T-LEVELS | Institute for Apprenticeships & Technical Education

T Level Technical Qualification in Management and Administration (8715-32)

Team Leadership and Management (312)

Guide Standard Exemplification Materials

Distinction – Sample 2022

First teaching from September 2022
Version 1.0

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Contents

Introduction

The sample assessment materials within this document refers to the Team Leadership and Management sample occupational specialism assignment. The aim of these materials is to provide centres with examples of knowledge, skills and understanding that attest to distinction. In this document all exemplar evidence attests as examples of performance at the distinction grade boundary. It is important to note that in live assessments a candidate's performance is very likely to exhibit a spikey profile and standard of performance will vary across tasks. The distinction grade boundary will be based on a synoptic mark across all tasks.

Tasks

This section details the tasks that the candidate has been asked to carry out and all evidence required to be submitted for marking.

In this GSEM there is candidate evidence from all tasks in this assignment:

Task 1 – Research and financial analysis

Task 2 – Project Strategic Planning

Task 3 – Stakeholder Management

Task 4 – Leading and supporting the Team

Task 5 – Coaching and developing a team member

Task 6 – Managing a challenging conversation

Candidate evidence

This section includes exemplars of candidate work that illustrates performance at the distinction grade boundary. This will be exemplar evidence that was captured as part of the assessment and then externally marked by City & Guilds.

Commentary

This section includes detailed comments to demonstrate how the candidate evidence attests to the performance standard of **distinction** by directly correlating to the grade descriptors for this occupational area. Centres can compare the evidence against the performance indicators in the marking grid descriptors within the assessor packs, to provide guidance on the standard of knowledge, skills and understanding that need to be met for distinction.

It is important to note that the commentary section is not part of the evidence or assessment but are evaluative statements on how and why that piece of evidence meets a particular standard.

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Grade descriptors

To achieve a distinction, a candidate will typically be able to:

Demonstrate an exemplary performance that fully meets the requirement of the brief, demonstrating expertise in team leadership, effectively leading, managing and developing teams and individuals, building relationships with key stakeholders and customers and managing and implementing projects.

Competently and independently demonstrate high levels of skill when identifying the data and information needed to support team leadership activities. Interprets information effectively in order to make informed decisions that support tasks with a high level of effectiveness.

Demonstrate an exemplary use of project plans and data management tools in order to manage projects with a high degree of effectiveness, demonstrating extensive breadth and depth of knowledge and understanding of project management approaches.

Demonstrate relevant and comprehensive knowledge and understanding of leadership styles and when to adapt to individual needs and tasks. They will show understanding in the techniques and use of tools demonstrating a comprehensive awareness of coaching skills, including the importance of emotional intelligence.

Carry out tasks to an exemplary standard, producing an excellent quality of work that is accurate and technically correct whilst meeting organisational and industry standards.

Demonstrate exemplary understanding and skills when engaging and communicating with stakeholders in order to develop effective and lasting relationships that support the brief. Competently demonstrates the selection and use of communications and media that maximise the effectiveness and value of stakeholder relationships.

Consistently select appropriate clear and effective verbal and written communication, using methods tailored succinctly to individual needs and tasks.

Task 1

Research and Financial Analysis

For Task 1 candidates need to produce the following pieces of evidence:

1.1 SWOT Analysis
1.2 Written summary report
1.3 Forecasting budget
1.4 Written response that identifies the best option for the project and the business, including identification of the decision-making tool used

Candidate evidence

1.1 SWOT ANALYSIS FOR BestShoes Business

The following SWOT analysis shows the factors that need to be considered in relation to the **Best**Shoes business moving online. A SWOT analysis is a method used to identify and analyse internal strengths and weakness and external opportunities and threats to help build business strategies.

Strengths	Weaknesses
- Product quality - Strong business reputation - Focused customer service – customer satisfaction guarantee - Good customer contact- One stop shopping approach - Close relations with current suppliers - Knowledge of industry sector - Popular with target customers - Less fashion risks, discounts, and inventory costs	- Limited product mix - No market presence - Lack of brand - Lack of diversification - Small team with limited skills set - Staff members may not buy-in to new ways of working - Reduction in sales- Ability to attract new customers, potential loss of existing customer base - Slow to adapt up-to-date technology - No system for online sales - Lack of strategic planning - Limited supply chain some brands not available in store. - Very defined target customer - Brand awareness - Vulnerable to staff turnover - Unreliable cash flows
Opportunities	**Threats**
- Larger markets - Strategic partners with other firms - Company growth – diversify online - Growth rate of sporting shoe market - Expansion of supply chain - Upskilling and recruitment of new staff - Service quality improvement - Expansion of product range - Improve to reflect healthy lifestyle trend - Innovative options custom shoes/ vegan - Rise in green market - Acquire market share through branding	- High competition - Price competitive - Lack of IT knowledge and systems - Lack of marketing/brand - Lack of growth - Economic downturn - Lack of advertising/social media - Unexpected events e.g., Health pandemic

1.2 Summary Report

Overview:

This report is a summary of key findings in relation to **Best**Shoes business and will include internal and external considerations based on web-based research and use of SWOT analysis. It will summarise the key findings and make recommendations as to the feasibility and viability of options for change for the **Best**Shoes business, to move the business online and aid decision making.

Key Findings:

Summarising research from Mintel (April 2021 pg1) the overview indicates that Covid-19 has badly affected the footwear retail sector in the UK which is still better suited to in-store retailing showing the footwear market declined by 14%. Footfall declined across stores due to store closures. They quote "although stores did reopen, demand for formal footwear remained low as there were few occasions for dressier styles. Shoppers opted for slippers or shoes to go for walks or partake in outdoor sports". The biggest threat seen is the increase in online shopping, as well as a decline in consumer confidence. As a result of this, there is also an increase in online retailers and therefore an increase in competitors within the online shoe business market. There are opportunities in the sector as several brands and retailers have invested in digital innovation such as virtual fit technology where shoppers can see what the items look like when worn. Sports specialists gained market share with Trainers being the top purchased sportswear item.

When looking at the SWOT analysis the main steps necessary for the business to be successful include marketing strategy, supply chain network and partnerships. Financially, the business is viable but further capital investment is needed to achieve online projected sales figures of £100,000.

The key takeaways in terms of options for **Best**Shoes include:

- There will need to be quick responses to gain and process online orders, quality products with some types of customisations for customers, so increased customer knowledge and information is needed.

- New collaborations and partnerships – Access to technology and competence - increased digitalisation and technology to enable competitive costing.

- Collaborative relationships with customers are crucial, benefit from increased communication and information sharing.

- Numerous supply network required - Network structures, collaboration and relationship depend on products to remain competitive.

- Relationships – delivery performance and quality within collaborative structure is required.

- Technologies – they will need the most current and up to date technology to make the move online a success.

Conclusion:

Staying competitive is a top consideration for most businesses, therefore, **Best**Shoes needs to consider marketing, finance, and sales before deciding to move online. They currently have a dedicated small team so getting everyone in the business to work closely together removes barriers and will ensure that business objectives can be achieved.

