

Andy Wynter

**Monitoring outcomes and  
responding to problems**

## 4a -Methods you can use to **monitor** the progress of work activities

- One to one meetings
- Employee Performance Appraisals
- Using data – KPI's – milestones – target dates - % progress - SIP
- Team meetings
- Visual controls – dashboards
- Observations / Feedback



4b - Using examples, explain how to respond to THREE problems which may impact on the delivery of daily work activities.

- Office cliques
- Communication issues
- Lack of training
- Lack of support
- Defined roles
- Lack of clarity



# Process for resolving problems

- Identify the issues. Be clear about what the problem is. ...
- Understand everyone's interests. ...
- List the possible solutions (options) ...
- Evaluate the options. ...
- Select an option or options. ...
- Document the agreement(s). ...
- Agree on contingencies, monitoring, and evaluation.

## 4c- How to provide **constructive feedback** and have **difficult conversations** with individuals

- Time
- Prepare
- Check facts
- Observations not assumptions
- Open questions
- Reflective questions
- Watch your words – non judgemental
- Watch your tone
- Body language
- Stay in control / emotions
- Listen
- Agree way forward



ANY

QUESTIONS

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**Task 4: Responding to challenges**

**Task 5: Managing the performance of a team**

# Resistance of team members to change

## Explanation

- Natural human response
- Loss of status / job security
- Fear of unknown
- Fear of failure
- Peer pressure
- Lack of trust
- Poor implementation

## Response

- Communication
- Recognise resistance
- Open it up for discussion
- Understand their concerns
- Give it some time

# Unconscious bias

## Explanation

The reality is that our attitudes and behaviour toward other people can be influenced as much by our instinctive feelings as by our rational thought processes. And that hidden drive affects everything, from what you'll eat for dinner to who you'll pick to run the next meeting.

Research suggests that we instinctively categorize people and things using easily observed criteria such as age, weight, skin colour, and gender. But we also classify people according to educational level, disability, sexuality, accent, social status, and job title, automatically assigning presumed traits to anyone we subconsciously put in those groups.

## Response

You can address these discrimination issues by increasing your awareness of your unconscious biases, and by developing plans that make the most of the talents and abilities of your team members.

### **Recognize Your Own Biases**

#### **Focus on People**

#### **Increase Exposure to Biases**

Managers can play a key role in unearthing hidden biases by declaring their intentions to be non-biased. They can also provide clear, non-partisan performance appraisals that focus on each individual's unique talents and skills, and develop a keen awareness of their own unconscious beliefs.

A team member you manage has a poor record of attendance. In your own words, outline **approaches** you would use to manage their absence.

- Why
- Follow the policy
- Return to work interviews
- Apply the standard consistently
- Look after employee's wellbeing
- Keep within the law
- Best interest of employer and employee
- Support
- Monitoring

# Task 5: Managing the performance of a team

5a Outline **TWO** (2) approaches you would use to ensure team members work to a shared purpose.

## Develop a shared understanding of teams values

- Clarity
- Commitment
- Focus
- Clear destination
- Align to organisational mission

## Developing a positive inclusive culture

- Communication
- Create a safe environment
- Foster collaboration
- Don't leave your mess for others to sort
- Positive on resolving problems
- Consistency



# Explain how you would **allocate work** to team members to achieve outcomes.

- **SMART** Objectives
- Fair , Consistent and Strategic
- Importance and Urgency of Tasks
- Skills, Knowledge and Experience
- Availability
- Delegating effectively

ANY

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