

Competency Standard

UNIT TITLE: LEAD AND MANAGE A DEVELOPMENT TEAM		NOMINAL HOURS: 50
UNIT NUMBER: D2.TRM.CL9.05		
UNIT DESCRIPTOR: This unit deals with skills and knowledge required to assemble, guide and manage the operation of a work team created to address an identified development project.		
ELEMENTS AND PERFORMANCE CRITERIA	UNIT VARIABLE AND ASSESSMENT GUIDE	
<p>Element 1: Establish development team</p> <p>1.1 Select suitable <i>team members</i> for the <i>development project</i></p> <p>1.2 Obtain permission from appropriate persons for the release of selected team members</p> <p>1.3 Determine <i>time allocation</i> for team members to suit the development project</p> <p>1.4 Describe the <i>objectives</i> for the development team</p> <p>1.5 <i>Define team and individual responsibilities</i></p> <p>1.6 <i>Define how team performance will be measured</i></p> <p>1.7 Assist the members to develop plans to guide <i>the work of the team</i></p> <p>1.8 <i>Motivate team members</i></p>	<p>Unit Variables</p> <p>The Unit Variables provide advice to interpret the scope and context of this unit of competence, allowing for differences between enterprises and workplaces. It relates to the unit as a whole and facilitates holistic assessment.</p> <p>This unit applies to all industry sectors that apply in-house innovation and development activities to their organisation, products or services within the labour divisions of the hotel and travel industries and may include:</p> <ol style="list-style-type: none"> 1. Travel Agencies 2. Tour Operation <p><i>Team members</i> may include:</p> <ul style="list-style-type: none"> • Peers • Supervisors • Personnel from other areas/departments with specific skills and previously demonstrated abilities in regard to development and innovation • Subject specialists • People from outside the organisation, including consultants and subject specialists. 	

<p>Element 2: Provide a model of innovative practice</p> <p>2.1 Explain the value placed on development activities by the organisation</p> <p>2.2 Provide examples of previous effective and successful development activities</p> <p>2.3 Demonstrate development activities within a relevant context</p> <p>2.4 Lead the team by example</p> <p>Element 3: Organise an appropriate environment for the development team</p> <p>3.1 Provide facilities and resources to support the development team</p> <p>3.2 Confirm work plans with the team</p> <p>3.3 Facilitate the generation of ideas within the development team</p> <p>3.4 Facilitate access to organisational knowledge</p> <p>3.5 Provide external information required by the development team</p> <p>3.6 Provide ongoing guidance to team members</p> <p>3.7 Protect team members from external pressures</p> <p>Element 4: Monitor the development team</p> <p>4.1 Encourage team members to reflect on activities and opportunities for change</p>	<p><i>Development project</i> may include any workplace issue that would benefit from change, such as:</p> <ul style="list-style-type: none"> • Customer and staff complaints • Procedures that do not work properly • Policies that do not address situations that arise • Practices that are dangerous, including near-miss situations • Failure to meet set performance and other targets, including sales, costs, market share, building, training, power management and wastage • Downturn in trade • Amending an existing practice, product or service • Developing a new idea, concept, package, theme, direction, product or service • High levels of staff turnover • Increase in trade • New direction taken by the business, including issues such as entering a new market, developing new products, creating new retail strategies, planning new premises, developing plans for expansion, contraction or business takeover • Response to external threats and/or opportunities, such as new/increased competition, changes to legislation, change in the economy, loss of a supplier, entry of a new supplier into the market, new technology • In response to a directive from head office to achieve a set goal. <p><i>Time allocation</i> may include:</p> <ul style="list-style-type: none"> • Full-time secondments, including organisation of alternative staff to back-fill positions left vacant • Identified and/or negotiated time release for a set number of hours per day, week(s) or month(s)
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<p>4.2 <i>Evaluate contributions and suggestions from the development team</i></p> <p>4.3 <i>Monitor the internal dynamics of the team</i></p> <p>4.4 <i>Act on viable suggestions made by the development team</i></p> <p>4.5 <i>Record the activities of the development team</i></p> <p>4.6 <i>Record the resources used by the development team</i></p> <p>4.7 <i>Team outcomes are evaluated</i></p>	<ul style="list-style-type: none"> • Paid overtime for work performed as part of the development team • Accrual of time off in exchange for work performed. <p><i>Objectives should relate to:</i></p> <ul style="list-style-type: none"> • Realistic goals for the team • The identified issues(s) that gave rise to team formation • Available budget • Available time • Supporting resources to assist the team. <p><i>Define team and individual responsibilities should relate to:</i></p>
<p>Element 5: Provide feedback on development team performance</p> <p>5.1 <i>Debrief team members as appropriate</i></p> <p>5.2 <i>Discuss feedback received</i></p> <p>5.3 <i>Celebrate success</i></p> <p>5.4 <i>Resolve problems and issues related to the development project</i></p> <p>5.5 <i>Report on development team progress</i></p>	<ul style="list-style-type: none"> • Team objectives • Balancing team dynamics • Capitalising on the strengths of team members • Matching team requirements with individual team member capabilities • Integrating activities into a unified direction for achieving the identified goals and objectives • Negotiating responsibilities with team members being prepared to delegate authority and responsibility to others • Changing team structure in response to issues arising as part of the allocation of roles and responsibilities • Recording responsibilities in hard copy and sharing them with all team members • Identifying resources available to support team and individual responsibilities.