Recommendations:

Although trading is currently hard in the sector due to the impacts of the pandemic, there are opportunities for growth online due to the reduction in high-street footfall. To take advantage of this opportunity, it will be necessary to partner and grow supply chain network and relationships in order to serve the increased online demand and make the most profits from this transition. A benefit of the move to an online business is that the costs and limitations of the physical environment i.e., the high-street store, are much decreased with an online-only environment. However, undertaking a cost analysis of the three options proposed by the Store Manager is required, including identifying potential risks for each one.

1.3 Forecasting Budget

The following tables present the potential costs associated with each of the three options for moving the business online. Option 1 Distributor, Option 2 Self-Managed Website, Option 3 Hosted Website.

Option 1	Distributor Year 1		
	10% <50,000	8% >50,000	Total £
Costs @ based on projected sales of £100,000	5000	4000	9000
Costs of Staff 1 P/t Sales Assistant	Eduardo or Sara 171.18pw 9.51 x 18hrs x 52wk	Eduardo or Sara 171.18pw 9.51 x 18hrs x 52wk	8901.36
Cost of Postage	Inc	Inc	Inc
Projected number of sales	**Sales/Avg. transaction cost 100000/40**	-	2500
Total Cost			**17901.36**

Option 2	Self-Managed Website Year 1			
	Webpage	Equipment	Postage per item	Total £
Costs @ set up	5000	5000		10000
Costs of Staff 1 F/t Shift Leader	Rosheen – 12.08ph x 37= 446.96 pw x 52wk			23241.92
Cost of Postage per item	-	-	6.00 x 2500	15000
Total Cost				**48241.92**

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Option 3	Hosted Website				
	Cost of Set up Webpage	Cost per month	Cost of Equipment	Cost of packing & posting per item	Total £
Costs @ set up	20000	2000 x 12	5000	-	49000
Cost of Staff 1 x P/T Sales Assistant	Eduardo or Sara 171.18pw 9.51 x 18hrs x 52wk	-	-	-	8901.36
Cost of packing & posting Postage	-	-	-	6.00 x 2500 projected sales items	15000
Total Cost					72901.36

Staffing cost – To meet increased demand, additional work flexibility is required, because of changes to working practice, process, and shift patterns.

Set up cost – Cost must be identified and tracked within specified timescales.

The main benefit of putting cost controls in place is to help lower business expenses and gain increased profits through operational efficiency.

To monitor costs effectively, it is necessary to understand the different types of costs for example:

- Fixed costs (FC) are those that don't vary with change or output and are usually restricted to timeframes (hosted website page cost).

- Variable costs (VC) are those that change proportionately to the level of output (Wages).

The main set up costs identified with option one includes Distributor costs which are based on agreed percentage of sales revenue and will reduce once sales hit over £50K targets.

How the budget will be controlled and monitored

Budget control involves setting scheduled review periods, managing the budget to be aware of performance against planned and forecasted expenditure and being aware of potential risks or issues that threaten an over-spend or significant under-spend. A quarterly budget report looks at how current levels of expenditure have created the revenue to-date and how future spend will bring in the remaining figure. The project budget is a tool used by the Store Manager and will be used to detail estimates of all costs likely to be incurred before the project is completed. A summary of costs has been provided for each option, with Option 1 appearing to provide the best option financially for the organisation.

Governance & Compliance

Financial governance - Reflects the way organisations collect, monitor, and control all financial data. Organisations should operate in compliance with financial rules, procedures and regulations which vary according to the type of organisation and their activities. The main issues that governance and compliance aim to avoid and mitigate include criminal activity such as fraud, theft, and tax evasion.

Key aims for **Best**Shoes could include:

- Reporting monthly to the Store Manager – breakdown for payroll, VAT.
- Weekly reports to monitor cash – exposure reports where we can plan if there are any resources to buy over a certain amount that need prior management sign off.
- Daily sales reports – To see if we are on track to hit the targets.
- Paying correct level of wage – depending on job description and agreed salary

Supplier governance - Service agreements with suppliers will help to manage supplier performance and working together can identify key trends within the industry and marketplace. Having preferred suppliers will help build relationships when there is high demand and delivery quality control is needed.

1.4 Written response that identifies the best option for the project and the business

There are several techniques that can help with decision making, these include brainstorming, cost/benefit analysis, decision trees and influence diagrams. To decide between the three differing options for **Best**Shoes, I have chosen to use a simple decision matrix tool based on Pugh's (1981) grid analysis. This is a visual representation which allows several factors to be analysed and considered.

The key criteria are based on feasibility of cost and impact on quality of service. Ratings of 0 (poor) to 5 (very good) are used to indicate the importance and risk of each option proposed by the Store Manager. The highest total ranking will be chosen and prioritised.

Factors	Low Set up Cost	Staff Cost	Technology Cost	Payment options	Impact on Quality	Risk L/M/H	Total
Distributor	5	3	3	0	5	**M**	**16**
Self-Managed Website	4	1	1	0	3	**H**	**9**
Hosted Website	1	3	3	3	4	**M**	**12**

Fig 1 – Decision Matrix showing weighted assessment of each option and how this satisfies each factor.

Based on the assessment above the decision is to choose **Option 1** – Distributor several factors have been considered for this including:

Set-up Cost (based on projected sales) – Option 1 costs are considerably less than other two options. Set up costs of £9000 could be covered by a bank loan which would boost cash flow. Currently bank business rates vary from 4.3% to 12.1% per year depending on amount borrowed and available terms.

Staff Costs – Option 1 & 3 are the same, **Best**Shoes anticipates we will always have staffing costs and with development have the option to upskill existing staff. Option 2 was not considered because the business does not have the full expertise and time to set up and host a self-managed website. Option 1 is a well know distributor with a clear distribution chain and whilst we will require new systems, we can negotiate support from the distributor if we use their system.

Technology – Option 2 got the lowest ranking due to the lack of available expertise and time needed. Option 3 although costly, has the expertise and technology. Option 1 will utilise the Distributor systems and their expertise within immediate timescales.

Payment options – Option 3 was considered the strongest because although initial set up costs are higher; the rest of the cost is staggered allowing control over a monthly basis with a flexible budget and cash flow.

Impact on Quality – Option 1 was felt to be the strongest in terms of distributor reputation and brand, reviews show that they maintain excellent service standards. Options 2 and 3 would require us to do posting and packing which is time intensive and we would have to rely on couriers, we have no current supply chain in this area.

Risk factors for Option 1 and 3 were deemed to be the same, it was felt that the Distributor and Hosted Website already have the expertise and systems in place to support the delivery of service required, therefore medium risk was assigned. Option 2 is considered high risk as **Best**Shoes does not have current capacity or expertise to ensure quality and consistency.

Email: FAO the Store Manager   **High Importance!**
cc: Store Owner
Title: Business Change Project

Morning Greta,

Following my recent analysis for the project, Option 1, Distributor is the best choice to enable **Best**Shoes business to move forward in a sustained way over the short, medium, and longer term. If the business continues in its current format, it will continue to decline.

BestShoes is a well-established family business with a good reputation, whilst this chosen option is a move from traditional in-store business, it is anticipated that the distributor resources, skills, and capabilities will support the move online.

