AC 1.1

- Describe characteristics of effective leaders
- In order to be effective and successful, as a leader you should have any number of skills or qualities that ensure you are respected by the team as their leader and as someone who will ensure team tasks are completed on time to the appropriate standard.
- You are required to describe the principal features of five or more characteristics of effective leaders. (Note that it is not sufficient to merely list five or more characteristics.)

Answer:

There are many characteristics of an effective leader. It is important for a leader to have integrity because if you lead by example and you demonstrate your expectations to your team then they will benefit from it and have a clear idea of what is expected of them. An example of this is when I had a new member of the team start, I demonstrated to them how I face up (tidy) the shelving. This way I was able to show my expectations, while training them at the same time.

As a leader I will need to have the desire to want to lead. If you do not have this desire then you will not be comfortable in the role as a leader. Your team will also suffer as a result of this because they will become frustrated as they cannot do their work if you are not doing yours. Since starting at B&M, I have always had the desire to progress my career and lead the team to achieve good results.

If I am a leader it is important for me to have commitment to the mission as well as vision of the organisation. If I do not believe in the organisation I work for, then my negativity might rub off onto my team members. This will make the organisation suffer as the team members will be less likely to give their full commitment to the jobs given. I am passionate about the company and commit extra time where needed to complete tasks given to me by my line manager. Recently two of the management team have left, leaving just the store manager, requiring me to step up to a more managerial role.

As a leader I should have sincerity because I will be in a responsible position which requires honesty and trust. If I can show these traits, my team will replicate them. This can also show the organisation that I am responsible enough to be able to take control of the shift, which I do on a daily basis.

It is important to have consistency when you are a leader because your team will get confused about what direction they are working towards. I should treat my team members equally as much as possible, as well as leading by example, working as hard or harder than the team members. It is good for me to have the same expectations of team members as I do for myself, otherwise they may start to underperform. On every shift I ensure the team are treated the same way and work hard myself, which rubs off to other members of the team.

As a leader it is very important not to share any private information about team members to others in the organisation, as well as gossiping in a negative way about team members as they will lose their confidence in me and will not trust me. I never discuss confidential information given to me by team members, other than to my line manager where necessary – such as reason for sickness. It is always good to give credit to the team about their achievements and show that you care about their development. The store manager asked me who should receive a
reward for hard work; he wanted to give it to a certain member of the team. I suggested an alternative person, who he agreed with me. When the team member got given the award, he really appreciated it.

I should make sure that I always give my team clear communication, so they have a clear sense of direction. At the beginning of the shift I ensure that I check with my manager which tasks need to be completed for the day, communicating this to the team clearly. If any issues should arise then these should be dealt with promptly to prevent them escalating, I ensure these are dealt with as a priority to stop them impacting on the tasks to be completed that day.

AC 1.2

• Describe different leadership styles

• Leadership styles used by the leader will often depend upon the team and/or the nature of the work, and the three most recognisable leadership styles are autocratic, democratic and laissez-faire.

• You are required to describe the principal features of three or more leadership styles. (Note that it is not sufficient to merely list three or more leadership styles.)

Answer:

Leadership styles can vary depending on the tasks and time scale given, for example if a job needs to be completed quickly then I may need to be more authoritative towards the team (autocratic) but if the job is not so urgent then I may be more laid back (laissez-faire) in the approach to my team.

If I am unsure about a task that has been given to me by my organisation I may feel the need to ask team members advice (democratic). This can be good for work ethic as it could make my team feel more involved and let them take ownership of the task which will make them feel proud of their achievement.

The principal features of the three main styles of leadership are:

Autocratic: this is when I am being authoritative towards the team in a controlling manner, demanding them to do work and not giving them a chance to give their ideas. They must only work in the way I am telling them to. In some circumstances I might find myself having to be more authoritative as work might need to be completed urgently. An example of a leader who is always autocratic is when they are over powering and controlling and who can be quite aggressive in their approach to the work and their team members. This is not a good way to be a leader on a constant basis as your team will not like you and may lose respect for you. Recently I had to quickly move a display from one area of the store to another; due to the timescale for this to be completed I had to tell the team in a demanding way. This was to enforce the urgency of the task, to them.