Define how team performance will be measured should be results/outcome-based and may include:

- Service levels
- Products
- Procedures
- Satisfaction level statistical analysis of quantifiable issues
- Statement of frequency of evaluation
- Level of attainment of identified goals and objectives.

Work of the team refers to identified development activities and goals and may include:

- Interpreting and understanding activities
- Activities to generate new ideas, including creative thinking activities, challenging assumptions, challenging commonly held beliefs and practices
- Interacting with others, such as including high level people, for personal interaction, collaboration, negotiation, communication, questioning, investigative and research skills
- Representation of situations and events within a variety of contexts
- Reflective activities, looking backwards, plus activities designed to look into the future, forecast and make predictions
- Evaluation and analytical activities
- Information sharing activities.

Motivate team members may include:

- Explaining the need for the development being undertaken
- Creating a positive team and general working environment
- Providing verbal encouragement in times of doubt and fear

- Staying focused on the goals
- Thanking team members for effort and not just success/results
- Celebrating, recognising and/or rewarding achievement
- Notifying others regarding the work and success of the team
- Ensuring credit goes to those who deserve it
- Providing a general and individual support base for team members
- Protecting the team from adverse criticism and negative impacts
- Sharing disappointments
- Empathising with team members
- Encouraging team members to work collaboratively.

Explain the value placed on development activities by the organisation may include:

- Highlighting the benefits to the organisation from previous developments that have been achieved
- Illustrating management commitment to innovation and development
- Indicating how the current and future market and competitive position of the organisation relies on development activities
- Making references to the vision statement, mission statement and organisational values of the business
- Demonstrating the career advancements that can flow from effective participation in a development team.

Examples of previous effective and successful development activities may include:

- Items developed by the host enterprise and/or items developed by other organisations within the same or similar industry sector
- Samples of new and re-developed policies and procedures
- Samples of new and re-developed products and packages
- Samples of new and re-developed goals, plans and strategic directions for the business
- Samples of new and re-developed documentation to support operations
- Samples of new and re-developed marketing strategies and activities
- Samples of new and re-developed communication strategies
- Illustrating the positive impact of all the new and re-developed items that have been generated by previous development teams.

Demonstrate development activities may include:

- Showing team members how the identified development activities, see *Work of the team*, have been applied in the past to situations similar to the objectives and goals facing the current development team
- Providing suggestions as to how the identified development activities may be applied to the current situation
- Highlighting benefits and disadvantages of each of the identified development activities
- Providing training in the use of the identified development activities
- Encouraging the use of new thinking and lateral thinking techniques.

Lead the team by example may include:

- Applying innovative techniques to the leadership and management of the team
- Highlighting previous examples of creative thinking that has been applied in practice
- Fostering cross-fertilisation of ideas

- Supporting the attempts by team members to apply identified development activities
- Assisting team members to persevere with developmental initiatives in the face of initial problems and/or perceived failure
- Working within the development team.

Facilities and resources may include:

- Place(s) to undertake development activities
- Support staff
- Physical resources
- Funding.

Generation of ideas may include:

- Brainstorming
- Visualising
- Making associations
- Telling stories
- Creative writing
- Mind mapping
- Six hats thinking
- What if thinking.