To achieve a sales income target of £100,000 in the first year, a capital investment of £9000 is required. It is appreciated that cash flow will be key and therefore there is a need to take out a small business loan to support set up budget. **Best**Shoes already has a dedicated team of staff and with additional development this team will be capable of taking on the extra roles and responsibilities required.

This new venture will require additional marketing via the current website but collaboration with partners in the supply chain is also key to assist with that. There are opportunities in the sector as several brands and retailers have invested in digital innovation such as virtual fit technology where shoppers can see what the items look like when worn, this greatly reduces returns and the need for refunds. Sports specialists have gained market share with Trainers being the top purchased sportswear item. It is proposed that **Bes**tShoes considers these market trends and looks to partner with further suppliers to extend the product range, including those wider opportunities identified around lifestyle such as Vegan shoes.

This move forward will prove to be positive for **Best**Shoes with mitigated risk in terms of costs, quality and resources this is a feasible option.

Sophia Punia
Team Leader Trainee

BestShoes
Family-run shoe specialist
Visit us at our website **here!**

References/ Resource List

Source	Relevance
Footwear Market Size, Share & Growth Research Report 2021 **https://www.alliedmarketresearch.com/footwear-market**	Market Research – Retail Footwear
Ben-Daya, M., Hassini E. and Bahroun, Z., Internet of things and supply chain management: a literature review, International Journal of Production Research, 2017.	Understanding supply chain structure and management
Mendelow, A. L. (1983) Setting corporate goals and measuring organisational effectiveness – A practical approach, Long Range Planning, Vol 16, Issue 1, pp70-76, Elsevier Ltd.	Stakeholder Mapping
Maitland, I. (2000) Budgeting for Non-Financial Managers: How to Master and Maintain Effective Budgets, Pearson Education	Financial Costs/Budgets
ACAS - Changing an employment contract. online access 05/01/2X @https://www.acas.org.uk/changing-an-employment-contract	Employment Contracts
Performing a SWOT Analysis. CMI online access 15/07/2X @https://www.managers.org.uk/wp-content/uploads/2020/03/Performing-SWOT-analysis.pdf	SWOT analysis
Open University - General advice on writing a report online access 12/06/2X @ **https://www.open.edu/openlearncreate/pluginfile.php/183122/mod_resource/content/1/Report%20writingGRSQ61.pdf**	Report Writing

Commentary

The candidate has developed a SWOT analysis that has evidenced an excellent range of factors that need to be considered and is well articulated in relation to the context of moving the business online. The points flagged are very detailed and are broadly considered that reflect both the specific nature of BestShoes, (e.g. a weakness being a small team with limited skills set), and the wider external market (e.g. opportunities for selling innovative products online).

The candidate has developed a written summary report which provides an excellent review of data and research findings, with key points identified that build on those outlined in the SWOT analysis. The candidate has developed their findings to reflect those which are the main take-aways for BestShoes and has used these points in order to make justified recommendations for moving the business online. Justifications are outlined in detail and consider in detail the feasibility and viability in line with the context of moving the shoe business online in order to rationalise approach.

The evidence shows that the candidate has undertaken a comprehensive analysis of costs associated with the different competing options for moving the business online with developed justifications that consider associated staffing and set-up costs. There is an effective attempt to show how financial controls will be put in place for the project and once the project goes live, with consideration of both budgetary controls, as well as financial governance.

The candidate demonstrates an exemplary approach in using a decision-making tool to effectively support justifications for why the identified option provides the best return on investment and value for money, with developed linkages to the project brief and context of the organisation. The written response provides fully developed justifications which are effectively used to present a strong rationale for chosen option and gain buy-in.

The candidate has demonstrated a considered approach to selecting a decision-making tool to support their identification of the best recommendation. A decision-making matrix based on key criteria of feasibility of cost and impact on quality of service provide an informed basis for supporting Option 1. The candidate has provided a developed supporting rationale that justifies why the option provides the best return on investment and value for money. This is validly justified to provide support for the option and gain buy-in.

Task 2

Project Strategic Planning

For Task 2 candidates need to produce the following pieces of evidence:

2.1 Strategic project plan
2.2 GANTT chart
2.3 Risks and Issues log
2.4 Presentation slides

Candidate evidence

2.1   Strategic Project Plan

Aim – To get the company up and running online within 12 months and within budget.

SMART Objectives

- To have all systems in place to go live by month 12 including purchase on new computer hardware.
- 2 members of staff to be fully trained on the system ready to go live in month 11
- Stockroom to be remodelled and refurbished within a budget of £25,000 by month 9
- Social media advertising to go live by month 11 at an outlay cost of £4500

Basic Plan

1. *Month 1*: To research, cost and contract with a distributor.

2. *Month 3*: To Identify the resources needed and purchase all essential items within budget.

3. *Month 8*: Undertake necessary changes to shop storage area to meet new requirements.

4. *Month 9*: Installation of new computer system and begin staff training.

5. *Month 10*: New stock purchased and in storeroom labelled. Packaging machine in place.

6. *Month 11*: 2 members of staff fully trained on system so there is back-up. System, all tried and tested including dummy purchases and returns. Social media advertising live.

Strategic Plan

All systems in place to go live by month 11 including purchase of new computer hardware.			
Task	**Timescale**	**Resources**	**Cost**
Research and contract with distributor companies	Month ½	Manager's time Travel expenses	£1,600 £400
Purchase computers, software packages and 3 days of specialist training	Month 4	Computer hardware and software training	£3000 £250 per day
2 members of staff to be fully trained on the system ready to go live in month 12.			
Task	**Timescale**	**Resources**	**Cost**
Recruit new part time member of staff	Month 7 interviews Start month 8	Advertising Managers time to interview Staff salary + oncosts	£250 £150 £12,000
Identify current staff member to deputise	Month 7	Part of staff appraisal process	
Arrange for specialist training	3 days month 8	Specialist trainers	Paid for in contract
Organise 'dummy runs' of system prior to going live.	Month 10/11	Support of specialist trainers on software and trouble shooting	£600
Stockroom to be remodelled and refurbished within a budget of £25,000 by month 10.			
Task	**Timescale**	**Resources**	**Cost**
Request tenders for remodelling and agree contract with builders	Month 1	Designer Building company	£1,000 £10,000
Building work on stockroom	Month 3-6	Building company	See above
Customisation of stockroom	Month 6-8	Shelving Flooring Lighting	£3000 £1200 £3000
Purchase and install equipment needed for stockroom	Month 8/9	Packing machine Branded packaging Boxes	£2000 £200 per month £1200
New stock in place in line with new business model	Month 10	Shoes etc	Already accounted for in store budget, not part of the project.

Social media advertising to go live by month 11 at an outlay cost of £4500			
Task	**Timescale**	**Resources**	**Cost**
Work with distributor to identify best methods of advertising	Month 6	Part of distributor service	
Appoint marketing company	Month 6	Staff time Cost of contract	£2500
Update branding and logo	Month 8	Marketing company to design logo and branding	£500
Decide on design and content of on-line sales	Month 9	Work with distributor to see what they require and marketing company to design generic content. templates	£1400
Advertise new online service. Go live with promotion on social media Get local press involved in launch	Month 11/12	Team Leader Trainee Marketing company Involve owner and manager in press release	£4500

Costing the project as planned is just under £47,000. This leaves £3,000 to deal with any contingencies.