Democratic leadership is when I give team members the chance to give their input into a task. This can sometimes be useful as they might find an easier way of doing something. It also makes my team feel important and appreciated. An example of this is when I have been required to merchandise a section of the store and cannot think of the best way to lay out the goods. So I ask another team member if they have any ideas about how they think you can display the goods differently.

Laissez-faire leadership is when I have a laid back approach to the team, let them get on with their work without telling them what is expected of them. This can sometimes happen if I feel a team member already knows what they are doing or what is expected of them, although it is still advisable to give them clear instructions about what they need to do. Sometimes having a laid back approach can have a negative impact on your team as they might think
that I do not care about the organisation or even worse them! In turn this can have an impact on the organisation as the team will have less faith in me and the organisation they are working for. An example of this when I am on duty with another supervisor, who I know can complete tasks without supervision, as they will already be aware of the daily tasks.

AC 1.3

• Describe ways in which leaders can motivate their teams

• Herzberg’s Motivation-Hygiene Theory and Maslow’s Hierarchy of Needs are two important theories of motivation that describe how individuals can be motivated at work.

• You are required to describe two or more ways in which motivation theory can be used to motivate your teams.

Answer:

I help to motivate my team by providing them with comfort breaks and congratulating them on tasks well done. I encourage them to take ownership of their own development while assisting them to further their skills. I hand them responsibility for tasks which gives them a sense of ownership – they would be more proud on completion of the job.

An example of this was when some Halloween stock was in a certain area of the store and as it was the day after Halloween and most of the stock had been sold. The store manager asked if the stock could be relocated and condensed. So I asked another member of my team to help me move some of the stock and help me decide how we should display it in the new area as it was a smaller area and there was too much stock to fit there. The member of my team suggested we remove some of the items in the area where we needed to put the Halloween stock and put those items into the area they can fit into. So we moved those items to make more room and had to merchandise in order to fit the Halloween stock. During the time we were doing this the member of staff was giving me ideas of how they think we could display it. When we finished putting the Halloween stock out the member of my team said they felt a sense of achievement which made me feel good too.

AC 1.4

• Explain the benefits of effective leadership for organisations

• Leaders will have responsibility for a variety of tasks, such as planning work, organising resources, making improvements and controlling work activities, and maintaining morale and motivation.

• You are required to explain how doing two or more of these tasks effectively as a leader will benefit the organisation. (You may wish to provide examples to illustrate your answer.)

Answer:

As a leader it is important to plan tasks in advance and ensure they have a realistic time scale to be completed. It is equally important to make sure my team are aware of what is required of them, when they are working and what time scale I expect them to complete the work given to them. In some cases a task might take longer then planned as the resources are not readily available. For example, recently a team member and I were asked by their manager
to change some stock on the shelves. In this particular area of the store the stock is changed every three weeks. This area is called managers special.

The store manager asked me to ask a team member to put back the stock that was originally on the shelves back into the area of the store they came from. The manager expected them to finish the task by the end of their shift. During the time the team member and I were trying to swap the stock but found that some of the stock was not available within the warehouse, so we had to find other stock that was similar until the actual products were available.

Another problem we came across was that some of the stock we had taken off the shelves did not fit in the area they came from, so we had to either move stock about to fit it in or return the stock to the warehouse. We also found that the shelving had to be moved in order to fit the new stock in so it looked presentable.

The manager’s special is an important part of the store as customers see it as soon as they enter the store and it is stock that is being promoted at that time. The team member and I managed to fulfil the task in time and the manager was pleased with our efforts. By doing this task it benefited the organisation as the stock was made presentable which encourages customers to purchase them. The team member who was working alongside myself benefited from this task my influence helped them to recognise how to present the stock.

An example of making improvements in the workplace is when I asked team members if they were willing to work extra hours, The reason for this was because the warehouse was getting too full up with stock that was delivered to the store and the amount of time the team members and I had to work through it was not working. This was also because extra stock was being delivered.

The team members, who agreed to work the extra hours, which was after the store had closed, were given the opportunity to bring stock out of the warehouse and place the products around the store before placing them onto the shelves. This is called spotting. It is a good idea to do this as it helps the team members and the leader put stock out faster as the products are already placed into the correct area of the store.

