develop a better relationship with your stakeholders. You may use your evaluation findings to look at what needs to be improved, replaced, or retained in your process. You may also research ways that may help you achieve your stakeholder's desired outcomes.

Evaluation and improvement are two things that go hand-in-hand. As mentioned earlier, your evaluation findings can help you improve your work practices, goals, objectives, and your relationship with stakeholders. Possible areas for improvement can include:

- Time management

- Communication

- Facilitating collaborations

- Conflicts resolution

- Work relationships

To use your evaluation findings to improve your work, you must:

Share what you learned

↓

Recognise achievements

↓

Improve your work

- **Share what you learned**

    Improving workplace practices will always require help from other people. Because of this, it is significant to share what you learned with your teammates and co-workers. Sharing what you learned can help promote accountability and transparency in the workplace.

- **Recognise achievements**

    Evaluations do not solely deliver bad news. They can deliver good news, too! If your findings reflect good news, ensure to share your team's success stories and recognise your staff's achievements. This will not only make your staff feel good, but it will encourage them to work harder as well.

- **Improve your work**

    Evaluations help you recognise what needs to be improved in your organisation. If your evaluation findings show that a certain process or practice needs improvement, do not hesitate to brainstorm ideas that may help you do a better job.

    You can also use your evaluation findings to help you:

    o **Identify activities that are not making you meet your desired outcomes**

        Studying your evaluation findings can help you determine where you went wrong and why you did not achieve your desired outcome. Knowing what went wrong and what caused it will help you think of ways to improve your process.

    o **Prioritise tasks that may help you make changes**

        Knowing what needs to be evaluated will help you determine which tasks you should do first and which could be done later. Ensure to prioritise the tasks with the most changes and work your way from there.

    o **Review your staff's skills and needs**

        You can use your evaluation findings to assess what your staff needs to help them achieve better results. You can also study your findings to determine the strengths, weaknesses, and skills of each of your workmates. Doing this will help you assign tasks according to where your workmates would succeed the most.

    o **Understand the level of change needed**

        Evaluation findings can help you assess whether you need to make drastic or minimal changes to your process. They also help you assess how much time will be needed to make these changes.

The feedback you receive can also help you think of specific ways you can improve your work relationships. For example, it can help you patch things up with co-workers you have had conflicts with. It can help you improve your existing relationship with your co-workers, as well.

Some ways you can improve your workplace relationships include:

- **Organising a team building activity**

    Team building can be used to improve co-worker relationships because the activities included usually aim to build collaboration and teamwork. Participating in such activities improves co-workers' relationships with each other.

- **Being present in your workplace**

    Being present in your workplace will help you improve your relationship with your co-workers. It will help them see more of you and your personality. It will also show them that you care about your job and everyone in your workplace. The more present you are and the more you interact with your co-workers, the greater chances you have of being friends with them.

These are but a few ways that will help you strengthen your relationship with your co-workers. Ask your workmates about things you can improve to achieve best results.

Activity 5

Identify five ways feedback can be used in your workplace. Ensure to discuss why each method is important.

Feedback method	Importance

Activity 6

Match the description to the correct term provided in the options below.

DESCRIPTION	OPTIONS
This is defined as information concerning one's understanding and performance.	Reports
These can assess performance based on points from a standardised scale.	Feedback
These share important findings and recommendations that may give you ideas on what you can improve in your work.	Surveys and interviews
These allow you to gain insights on the viewpoints of your co-workers and can also help you identify factors that may have caused the success or failure of certain events.	Grading system
This can be used to improve co-worker relationships because the activities included usually aim to build collaboration and teamwork.	Team building

Notes

Key Points: Chapter 3

- Getting feedback about the way you manage workplace relationships will help you pinpoint which areas you did well in and which areas need improvement.

- Seeking feedback from relevant stakeholders is vital to promoting professional and personal growth.

- Organisations can use previous evaluations as guides in making decisions.

- Self-evaluations help you understand your strengths and weaknesses and they help you judge your performance as well.

- Incorporating the evaluation process into your work tasks means that it will become a part of everything you do.

- Your evaluation findings can help you improve your work practices, goals, objectives, and your relationship with stakeholders.

Chapter 3 – 'True' or 'False' Quiz

Tick 'True' if the statement is correct and 'False' if not.	True	False
Successful communication is a two-way street.	☐	☐
Feedback is defined as information concerning one's understanding and performance.	☐	☐
Repeated interaction encourages cooperation.	☐	☐
Negative feedback is not feedback.	☐	☐
Excluding the evaluation process into your work tasks means that it will become a part of everything you do.	☐	☐
Evaluations help you recognise what needs to be improved in your organisation.	☐	☐
Seeking feedback from relevant stakeholders is vital to promoting professional and personal growth.	☐	☐
Reports will help you determine if you achieved your initial goals and proposed changes.	☐	☐
The information you obtained from your evaluations can be an indicator that you might need to look into existing practices in your organisation.	☐	☐
Creating timelines can help you identify important sequences and events.	☐	☐

Summary

> "The world rewards those who take responsibility for their own success."
>
> Curt Gerrish

Regardless of who you interact with, the way you communicate should be socially and culturally sensitive and inclusive. This can immensely help in managing conflicts between others, as well as in giving others feedback. It is also important to remember that feedback should be a two-way dialogue. Listening to others and applying their suggestions where they are applicable, such as in your leadership and communication styles, can help you improve further. In general, paying attention to others is key to having positive, productive workplace relationships.

Given the nature of the modern work environment, an understanding of human nature and how you can work to provide others with assistance in undertaking their work can make you a positive force in your organisation.

In this Learner Resource, a range of ways that can help you contribute to effective working relationships was identified. These are:

- Providing others with relevant and useful information

- Building trust and confidence in your abilities

- Reviewing your and other's performance and working to improve them

- Undergoing professional development

- Dealing effectively with conflict.

All of these methods are crucial to you being an effective manager or employee in a modern organisation and making a positive contribution to the relationships you have in the workplace.

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