2.2 Gantt Chart

Task	Responsible Person	Time in weeks																								
		Month 1				Month 2				Month 3					Month 4				Month 5				Month 6				
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Staff meetings	TLT	▓				▓				▓					▓				▓				▓				
Management monitoring meetings. Progress and budget reporting. To be attended by relevant parties at each stage.	SM TLT + Builder, Distributors, Marketing company as appropriate				▓				▓					▓				▓				▓					
Research and contract with distributor companies	TLT SM	▓	▓	▓	▓	▓	▓	▓																			
Request tenders for remodelling and agree contract with builders	SM TLT	▓	▓	▓	▓	▓																					
Building work on stockroom	TLT Contractors									▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓	▓					
Purchase computers, software and training	TLT														▓	▓	▓										
Work with distributor to identify best methods of advertising	TLT Distributor																						▓	▓	▓	▓	▓
Appoint marketing company	SM TLT																										
Customisation of stockroom	TLT SM Builders																						▓	▓	▓	▓	▓

Task	Responsible	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12

	Person	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
Staff meetings	**TLT**	▨				▨				▨					▨				▨				▨				
Management monitoring meetings. Progress and budget reporting. To be attended by relevant parties at each stage.	**SM TLT + Builder, Distributors, Marketing company as appropriate**				▨				▨					▨				▨				▨					▨
Customisation of stockroom	**TLT SM Builders**	▨	▨	▨	▨	▨	▨	▨	▨																		
Purchase and install equipment for stockroom	**SM TLT Engineers**					▨	▨	▨	▨	▨	▨	▨	▨														
Recruit new P/T member of staff	**SM TLT**	▨	▨	▨	▨	▨	▨	▨																			
Identify current staff member to deputise	**SM TLT STL**	▨	▨	▨	▨																						
Arrange for specialist training	**TLT Software company**					▨	▨	▨	▨																		
Update branding and logo	**TLT Marketing Company**					▨	▨	▨	▨																		
Decide on design and content of online sales	**TLT Marketing Company Distributor**									▨	▨	▨	▨	▨													
New stock in place in line with business model	**TLT Sales staff**														▨	▨	▨	▨									
Organise 'dummy runs' of system prior to going live.	**TLT NSM P/TSA**														▨	▨	▨	▨	▨	▨	▨	▨					

| Task	Responsibility
Go live with promotion on social media	**Distributor Marketing company TLT**
Advertise new online service. Get local press involved in launch	**TLT Marketing company SO**
Online system to go live	**Distributor Marketing company Best shoe team**
Plan review and evaluation of project	**SM TLT NSM**
Celebrate with the staff	**BestShoes team**

Key

SO = Store Owner

SM = Store Manager

TLT = Team Leader Trainee

STL = Shift Team Leader

NSM = New staff member

P/TSA = Part-time Sales Assistant

2.3 Risk and Issues Log

Risk/Issue	Risk Rating	Potential Mitigation	Responsibility
Building work not completed in time to amend the stockroom ready for servicing online orders	Red	Build in an extra week to the project delivery plan as a contingency. This will be an effective mitigation because it will allow a buffer if any part of the strategic project plan falls behind schedule and will mean that overall, the business will still be able to successfully transition online to planned schedule as the building work will be completed with enough time to stock products and distribute them to new online customers. Clear communication with building contractors will also mitigate against the risk of the building work not being completed in time as it means they will understand expectations of the building work and when it all needs to be completed. This will be an effective mitigation because it will ensure a positive working relationship between BestShoes and the building contractors.	Builders TLT
Staff sickness and absence in the team	Amber	Ensure that all staff members are trained up on new systems and ways of working so that work can be picked up if allocated staff members to tasks or roles are off and unable to work both through the transition and when the business becomes accustomed to the new way of working servicing online orders. Using this mitigation as contingency planning will mean that the business is secured in the long-term.	TLT SM
Failure of IT systems	Red	Install back-up IT system or way of working so that if the IT system fails to work the business will still be able to service online orders. This means that there will be no loss of business sales or potential profits at a time when the business is growing and developing.	Software supplier TLT
Stock availability	Amber	Have a minimum of 3 different shoe suppliers in order to ensure that there is always a wide variety of products available to ensure orders can be serviced. If only one shoe supplier was used, this may result in lack of availability of some products which would have a direct long-term impact on the customer base of BestShoes. This would have multiple impacts including loss of established customers leading to loss of profits hindering overall business growth.	SM

Exceeding set budget for the project	Red	Holding monthly review meetings including all relevant stakeholders to ensure that budget is kept on track and adjustments can be made as necessary overall keeping costs down where necessary. This will mitigate against the risk of the project not being a success or even meaning that the business is not able to transition online meaning BestShoes is unable to meet its sales target of £100,000.	SM TLT STL
Staff not understanding new system	Green	Include thorough staff training for all of the team via both meetings and job shadowing opportunities for less experienced staff. This will mitigate against the risk of an inefficient business that is not running smoothly, including slow processes, delays on orders resulting in loss of customers, sales and profits. It will also mitigate against the risk of loss of staff members leaving the business as they do not feel supported in their job roles both during the transition of the business online and as online orders become the normal way of working for the business.	SM TLT All sales staff in BestShoes

2.4 Presentation Slides
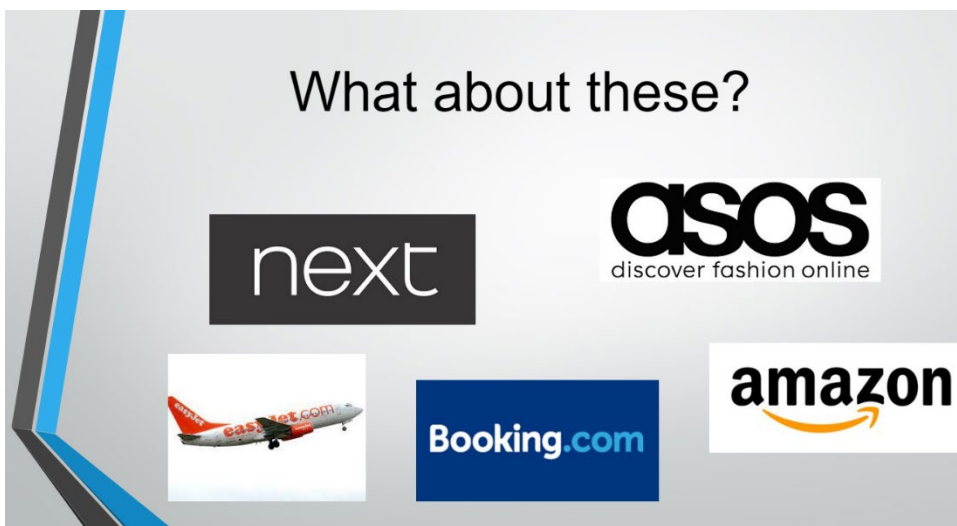
We are all needed to make this move online a success.

Our aim - To get the company up and running online within 12 months

Our SMART objectives are:

- To have all new systems in place by month 11 including purchase of new computer hardware.

- 2 staff to be fully trained on the system ready to go live in month 12.