This way of working proved to be very successful as the stock in the warehouse was cleared faster and as the store was closed it made it easier for the team members and me to concentrate on putting the stock out. By the end of the shift both the team members and I felt a sense of achievement as we had succeeded in clearing the warehouse ready for the next day. This way of working, also helped improve work morale and help to stabilise work relationships between the team members and myself.

Learning Outcome / Section 2: Understand team dynamics

AC 2.1

• Explain the purpose of different types of teams

• Organisations may use different types of teams, depending on the situation and the nature of the task.

• Some teams may be permanent, others may be temporary, and the type of team will affect the organisation of the team and how it communicates with other teams in the organisation.

• Examples include:

  o Functional teams

  o Cross-functional teams
• You are required to explain the purpose of three or more different types of teams

Answer:

A temporary team is when we get other staff from other stores to help clear the warehouse. This has happened in the past, where the area manager has agreed with the store manager to allocate extra payroll budget, in order to clear to stock from the warehouse – for example when a new season of stock is delivered, such as Christmas season stock.

A task force is used for the stock taking. As an area each store sends 1 or 2 people to each store to complete the stock check, which occurs twice a year. There is also a store manager who is selected by the area manager to take on the role of stock controller, they are responsible for ensuring stores are set up for stock take – including visiting stores prior to the date of the stock take, checking they have plans in place to clear excess stock from warehouse racking. They also issue stock taking guns, floor plans for the store and any training necessary for the management team.

Functional team within my workplace are the replenishment team, who mainly work in the evening – working through delivery. The sole purpose of this team is to clear delivery each day.

A cross-functional team is more like the role the day team and myself fulfil, where we multi-task working delivery when needed, but also re-merchandising or training. Perhaps helping out on the tills when it is busy and doing banking with the cash office supervisors.

AC 2.2

• Describe the stages of team development and behaviour

• Tuckman’s stages of team development maintains that teams have to go through a series of phases before they eventually become effective and start to deliver results.

• You are required to describe all the stages of team development and the team behaviours that are exhibited at each stage.

Answer:

In most work places there is a team of people who have different purposes but must be able to work together well in order to get work done effectively. In 1965 Bruce Tuckman, a noted psychologist stated that there are different stages of development a team and their leader goes through before they can work together harmoniously. These phrases are: forming, storming, and norming, performing and adjourning or mourning.

When there is a new team in the workplace who have not met each other before as well as their leader, this stage is called forming. This is the first phase and is when the team and the leader are getting to know each other. The team members will be trying to figure each other out as well as working out what type of leader you will be. In this stage the behaviour of the people are usually polite and excited, being on their best behaviour and giving positive comments to one another and to their leader. In this stage, as a leader, it is important for you to build trust and
show integrity towards your team. It is also a good opportunity for you to try to work out which team members will be best fit in certain roles. This stage is normally short-lived and the team will soon move onto the second stage.

The second stage is called storming. This is when reality sets in with your team and they might start to ask questions about why they are doing certain tasks, query your decisions and challenge your role as a leader. This is because some of the people within the team might be feeling resentful about the amount of work they have been given, or feel they are wasting their time doing a particular task. Team members may also have personal conflicts between one another as they are trying to win you over. It is important as a leader to tackle this type of behaviour before it goes too far. Otherwise it could affect your team in the long term.

As a leader you must give clear instructions about what work is required from your team but ensure that you are able to be flexible in case you need to adapt tasks to suit each team members abilities. Try to make sure that you always give your team members praise where it is due as well as rewarding good behaviour and achievements. By doing this it will help to encourage your team to want to work as part of the team and will also help to strengthen their trust and respect you.

The next phase in building your team is called norming. In this stage your team are accepting you as an authoritative figure and may even be starting to be leaders themselves. The team will know each other better and will be socialising more. Team members are more likely to accept constructive criticism, as well as asking for help. As a leader your role is to ensure that your team are committed to the goals set and you must make sure that if any of your team members should fall back into the storming behaviour this is dealt with promptly. This could happen if the team is presented with a new challenge or they have been given a task they have not done before.