Organisational knowledge may include:

- Plans and statistics
- Material that gave rise to the need to form the development group
- Market research data

- Product and service rankings/popularity
- Policies and procedures
- Internal records and registers.

External information may include:

- Information from other organisations
- Internet access and research material
- Input from technical and subject area professionals
- Local, regional, national and/or international data
- Examples of innovations developed elsewhere
- Inviting development teams from other bodies to visit.

Ongoing guidance may include:

- Coaching
- Mentoring
- Counselling
- Skills development and training
- Modelling.

External pressures may include:

- Pressure to return to normal work duties
- Pressure to divide efforts between operational duties and developmental activities
- Time-related pressures from management
- Comments from staff and customers.

Activities and opportunities for change may include:

- Current workplace practices and procedures within the organisation
- Current products and services offered by the organisation
- Ideas generated by team members
- Ideas suggested by others
- Existing practices and procedures used by other organisations
- Existing products and services offered by other organisations.

Evaluate contributions and suggestions may include:

- Assessing the contributions against the identified goals for the team
- Determining if the contribution and/or suggestion has applicability elsewhere within the organisation and/or in a different context
- Costing the implementation of the contribution and/or suggestion
- Testing the ethical and legal issues involved
- Evaluating the practicality of the contribution and/or suggestion
- Using sensitivity and empathy in discussions and appraisals
- Analysing different, proposed courses of action
- Selecting preferred and/or viable options for further work
- Evaluating non-viable options for opportunities to convert them into viable options
- Amending non-viable options
- Seeking a different frame of reference for non-viable options
- Subjecting the proposals and initiatives to peer review processes
- Compromising and negotiating.

Monitor the internal dynamics of the team may include:

- Revising team structure and formation
- Revising team member roles and responsibilities
- Seeking feedback from team members
- Addressing issues arising
- Using constructive approaches to resolving issues and problems
- Supporting and re-assuring team members
- Being available for consultation.

Act on viable suggestions may include:

- Documenting approaches, revisions and proposals
- Preparing test and trial briefs
- Presenting suggestions to management
- Involving other appropriate personnel in the initiative
- Arranging for trials and tests to be conducted
- Producing drafts and prototypes
- Conducting actual trials and tests in accordance with briefs
- Monitoring and recording test and trial results
- Keeping the development team informed of progress, feedback and impacts of trials, tests and implementations
- Revising initial proposal and suggestions on the basis of practical workplace observation and feedback.

Record the activities of the development team may include:

- Keeping documentation to reflect the work undertaken by the team, including viable and non-viable proposals
- Maintaining time sheets
- Updating budgets
- Taking minutes of meetings
- Recording trials and tests.

Record the resources used may include:

- Physical resources
- Time
- Human resources, including hours spent on the project and involvement of third parties external to the dedicated development team
- Financial resources
- Describing the use to which resources were put.

Team outcomes are evaluated may include:

- Assessing the progress of the team towards achievement of identified goals
- Monitoring the outcomes of initiatives that have been trialled
- Monitoring the outcomes of initiatives that have been implemented
- Comparing outcomes produced by the development team against similar projects elsewhere
- Evaluating the contribution and effort made by individual team members
- Evaluating the support and resources that have been provided to the development team
- Identifying whether or not team development has created the need or opportunity for further and/or different development to occur
- Sharing evaluations with team members and management.

Debrief team members may include:

- Meeting with team members to discuss progress
- Holding sessions to identify reasons or causes
- Valuing and encouraging contributions
- Maintaining group cohesion
- Providing a supportive and secure environment.

Feedback received may be from:

- Review processes
- Trials and tests
- Options that have been investigated
- Management
- End-users
- Authorities and industry bodies
- Development team members.

Resolve problems and issues may include:

- Planning future action on the basis of experience and newly acquired information
- Determining and analysing options
- Proposing solutions
- Identifying additional or different resources needed
- Identifying factors restricting team progress
- Re-framing the development goal
- Adjusting the required outcomes.