- Stockroom to be remodelled and refurbished to meet our business needs of servicing online orders.

- Social media advertising to be updated and increased to let everyone know about our new initiative.

Any questions?

Outline Strategic Plan

1. To research, cost and contract a distributor.

2. To identify the resources needed and purchase all essential items within budget.

3. Undertake necessary changes to shop storage area to meet new requirements of servicing online orders.

4. Installation of new computer system and begin staff training.

5. New stock purchased and in storeroom labelled. Packaging machine in place.

6. System is tried and tested, including dummy purchases and returns.

7. Two members of staff fully trained on the system so there is back-up.

8. Social media advertising to go live.

Timescales and Monitoring

Gantt Chart

Task Name	Q1 2019			Q2 2019		Q3 2019
	Jan 19	Feb 19	Mar 19	Apr 19	Jun 19	Jul 19
Planning	▬▬					
Research		▬▬				
Design			▬▬			
Implementation				▬▬		
Follow up						▬

Planning and Timescales

This is a 12-month project that can be split into different phases:

- Research – what we need and where we can get it from
- Building work to meet new requirements i.e., larger stockroom
- Installation of new equipment packing machines and computers
- Staff training
- Advertising and social media campaign

Legally binding contracts will be agreed with all suppliers to cover each stage of the contract. These will include a penalty clause for over-running where appropriate.

Each stage will be monitored against the plan and action taken to address any delays to set timescales in the project plan.

Formal Monitoring

Formal monthly monitoring will ensure timely progress and will consist of:

1. Management monitoring meetings, to include:

- Progress against timescale and contract
- Budget reporting
- Risk and issues identified and addressed
- Attendance by relevant parties at each stage

2. Staff meetings, to include:

- Meetings to update on progress of the project and to gain your feedback
- Early identification of any potential issues, delays to project milestones or needed changes to the project plan will be essential to stay on track and ensure successful implementation of each stage of the strategic project plan

Informal Monitoring

- Trainee Team Leader will liaise with the distributor on a regular basis
- Building work will be monitored visually and by discussion with contractors between meetings
- A presentation will be requested of proposed computer system and staff feedback requested
- Social media to be checked regularly for promotion of new initiative

How will we all be involved?

- Monitoring by monthly team meetings where you will be updated on progress and can input your own ideas or comment on issues.
- Management meetings where your feedback will be reviewed and combined with financial and business measurements to make sure we stay on track.
- Training for everyone according to their new role in the online side of the business.
- Ongoing support from the management team to work with you as the new system is rolled out ensuring that you are fully supported in this business change.

Risks and Mitigation Plan

Risk/Issues	Red Amber, Green	Mitigation	Responsibility
Building work not completed in time	Red	Build in extra week to the plan	Builder TLT
Staff sickness/absence	Amber	Train up second member of staff and TLT on systems	TLT, SM
Failure of IT system	Red	Install back up system	Software supplier TLT
Stock availability	Amber	Have a minimum of 3 different shoe suppliers	SM
Exceeding budget	Red	Monthly review meetings to keep on track and adjust as necessary	SM, TLT, STL
Staff not understanding new system	Green	Include staff training for all of the team in meetings and through job shadow of fully trained staff meetings	SM, TLT all sales staff

Summary

- This will be an exciting move for our business, with the potential for growth of our sales and customer base

- With this project, we are securing the future of BestShoes

- There are risks and issues that may arise, but BestShoes management team have considered how we can mitigate against these

- As our BestShoes store team, you are valuable in making this a success and we want to prioritise supporting you through this project so we can all make this transition smoothly together.

  Any questions?

Commentary

The strategic project plan developed shows an informed and logical format in how it has been approached and structured. The evidence provides depth within each of the considerations framed through the structure of the plan including tasks, resources and timescales. SMART objectives identified have been used to effectively support project planning with clear and fully developed linkages to the brief.

The GANTT chart has been thoughtfully considered and details an effective approach to planning the individual activities. The evidence fully considers the most appropriate order of project activities against realistic timescales that are fully linked to the project brief. In addition, consideration has been given to activities that will occur throughout the project, as well as those occurring at set times.

The candidate demonstrates that they are able to produce a comprehensive risks and issues log, which details potential risks and issues for the project of moving the business online. The risks and issues log highlights clear linkages to the project brief in consideration of project budget and staff profiles. Each risk has an identified rating, responsible party and detailed potential mitigations are explored with strong justifications as to how they will prove effective. There is an effective development of risks and how they differentiate between short-term risks attached to the project, and longer-term risks associated with the overall success of the business using an online model.

The presentation slides have been produced in a format that seeks to effectively engage the audience with key details and develop their support in relation to the proposal to move the business online. The slides are developed with excellent detail on how internal stakeholders will be engaged with, highlighting clear and fully developed linkages to the project brief. For example, outlining the range of formal and informal monitoring techniques, and detail on how the team will be individually involved. There is comprehensive detail on the strategic project plan and formal and informal monitoring of project progress.

Task 3

Stakeholder Management

For Task 3 candidates need to produce the following pieces of evidence:

3.1 Stakeholder map
3.2 Stakeholder engagement plan
3.3 Time-management plan

Candidate evidence

3.1 Stakeholder Map for BestShoes

With the intended change to working practice and procedures for **Best**Shoes, the first step is to identify key stakeholders. I have decided to use Mendelow's model, which is an approach used to analyse stakeholders and their expectations including level of interest and level of influence.

Stakeholder Analysis

Low Power, Low Interest - Minimal Effort - Changes to internal business processes have minimal impact on them therefore there should be no expectation other than compliance with legislation.

High Power, High Interest – The store manager of the business has high levels of power to influence the direction of the project but expectations for the owner are to achieve the targets set out, avoid liability, and increase sales. If we follow company compliance guidelines and do not break any rules and regulations, they are satisfied as the owner wants to see return on their investment. Customers are also key here as they have a stake in product, service quality and value. The BestShoes team need to be happy with new processes and systems, equipment and have requested additional training.

Certain decisions made will affect and be of interest to many stakeholder groups, so it is important to consult and keep them informed e.g., Distributors, Customers. Others such as local communities will take an interest economically and environmentally.