Following onto the next phase, this is called performing. By this time your team will be working well together and you should be able to delegate work to certain team members in the knowledge that they will be able to complete it successfully. By this time, some team members may have started to take on leadership roles themselves. Your team should be able to adapt well to this change. You should take time to help individual members of your team to develop their skills as you will know them better by now and recognise their skills. By doing this it helps the team be prepared for the last phase in the team’s development.

The final phase in the stage of the team’s development is called adjourning or mourning. This is where the team knows that their time together may be coming to an end as some team members move onto different roles, transfer to another place of work, retire or move onto another organisation. When someone leaves the team it can affect those who are left behind as they may have become attached to them and feel anxious about working without them. This is where your role as a leader useful as you can encourage your team members focus on learning new skills and help prepare them for their next level of work.

The team within Chadwell Heath is mainly made of established team members, however recently some team members have been give promotions, we have had new team members join us for the Christmas period and a long serving member of management has left. The store is going through a transitional phase at the moment, with team members adjusting these changes to the structure. Some have been feeling anxious about the prospect of not having the established manager around, while the newer team members do not know any different, so do not have these anxieties.

I have been responsible for training new team members and tend to treat them gently at first, not expecting them to achieve the same level of task completions as a more experienced team member. I allow them to learn at their own pace, not criticising them if they make mistakes – but using these mistakes as part of the learning process.

When I was promoted to supervisor, it took some time for the team to adjust to the fact that I was now responsible for their achievements. They may have felt a sense of resentment towards me for not being chosen themselves for the promotion too, so would have waited to see if I could fulfil my role before accepting me as the team leader.
AC 2.3

- Explain the concept of team role theory
- Belbin’s Team Role Theory suggests that high-performing teams are built on a balance of basic roles, with each member of the team performing at least one of those roles.
- You are required to explain the concept of team role theory by describing how each of the basic roles identified by Belbin contributes to team performance.

Answer:

The Team Role Theory is based upon the balance of basic roles they are The Plant, The Resource Investigator, The Co-ordinator, The Shaper, The Monitor Evaluator, The Team worker, The Implementer, The Completer Finisher and The Specialist. People may demonstrate more than one of these traits and fulfil multiple roles, especially when they have more experience in alternative job roles. The Belbin Model can be used to identify strengths and weaknesses within a team.

The Plant, a team role type, that possess a flair for creativity, synthesizing ideas and solving complex problems. The allowable weakness that comes with this role is often a lack of interest in details or the here and now issues whilst engaged in conceptual or lateral thinking. This can be a person that comes up with a concept for doing tasks in a different way, without thinking too much on how it could be done. However they can prove useful in solving complicated issues, coming up with unusual ideas – while other people could provide solutions to the suggestion's issues.

The Resource Investigator, A natural communicator, negotiator and seeker of new opportunities and ideas external to the team. On the flip side, their natural enthusiasm can wane quickly and follow through or consolidation of their latest project becomes a challenge.

For this role, the person could assist in the completion of a new concept by looking outside the company.

The Co-ordinator – A consultative and natural chairperson who can co-ordinate a team for consensus and decision making, delegate tasks and draw out and match talent to tasks. Can however be seen as stubborn and manipulative if they are not careful. This could be someone who runs a meeting or is a store manager.

The Shaper is usually a hard driving, competitive, challenging type that likes to win. Drive the team forward and is a dynamic catalyst for action. Unless careful can be seen as provocative and often will clash with other Shapers and roles that may not meet their desired sense of urgency. This could be an area or regional manager, who is responsible for several store performance and store managers.

The Monitor Evaluator – An analytical and deep thinking type able to weigh up courses of actions and make well thought out decisions that help teams avoid strategic errors and omissions. Allowable weaknesses include possibly becoming overly cynical or critical. This is someone who spends a lot of time studying all possible outcomes, before committing to an idea.

The Team worker – A naturally socially aware, relationship oriented and harmony building type that can build individual and team morale and is a supporter of others. They have an allowable weakness of being conflict averse to the point of being potentially indecisive in crunch moments. This person is someone who is chatty and friendly, but could be likely to cower away from volatile situations.
The Imp - This role is characterized by a loyal, hard working and pragmatic ability to turn talk into actions and systems that get things done and to ensure teams take reliable actions. The allowable weaknesses can include resistance to rapid change and new ideas.