Report on development team progress may include:

- Making a verbal and/or written report to management
- Presenting an update to relevant personnel
- Illustrating progress made and challenges encountered
- Highlighting possible future problems emerging as part of the development process
- Indicating necessary revisions required for timelines and resource allocations
- Justifying and explaining the rationale for decisions made and actions taken
- Identifying future projects that can be addressed using a development team
- Highlighting benefits produced as a result of applying a development team approach to the identified issue
- Suggesting future projects that may be able to be addressed using the development team approach.

Assessment Guide

The following skills and knowledge must be assessed as part of this unit:

- Enterprise policies and procedures in regard to research and development with special attention to policies and procedures related to the objective(s) identified for the development team
- Principles of establishing and maintaining a work team
- Ability to use research techniques and innovative practices
- Ability to use leadership, management, communication, analytical, negotiation, influencing, counselling, coaching, conflict resolution and evaluation skills
- Knowledge of host country legislated and other requirements that apply to the topic under development
- Knowledge of industry practice, where applicable, to the topic under development
- Ability to use networking and liaison skills with industry bodies, organisations and authorities.

Linkages To Other Units

- Access and retrieve computer-based data
- Develop and update local knowledge
- Maintain hospitality industry knowledge
- Manage and resolve conflict situations
- Maintain quality customer/guest service
- Develop new products and services
- Gather and present product information
- Maintain a paper-based filing and retrieval system
- Manage and implement small projects
- Plan and establish systems and procedures
- Plan, manage and conduct meetings
- Use common business tools and technology
- Develop and implement operational policies
- Manage financial performance within a budget
- Develop and supervise operational approaches
- Lead and manage people
- Manage legal requirements for business compliance
- Manage the effective use of human resources
- Monitor staff performance
- Provide professional support to business colleagues
- Recruit and select staff

- Roster staff
- Manage and control operational costs
- Manage workplace diversity
- Manage and maintain workplace relations
- Monitor workplace operations
- Design, prepare and present various types of reports.

Critical Aspects of Assessment

Evidence of the following is essential:

- Understanding of host enterprise policies and procedures in regard to research and development with special attention to policies and procedures related to the objective(s) identified for the development team
- Demonstrated ability to lead and manage the performance of a development team in a real or simulated industry context to develop viable response(s) to a nominated operational problem, including:
 - Full description of the issue at the centre of the need for development
 - Identification of the members of the development team, including rationale for their inclusion
 - Identification of all the resources necessary to support the team in its activities
 - Allocation of roles and responsibilities to team members
 - Identification of potential motivational strategies to encourage commitment
 - Identification of how team performance will be measured
 - Identification of the plans prepared to guide the development process
 - Activities involved in leading and managing the development of solutions to address the identified problem
 - Monitoring activities undertaken to oversee the activities of the development team

- Guidance and support needed to encourage and maintain team commitment to the project
- Reporting procedures that would be undertaken to share outcomes with management and relevant others.

Context of Assessment

This unit may be assessed on or off the job:

- Assessment should include practical demonstration either in the workplace or through a simulation activity, supported by a range of methods to assess underpinning knowledge
- Assessment must relate to the individual's work area or area of responsibility.

Resource Implications

Training and assessment to include access to a real or simulated workplace; and access to workplace standards, procedures, policies, guidelines, tools and equipment.

Assessment Methods

The following methods may be used to assess competency for this unit:

- Observation of practical candidate performance
- Analysis of the activities undertaken by the candidate in assembling, leading and managing the development team
- Analysis of a portfolio of documents produced as part of the management process, including plans, reports and minutes of meetings
- Case studies
- Project work
- Oral and written questions
- Third party reports completed by a supervisor.

Key Competencies in this Unit		
<i>Level 1 = competence to undertake tasks effectively</i>		
<i>Level 2 = competence to manage tasks</i>		
<i>Level 3 = competence to use concepts for evaluating</i>		
Key Competencies	Level	Examples
Collecting, organising and analysing information	3	Determine the actions to take with the team on the basis of information and feedback received
Communicating ideas and information	3	Share goals, objectives, outcomes and feedback with the team members
Planning and organising activities	3	Prepare plans regarding team roles and responsibilities, action plans, trialling and implementation activities
Working with others and in teams	3	Support the team in its endeavours
Using mathematical ideas and techniques	2	Determine budgetary and other resource requirements to enable effective team operation
Solving problems	2	Address team dynamic issues and internal conflict
Using technology	3	Use software to assist in planning, recording, information storage and dissemination