3.2 Stakeholder Engagement Plan

To support and build engagement with stakeholders from initiation, planning, implementation and closing stages of the project a stakeholder engagement plan has been produced:

Stakeholder	RAG Risk	Area of influence/interest	Stakeholder manager	Engagement approach	Engagement tool	Frequency
Local Community		Environmental/ Economic	1. Store Manager 2. Team Leader	Inform & Consult	Web pages, Facebook, information updates, targeted alerts	Occasional
Owner		DATA, detail	1. Store Manager	Inform & Consult	Analysis & Reporting	Frequent
Store Manager		Sponsor – demanding (time/budget)	1. Store Manager	Inform, Consult & Collaborate	File sharing, task assignment, team diaries, team management	Very Frequent
Customers		Collaboration, Marketing	1. Store Manager 2. Team Leader	Inform & Consult	Tweets, Facebook, website, surveys	Frequent
Upper Tier Suppliers		Collaboration/ Technology/ information	1. Store Manager 2. Team Leader	Inform & Consult	Formal consultations, discussion forums, reports	Very Frequent
Team		System users	2. Team Leader	Inform, Consult & Collaborate	File sharing, team diaries, WhatsApp	Very Frequent
Trade Association		Trend Data Information	1. Store Manager	Inform	Public web page, Tweets, Facebook	Occasional
Distributor		Data Collaboration Technology	1. Store Manager 2. Team Leader	Inform, Consult & Collaborate	Formal consultations, discussion forums, reports	Very Frequent

Communication approach and tools used will vary depending on level of influence and interest and frequency of communication for each stakeholder group. The stakeholder engagement plan lists the method of communication that will be used for each stakeholder group. Each communication tool has been selected based on the stakeholder's level of influence as well as interest, as this impacts what the stakeholder needs to know and how often. For example, the team as a stakeholder needs to be kept engaged with along every step of the project, whereas an external stakeholder such as a trade association does not need this level of detail or frequency of communication. The type of communication also varies between stakeholder groups and the purpose of the communication for example, customers will be engaged with

through more advertising channels so they know what changes the business has made and where they can purchase our products. The plan also looks at participating in updates to engage stakeholders in important decisions, task assignment and team brainstorming activities, and budget reporting to manage risks, quick customer polls, targeted alerts and project blogs, web pages, and Facebook.

To ensure the project is fully implemented, activities will be monitored monthly through spreadsheets, email, and shared documents. Any stakeholder interaction grievances would be dealt with by the Store Manager who can take appropriate action in line with business policy. Stakeholder communication is RAG rated according to issues and frequency. This communication plan will provide structure, clarity, and timelines. To deal with all stakeholders involved, this will be done in terms of impacts. Those that require frequent daily interaction, and those that require occasional interaction which are still important but less frequent and includes those stakeholders that may be restricted to a phase of the project.

3.3 Time-Management Plan

To manage time effectively during the phases of the project, it is important to consider how I can personally improve efficiency and productivity. This will help me to better manage stress, allowing time for things I enjoy doing and I will also achieve goals and objectives in a shorter time. If I don't do this, I run the risk of being unable to plan workflows, waste time, have less control over workload and the quality of my work may suffer due to completing things at the last minute.

My Plan

It is important when managing the project that I lead by example and prioritise, so to do that I plan to:

1. Use SMART methodology to set goals that are achievable and measurable.
2. Prioritise tasks based on their importance and urgency using Eisenhower's Grid.
3. Set time limits to complete a task which will help focus and help to recognise problems before they arise so I can have a plan for dealing with them. This will include delegating tasks in advance so that others can fit the tasks into their working day. Allowing short breaks between tasks will help me to stay refreshed and motivated.
4. Use technology to organise including longer term. This includes the use of an Outlook calendar to plan for meetings or updates.
5. Use a Gantt chart for tracking and monitoring milestones on the project,
6. Use collaboration tools such as Teams Meetings or Zoom.
7. Remove non-essential tasks to free up time for important tasks.
8. Make a to-do list to help with planning my personal tasks/activities.

I have provided examples below of the approaches that I will use to support my project and personal time management.

Project: **Time Management Tools and Techniques**

EISENHOWER GRID

Urgent/Important	Important
- Deadline for checking new employment contract - Planning meeting with SM/Owner to discuss product - Meeting with top tier supplier - Meeting with Distributor - Launch for new product	- Prep for planning meeting with SM - Prep for supplier meeting/gather facts & data - Phone calls with lower tier supplier - Progress update with team - Staff training - New System updates - Research competitors
Not urgent	Not important
- End of quarter stock check - Carry out research on products	- Clearing Junk mail - Reading trade association updates

Gantt Chart

Task	Responsible Person	Time in weeks																									
		Month 1				Month 2				Month 3					Month 4				Month 5				Month 6				
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26
Staff meetings	TLT	X				X				X									X				X				
Management monitoring meetings. Progress and budget reporting. To be attended by relevant parties at each stage.	SM TLT + Builder, Distributors, Marketing company as appropriate				X				X					X				X				X					
Research and contract with distributor companies	TLT SM	X	X	X	X	X	X	X	X																		
Request tenders for remodelling and agree contract with builders	SM TLT	X	X	X	X	X	X	X	X																		
Building work on stockroom	TLT Contractors									X	X	X	X	X	X	X	X	X	X	X	X	X					
Purchase computers, software and training	TLT														X	X	X	X									
Work with distributor to	TLT																						X	X	X	X	X

Personal: **Time Management Tools and Techniques**

I have assessed how I plan organise and prioritise my time to cover the project activities and have a copy of my outlook calendar which shows the techniques I use to plan, set tasks and activities and reminder in my computer diary.   I have also included a simple TO DO list held on my computer which shows any actions needed, these are also numbered to aid prioritising.

OUTLOOK CALENDAR

To-Do List

Action	Urgent/Important
Send meeting agenda to staff	1
Staff Meeting	1
Prepare report on progress for Manager	1
Management Monitoring Meeting – progress update	1
Research and contact Distributor companies	2
Request tenders for remodelling	2
Speak to stockroom contractors regarding rebuilding	3
Look at options to lease or purchase computers and other software	3

Commentary

The candidate has shown an exemplary response to how stakeholder engagement is developed as part of the project to move the business online. There is demonstration within the stakeholder map of the range of stakeholders who will be engaged with and effect of different stakeholder relationships and their influence and interest in the context of the project brief.

The candidate uses their map to effectively develop a stakeholder engagement plan. The plan competently demonstrates how different stakeholders will be engaged with using a range of effective methods – as well as considering the priority level of engagement. The plan provides a detailed rationale of how engagement will be prioritised, based on the level of interest and impact from different stakeholders.

The candidate demonstrates a considered approach to determining a time management plan. A range of project (Eisenhower Grid, Gantt chart) and personal approaches (Outlook calendar, to-do list) have been specifically selected to best reflect their plans. The tools are used optimally together to ensure that the candidate can control their time, prioritise their activities, and in doing so, effectively manage the project to move the business online.

Task 4

Leading and supporting the Team

For Task 4 candidates need to produce the following pieces of evidence:

4.1 Team Meeting agenda
4.2 Email to team
4.3.1 Recording of Team Meeting*
4.3.2 Meeting minutes with clear actions
4.4 Reflection on leadership style to use with the team on the project

(* this evidence is presented here in the form of a **Practical Observation record** that reflects the assessor's evidence of what was seen within the team meeting for this task).

Candidate evidence

4.1 Team Meeting Agenda

Team Meeting – 20 June, 2pm

AGENDA

1. Welcome and introductions	Store Manager
2. Purpose of the meeting	Team Leader Trainee
3. Reasons for the change	Team Leader Trainee
4. Plan for change	Team Leader Trainee
5. Roles and responsibilities in the change	Store Manager to lead discussion
6. Exercise in pairs to identify and concerns/issues	All staff
7. Feedback from the exercise	Store Manager/Team Leader Trainee
8. Next steps	Team Leader Trainee
9. Any other business	Store Manager
10. Date and time of next meeting	Team Leader Trainee

4.2 Email to the Team

Email Attachments: Meeting Agenda

Hello all,

I am pleased to invite you to the first of a series of meetings to discuss the new project we are introducing to take the business online. I know you will have heard about this and now is your opportunity to learn more and ask any questions you might have. I have attached the agenda for the meeting for your consideration highlighting what we will cover during the meeting, so you have time to prepare.