The Completer Finisher – This role type is a natural standard bearer and conscientious seeker of attention to details that will prevent teams from making errors or mistakes. As an allowable weakness this can bring a sense of anxiety and desire to micro manage through reluctance to delegate to others. This person could be obsessive with the minute details, expecting others to be the same – it could even be to the point where they are like this outside work as well.

The Specialist, A role type similar to an elite athlete who seeks absolute mastery and specialist knowledge and expertise in a single field where they take great pride in being a subject matter expert. The allowable weaknesses include an unwillingness to contribute beyond their chosen field or passion. This could be someone who has been in a role for a long time and has become almost robot like in the daily tasks that are completed. They may be adverse to changes and be stubborn with not doing tasks outside the normal routine or tasks.

Once again, nobody is a single role type in isolation with the Belbin Model, but rather can play to a varying degree of strengths in numerous roles that generally fit into natural, manageable and least preferred roles based upon a lifetime of person experience and preferences.

An awareness of such dynamics and how they will manifest in real world situations for real world teams is incredibly useful when designing and delivering team building solutions for clients.

AC 2.4

• Explain how the principle of team role theory is used in team building and leadership

• You are required to explain how knowing the basic roles identified by Belbin can be used to build teams and help leadership.

Answer:

When you have identified the roles demonstrated by the team, you can then use them in certain roles that would benefit from those traits. For example someone who is a completer-finisher could be used for facing up the store as it is important that the store is tidy and attention to detail is demonstrated – so all product labels are facing forward.

Another example is if someone in the team has good visual ideas then they might be suitable to merchandise stock. A Christmas temporary staff recently joined the organisation and they were given a merchandising task. They proved to do very well in the task so might be used for this purpose in the future should they gain permanent employment within the organisation.

As I have had experience of different roles within the organisation I work for my job role is quite flexible. Sometimes I am putting out stock or merchandising. Occasionally I serve customers at the till, support till staff and the cash office supervisors as well as supporting my own team and the store manager. I can be an acting manager in the store manager’s absence as well as being a shop floor supervisor.

AC 2.5

• Explain typical sources of conflict within a team and how they could be managed
Conflict may be defined as the internal or external discord that occurs as a result of differences in ideas, values or beliefs of two or more people.

Conflict management is important in order to:

- Maintain morale
- Maintain performance standards
- Minimise absenteeism
- Promote a safe working environment
- Maintain group cohesion
- Etc.

Depending upon the severity and level of conflict, conflict may be resolved or reduced informally, but in some cases it may be necessary to use the organisation’s formal procedures.

Conflict management techniques that may be used to resolve team conflicts include:

- Win-Win (collaborating)
  - attempting to identify the underlying concerns in order to find an alternative that satisfies everyone
- Compromise
  - working to a mutually-acceptable solution that partially satisfies everyone
- Forcing
  - Using formal authority or coercion to get one’s own way at the expense of others
- Avoiding
  - Not addressing the conflict, withdrawing from a threatening situation
- Accommodating
  - Neglecting own concerns to satisfy others

If the formal procedures are used, then each procedure should specify the level of authority appropriate to each stage.

You are required to provide two or more examples that explain how conflict is typically caused within a team and then go on to explain what you would do to manage that conflict.

Answer:

Recently in my workplace a member of my team had noticed two males in the store who they saw loitering. They thought they saw the men take some products out of their packets and put them into their pockets. After this I watched the men and they walked to the till and paid for some items. I asked the cashier what products they had bought and she said they bought a bottle of drink and some bread. However, these were not the items the member of my team had said they had seen them put into their pockets. As the men left the store, the customers behind them told me they saw a third man outside the store who looked suspicious also. I looked outside but all three men had gone. I could not approach the men as I was not certain they had actually stolen the goods and I was not sure if they would become aggressive towards me. As there was not a security guard there I felt it was best to avoid
confrontation. This action demonstrated avoiding conflict resolution as I felt this was the best way to avoid a potentially threatening situation.