It is an exciting development for BestShoes and one that will move the company forward and secure our jobs.

The management team want everyone to be involved and input their ideas. If there is anything you feel needs to be added to the agenda, then please do let me know in advance. Alternatively, we can discuss any other points that may not come up under the any other business section.

I look forward to seeing you all and hearing your valuable contributions.

Many thanks,

Sophia Punia

Team Leader Trainee

BestShoes

Family-run shoe specialist

Visit us at our website **here!**

4.3.1 Practical Observation Record

Task
Chair the team meeting to discuss the move online with the team, ensuring that concise meeting minutes with clear actions are captured. The meeting minutes will be shared with the Store Manager and Store Owner for monitoring progress of the project and team morale.

The following notes were made through observation of the chairing the meeting task.

Sophia demonstrated that she was able to present the information regarding the move of the business online clearly and coherently, covering all parts of the agenda and at each stage providing the opportunity for questions and clarifications as necessary. Communication was effective at highlighting the reasons and benefits for change.

Throughout the team meeting, Sophia spoke clearly and succinctly and used effective questioning and listening techniques to ensure that the information she was relaying was understood by the team, elaborating on key points where needed and effectively answering questions raised. Communication was targeted effectively to the team as the audience, the purpose of providing information on the project to move the business online and the type of meeting being held. Sophia demonstrated she was able to adapt tone and format of her communication to support effective relay of information and for engagement of the team during the meeting.

Overall, the team meeting was chaired by Sophia in a strong and confident manner, demonstrating a high degree of effectiveness in her delivery of key messages to the team on the project by adaptation of communication method, tone, and format of delivery.

4.3.2 Meeting Minutes

Meeting Title: BestShoes Team Meeting

Meeting Date and Time: 20 June, 2pm

Venue: Online

Present: Sophia Punia (Team Leader Trainee), Greta Melo (Store Manager), Rosheen Dalton (Shift Team Leader), Eduardo Aue (Sales Assistant), Sara Jeames (Sales Assistant)

Apologies: Alexia Easton (Saturday Sales Assistant)

Minute	Action	Who	By When	Signed off
A participant asked about timelines for the project of moving the business online.	Share the project plan with the team.	Sophia Punia	25 June	*Date when actions signed off at next meeting or could be carried forward*
A participant asked about risks with moving the project online, what these may be, and how we will deal with them as well as how we determined what these risks may be for the project. I identified the need to develop a risk register or risk log to maintain and update throughout the process of moving the business online.	Develop and share a risk register or risk log with attendees of meeting/members of the project team for review and to gain their feedback on identified risks, mitigations and any other considerations.	Sophia Punia	27 June	
A participant asked about why the detailed process for moving the business online is the best option and way forward for BestShoes.	Share details of the steps in the project plan with detail on why this is the best way of moving the business online, including what considerations have been made to ensure success of this project.	Sophia Punia	1 July	
As this is the first project meeting, it is important that the team are kept updated of progress as the business prepares to move online. It will be important to have further meetings as each stage of the project progresses.	Set-up future meetings and decide on the most appropriate timescale to hold these, e.g., weekly, monthly. Invite all of the team to discuss project progress. Send out actions and updates to members of the team who cannot attend on meeting dates.	Sophia Punia	25 June	
Date and time of next project meeting	Send out meeting invite and schedule further meetings after deciding on occurrence e.g., weekly, monthly.	Sophia Punia	25 June	

4.4 Reflection

As this was the first meeting, I was a little nervous. I knew that some of the staff were not happy with changes and so I had to be very positive.

Having looked at some leadership style theories I found Kurt Lewin's straightforward and easy to understand. Although he first put it forward in the 1930's, it still has relevance today. He talked about 3 styles:

Authoritarian – An authoritarian leader takes decisions independently and does not consult. They do not take team members' feelings into consideration and there's little interaction between the leader and the team members. Given that I am a new team leader and that I needed to get all of the staff to work with me, I did not feel this style suitable

Democratic or participative – This type of leader is open to advice and suggestions from colleagues. They will listen and because of this, team members will become engaged and motivated because they feel part of the process.

Laissez-faire – This is a delegative leader that will give some direction but leave their team to 'get on with it'. This style is good for an experienced and competent team but as BestShoes is going through a significant change it may not be very suitable.

On reflection, I decided that I would use a democratic style to run the meeting. I encouraged everyone to contribute and 'get it out of their system'. There is no point in saying nothing in the meeting and then moaning outside, and although it might have been uncomfortable, I wanted to hear their honest views.

I considered that this meant I was working in a way that supported good consultation with the team, before moving to a more decision-driven process. This seemed to work well at this early stage and highlights democracy in action.

I will support the team through the change by regular and open communication and continue to use a democratic style to get their feedback. I will need to consider my use of emotional intelligence to do this, and how my leadership style can be adapted. In this first meeting the team were new to me, and so I hadn't fully had chance to understand how they each best like to work or communicate, so gaining more insight into each of them will benefit me to determine the style I use for future meetings.

As a new team leader, I recognise the importance of Emotional Intelligence. If I can understand myself and what makes me tick, then I can use this in my interactions with others. Goleman describes four factors he feels make up Emotional Intelligence:

- Self-awareness
- Social awareness
- Self-management
- Relationship management

In my role as project manager, I feel relationship management is important, but all four factors are linked. I am aware that I need to improve my confidence in my new role as many of the staff have much more knowledge than I do of the shoe trade. No matter how nervous I may feel, I have done my best not to let this show and have always endeavoured to appear

optimistic and positive. This has an impact on the whole team as, if I believe in what we are doing then they are more motivated to follow along and get involved.

I know that some members of the team will be more positive about the change and move of the business online so I will ensure that these team members are involved in the team meeting by asking them to collaborate and share their positive ideas with other team members. For team members that are not as positive of the change and the move of the business online, I will support them to understand the benefits of the project and ensure they understand how their job role will change to get them on board.

I did find during the meeting that even whilst I was keen to use a democratic style and allow everyone to voice an opinion, that sometimes I tended to move quite quickly between agenda items. I need to adapt my natural, activist style in future meetings to listen to all of the team, slow down and give everyone the time they need to consider the ideas I put forward and to contribute. I was also fairly nervous during the meeting, and I feel this may have put some people off from talking. It is important for me to consider how body language affects communication and my leadership. It is not just about the words I use but how I say them and how I show confidence through my non-verbal communication as well.

I am aware that as the project progresses, I will get to understand my team more and the requirements of the project more. This may mean that I have to alter my style to be more autocratic at times in order to get things done, for example, if the builders start to fall behind then I will need to be more assertive to ensure they catch up. I can also offer on-going support in terms of staff training and coaching to build up the knowledge and confidence in the team to take on board the new skills needed in on-line work.

There may be times when it would be appropriate to use a consultative style of leadership and encourage their suggestions and input. I recognise that there may be times when this is not possible e.g. If the team wants to spend more on stock or marketing that we have in the budget then I will have to say no and try to sell my decision but, in the end, I will have to tell them how we need to proceed. I will develop my understanding of my own emotional intelligence, and this will help me to build my relationship with the team members.