Another example of conflict is: a member of my team was being argumentative towards other team members and was also trying to cause conflict with me too. This made my team members and I feel uncomfortable around this person. My team members and I decided we would try to ignore the person’s behaviour. I tried another tactic by asking them if anything was wrong and if they were ok. They told me they had problems at home and they were worried about someone in their family. I said they seemed stressed out and unhappy. The next time they worked with me their attitude seemed to have changed and they seemed more relaxed. I feel the fact that I showed them empathy seems to have made them realise their behaviour was affecting people. This demonstrated the accommodating type of conflict resolution.

**Learning Outcome / Section 3:** Understand techniques used to manage the work of teams

AC 3.1

- Explain the factors to be taken into account when setting targets
- Targets are sometimes used interchangeably with ‘objectives’ to provide focus and clear direction, and should be SMART:
  - Specific: Clear, unambiguous, straightforward, understandable
  - Measurable: Related to quantified or qualitative performance measures
  - Achievable: With known resources
  - Realistic: Linked to business needs
  - Time-bound: Building-in completion date and review dates
- You are required to explain, using an example, how to take account of the SMART factors when setting targets.

**Answer:**

Targets set should be achievable and should have realistic timescales for completion. You need to be clear and precise with your instructions to fellow colleagues. The success of the project can be measured by similar project results. It is pointless setting a target that is clearly outside the perimeters of the business, being realistic can prove to be more motivating for staff. For example, if you daily achieve sales of £10k and set a target of £20k, which could be impossible to achieve would be demotivating. Setting it at £12k would be more realistic and achievable. The time assigned to complete the task, could be determined by business opening times or set hourly, daily, weekly or monthly.

AC 3.2

- Describe a range of techniques to monitor the flow of work of a team
- Monitoring the flow of work of a team and checking the progress of the team and team members is important in order to ensure individual and team targets are being met, and will usually involve some form of data collection and measuring or checking of records or progress on such factors as quality, output, productivity, schedules, use of materials, etc.
- You are required to describe the principal features of three or more techniques to monitor the flow of work of a team.
Progression team checking is done on a daily basis as I monitor and check the progress of the delivery being put out on to the shop floor. Each member of the team is given a set amount of pallets to put out as well as having their own areas to focus on. I check on my team member’s progress every half hour or so in order to understand their pace of work.

The team members that work on the tills are required to promote upsells. These team members are supposed to ask every customer if they would like to buy one of the upsell items. This can be monitored as it shows up on the daily reports the cash office members print out. This is then transferred onto an area league table so we can see how we are performing against other stores.

In the organisation I work for every team member including myself are required to complete a staff review form. This has various questions asking how they think they are progressing in their job and how they wish to further their development. This form is then looked at by the manager. By doing this it shows development needs and job aspirations.

AC 3.3

- Describe techniques to identify and solve problems within a team
- Problem-solving techniques may be rational or creative, and include:
  - Rational problem-solving
  - Root Cause Analysis (RCA) and ‘fishbone’ diagrams
  - Creative problem-solving
  - Brainstorming
  - 5Ws (Who, What, Where, When, Why)
  - Six Thinking Hats
  - Mind-Mapping

- You are required to describe the principal features of two or more problem-solving techniques within a team.

Answer:

A rational problem solving technique is Root Cause Analysis, this is where you search for the reason for an issue cause and come up with solutions to resolve it.

One of the creative problem solving techniques is Brainstorming, that is where a group of people throw ideas into a “pot”. These could be written on a white board, you could then decide as a group which idea is best and you would like to try out as a solution to the issue.

An example of this was when another supervisor had to move some of the Christmas stock to fit into another area of the store. The supervisor was not sure how to display the stock so they asked their team members for ideas. After some deliberation they came to a decision together of how the stock could be displayed.

Another example of Brainstorming was when there was a delivery of bulk items which needed to be displayed within the store by request of the area manager. I found it quite difficult to find areas within the store that would
accommodate the stock in a way that would attract customers. I asked some of my team members if they had any ideas of where and how the stock could be displayed. I also asked the store manager’s advice as they might not want stock put in certain areas of the store. After discussing where the stock could go, my team members and I moved the stock and successfully managed to display it in a way that would attract the customers as soon as they came into the store. We put some of the bulk stock onto pallets and in some dump bins and these are displayed at the front of the store or close by to the entrance. The use of Brainstorming in this situation proved to be very successful.

Learning Outcome / Section 4: Understand the impact of change management within a team

AC 4.1

- Describe typical reasons for organisational change
- There are many reasons for organisational change, such as:
  - The need to improve quality, productivity, profit
  - Innovation
  - New technology
  - Cost reductions
  - Changing market conditions
  - Out-of-date working practices
  - Etc.
- You are required to describe the principal features of two or more typical reasons for organisational change.

Answer:

The area manager suggests different ways in which the store can be changed in order to make more profit in sales. Recently he asked my team members and I to place bulk stock in certain areas of the store. This was to attract customers and to sell popular products in order to make a profit.

I recently attended a meeting with my organisation. This included teams from other stores as well. In the meeting the managers advised us that certain items we sell are changing. For example, the quality of the towels is changing as the organisation is going to be using a different supplier. The towels are thicker and more durable but still not too expensive. They also spoke about the cleaning tools changing. They are going to mainly be made by the same company (Beldray) which produce better quality products. Although they will not necessarily be cheaper to buy, the organisation recognises that customers prefer to buy Beldray products as they know they are good quality. The idea of changing the quality of some of the products for sale is to make more money for the organisation, recognising what the customers’ needs are.

AC 4.2

- Explain the importance of accepting change positively
• Change affects individuals, and when change occurs in an organisation it is important to realise that people need time to adjust.

• Keeping a positive attitude can help people deal with the uncertainty in change and enable individuals to focus on how they can make the best of their existing skills and experience and look for opportunities that arise as a result of the change.

• You are required to provide two or more examples that explain the importance of accepting change positively.

Answer:

Changes in the workplace have happened recently where we have had a new area manager, who has a completely different work style than the previous one. An example of this is, he has asked for the store to have staff members responsible for certain areas of the store – such as toy area or food. It was important to explain to the team the reason for this change in a positive way or they would have resented the change and not been on board. I explained to them that the reason was to ensure each department of the store is well looked after and to have “experts” in certain areas to assist customers and be responsible for managing stock. Generally the store would then be in a better place.

As mentioned in a previous answer I was recently promoted and it was important for the staff to accept my position in a positive way. They could possibly not perform properly as they would be resentful towards me, the manager has chosen me to run the shift and they need to complete tasks set by me. They needed to accept me in the role positively as they could get into trouble with management for being negative toward me.

AC 4.3

• Explain the potential impact on a team of negative responses to change

• Negative responses to change within a team may lead to undesirable situations in the workplace such as a reduction in efficiency, a disruptive work environment, and an increase in conflict.

• You are required to explain, using two or more examples, of the potential impact on a team of negative responses to change.

Answer:

One of the team members recently stepped down from their position as a supervisor and is now a general sales assistant. They have been finding it difficult to adapt to their new role as they were used to being in control of the team and the work that needed to be done. I was the person that took their place as the supervisor. Since this change has occurred this person has seemed resentful towards me and was being quite angry a lot of the time causing conflict within the team as well as making myself feel anxious and on edge. This person has also been criticising the way I work which they didn’t do when I was a general sales assistant and they was the supervisor. In fact they used to praise me all of the time saying that I was one of the best workers. Their behaviour has changed considerably towards the work as well protesting that they are only going to do minimal amounts of work and make sure they go home exactly on time that their shift ends.

Another member of my team has also been promoted to a supervisor. This person has been having problems with other team members excepting them as their supervisor. They have been putting them down and critisising them saying they do not deserve to be a supervisor. Another supervisor also gets angry about this person saying they do not do much work and seems to put all of the pressure onto them instead of sharing the work load.
These are two examples of changes that have happened in my workplace where people have reacted in a negative way about it.

AC 4.4

- Explain how to implement change within a team
- There are a number of models that can be used to explain how to implement change within a team, including:
  - Lewin’s Change Management model
  - Kubler-Ross Stages of Change model
  - ADKAR Action-Orientated model
- You are required to use an appropriate change model to explain how to implement change within a team.

**Answer:**

Lewin's Change Management model was developed by Kurt Lewin back in the 1940's, but is still relevant in today's work culture. This deals with organizational changes in the workplace. His model is known as Unfreeze, Change, Refreeze. The unfreeze stage is where you prepare for the changes; key to this is to explain why the old way of doing thing cannot continue. You may need to challenge beliefs, values, attitudes and behaviours, explaining reasons for the changes. This stage can be the most challenging, some people may be resentful. You will need to ensure that those people are on board, as they could cause issues in the next stage.

The next stage is change, this is where people begin to resolve uncertainty and look for ways to resolve them. From unfreeze to change can be a slow process as people accept the changes, to help this process it can be useful to explain the benefits to them.

Refreeze is where the changes are taking shape and people are embracing the changes. It is important to recognise people for accepting the changes, this helps people get closure. You should provide training where necessary. If you do not cement the changes, people may start regressing to the previous way of doing things.

**Learning Outcome / Section 5: Understand team motivation**

AC 5.1

- Explain the meaning of the term “motivation”
- You are required to provide a clear and correct explanation of what is meant by ‘motivation’.

**Answer:**

Motivation is when you encourage your team to work harder or give them reasons to believe they can achieve something they think they can't, the general desire for someone to do something, or the general willingness for someone to do it.

The reason or reasons one has for acting or behaving in a particular way.
AC 5.2

- Explain factors that affect the level of motivation of team members
- You are required to explain how, according to a theory of motivation, two or more factors affect the level of motivation of team members.

Answer:

One of the factors that affect the level of motivation needed is the individual's need and wants. This can change once they achieve a certain need/want, then moving to another. The other is satisfaction, for example one person would be satisfied with a box of chocolates as a reward for hard work and another would be satisfied with just a thank you.

Recently a member of my team received a voucher with a card congratulating them on their hard work. They really appreciated this reward. However, some of the other team members were jealous as they said the person did not deserve the reward. I tried to make them understand why the person got the reward.

Another example was when a team member who works on the tills was rewarded for selling the most upsells. They also received a letter from the area manager congratulating them on their hard work. The team member told me they felt good about receiving this award as it made their hard work worthwhile and said it was nice to feel appreciated.

Lastly, another supervisor recently got a reward for the best person of the quarter, which means they have been recognised to have worked the hardest in the last quarter of the year. Another team member was unhappy that they did not receive the award and so they complained about it to the store manager as well as other team members. However, since the person received this award they do not seem to be making as much effort in their work. Unfortunately, this shows they may not have appreciated the award as much as someone else might have.

AC 5.3

- Describe techniques that be used to motivate team members
- You are required to describe the principal features of two or more techniques that, according to a theory of motivation, can be used motivate team members.

Answer:

Delegation is one way of motivating team members as it can give them a sense of direction. It also helps to give them a clear vision of what is expected of them. An example of this was when I asked members of my team to work in certain areas of the store, delegating who should go where and what I expected them to do.

I have helped to train new team members and I always show them how much I appreciate their efforts. This can help to build their self-esteem as well as contributing to their development within the work place.

Motivating your team members is important as it helps to keep their minds active on the job and gives them ideas of how things need to be done, what time scale they have to complete the task and what they need to focus on.
Motivating team members within a workplace can have a profound effect on an organisation. For example, if the team within my organisation were not motivated then they would not work so well and might not do much work. The store would be in a mess and the shelves would be empty. This would affect the organisation as customers would not be happy when they come into a store with no items to purchase and if the store is a mess. People are generally lazy shoppers and prefer to be able to walk into a store and pick up what they came in for easily. If the store was unorganised then this would not happen and customers would not want to come back into the store.

An example of this was when some team members were asked to face up the store at the end of their shift by the night time supervisor. This is to ensure the store looks presentable first thing in the morning when customers arrive at the store.

The following day when I arrived into work I noticed some areas of the store had not been faced up. This was because the team members assumed that the team members who started their shift in the morning would be able to face these areas up while they were putting the stock out. However, as there were not many team members working that morning they did not have time to do it, so by the time the store manager arrived they were not happy with the way the store looked. This is an example of what can happen if team members are not motivated enough.