My intention is to continue to reflect on my leadership style throughout the project and make sure I am open and adaptable, to see where I need to change my style in order to get the best out of the team and to complete the project on time.

Commentary

The candidate demonstrates that they can produce a set of meeting materials which are clearly developed to encourage participation from the team in transitioning to online sales. The evidence shows a developed understanding of how teams are best led, managed and developed through change, with clear linkages to the project brief.

During the chairing a meeting task, the candidate demonstrates that they are able to effectively communicate details on the project of moving the business online, considering tone and format of communication to allow for optimal engagement with the team. For instance, demonstrated through use of effective questioning and listening techniques. The meeting minutes effectively capture in detail points discussed during the meeting, with full consideration given to follow-up actions for each minute, as well as an appropriate timescale.

The reflection element of the task demonstrates excellent and developed links between own performance during the team meeting and the impact on others, including detail on how this will impact the success of the project. There are clear and fully developed links to the project brief. There is an informed and effective level of justification for the role that emotional intelligence plays in the management of others. There is an excellent attempt at considering their role as a leader in the longer-term running of the project, building on their current abilities with insight into how they can develop further in the role.

Task 5

Coaching and developing a team member

For Task 5 candidates need to produce the following pieces of evidence:

5.1 Coaching plan

5.2 Recording of coaching session*

5.3 SMART objectives and Personal development plan for Eduardo

(* this evidence is presented here in the form of a **Practical Observation record** that reflects the assessor's evidence of what was seen within the coaching session for this task).

Candidate evidence

5.1   Coaching Plan

Coach Name and Email -	
Coachee Name and Email - Eduardo Aue - **Eduardo@bestshoes.bus**	
Date, time, location, length of coaching session -	**No of session =** 1/6

Aim of the session - *For example:*

Agree outcomes of the coaching programme

Begin to create a personal development programme to achieve the aims

Agree SMART Objectives and actions prior to next meeting

Models and techniques for session - *For example:*

Model

The GROW model will be used to coach Eduardo. This model has been chosen as it is designed to assist the coachee in brainstorming ways to achieve goals through new approaches designed to remove barriers. This is appropriate for Eduardo because the change in the business from primarily being in-store to online will mean that he will have to transition to dealing with customers in a different way, something which he is not feeling confident about doing. Therefore, GROW will be used to help Eduardo through the transition and assist him in providing the best customer experience he can and supporting him to feel confident in his role.

Techniques

-*Open questions, reflection, active listening, developing rapport with coachee, constructive feedback*

Coaching Behaviours

Positive communication, optimistic, putting coachee at ease, maintaining confidentiality, supportive, providing guidance

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This section will be an introduction to the coaching session, exploring the goals of the session, and will support Eduardo by asking questions that help him to consider the session and think about the desired outcomes.

GOAL - The desired outcome.

What do you want to achieve?

When do you want to achieve this?

How challenging is this for you?

How will you know when you have got there?

What are the intermediate goals you need to meet?

How important is this to you?

Summary of goals - *Coach summaries discussion and gains agreement on what needs to be developed specifically*

This section will encourage Eduardo to consider where he currently is in his progress towards meeting his goals.

REALITY – What is the current situation? (How important is it?)

In terms of your goal where are you now?

On a scale of 1:10, how do you feel about the current situation?

Reflecting on your current situation, what is good about it?

Reflecting on your current situation, what is bad about it?

What have you done about it so far?

What is holding you back?

On a scale of 1-10 how realistic is that?

What is the reality of the situation?

REALITY – review *(Coach to summarise in terms of actions and goals outlined by coachee)*

This section will support Eduardo in generating ideas for ways to meet his goals and what he may need support with to do this.

OPTIONS – What paths are open to achieve my goals.

What do you want to do?

What could you learn that will help you?

Where could you find help with this?

What other options do you have?

Who else do you know who could help you with this?

What are the advantages and disadvantages of your ideas?

OPTIONS – review (*Coach to look further into options with coachee*)

This section will support Eduardo to make achievable actions with timeframes in order to progress towards meeting his goals.

WILL/WAY FORWARD – How committed are you to these actions?

What are you actually going to do?

What will you do first and by when?

What will you do next and by when?

What support do you need and from whom?

Who else needs to know?

How are you going to move forward?

WILL – review (*Coach to identify the actions needed and agree the way forward and next actions with the coachee*)

Next session – (*Coach to add date, time and location of next meeting*)

Coach signature:
Date:

5.2 Practical Observation Record

Task

Run an initial coaching session with Eduardo, using the coaching model and technique detailed in the coaching plan.

During the coaching session candidates are required to:

Agree SMART objectives with Eduardo in order for him to feel confident in his job role after the change moving the business online.
Develop a personal development plan with Eduardo, including the SMART objectives agreed in the coaching session and timescales.

The following notes were made through observation of the coaching session.

Sophia was able to demonstrate her understanding and knowledge of the GROW coaching model and how it can be used to support the aims of the coaching session, running the coaching session addressing me as Eduardo.

At the start of the session, Sophia began with an opening statement on what is involved with the coaching process, and the GROW model specifically.

Sophia's questions were open, relevant and well structured around the GROW model which was effectively applied to support Eduardo in feeling more confident in his job role after the business moves online. Sophia demonstrated active listening skills by effectively engaging with my responses to the questions.

Throughout, Sophia spoke clearly and succinctly at all times, ensuring that her tone of communication was appropriate when addressing me as Eduardo in the coaching setting and in the context of him feeling unconfident in his changing job role. It was evident that Sophia had considered the most effective communication to be used in the coaching session and when applying the selected coaching model, checking for understanding or clarification of Eduardo where needed.

SMART objectives were developed as a result of the discussions during the coaching session, and Sophia assigned these appropriate timescales and demonstrated she was able to produce as personal development plan that aligned with the objectives discussed.

Overall, the coaching session was strongly and confidently run, and it was evident that Sophia had considered how best to utilise the coaching model she had selected to support Eduardo during the coaching session and in agreeing appropriate SMART objectives in a personal development plan.

5.3   SMART Objectives and Personal Development Plan

EDUARDO AUE – PERSONAL DEVELOPMENT PLAN

SMART Objective	Target date for completion of SMART objective	Details on how the SMART objective will be achieved	Resources needed to achieve SMART objective	Details on Progress	Measures of success
By December 2021, I will have improved my IT skills and be able to deal with 100% of orders and returns using the company IT system.	Dec 2021	Improve IT skills/systems knowledge. This can be done by: In-house training/coaching from managers will improve my confidence. Self-study and practice of my new IT skills will ensure I am fully able to deal with customer orders and returns on the system. Training from specialist software manufacturers to ensure I understand the system.	Management support Time away from shop floor.	**To be filled in during future coaching sessions and as I work towards my SMART objective completion.**	To be able to use the company system to process all orders and returns. 90% of orders right first time 50% reduction in number of returned shoes
	Dec 2021 + 1	College course Level 1 IT will be a good foundation for refining my IT skills.	Laptop/PC Course fees Time		Achievement of course certification
By September 2021, I will fully understand company procedures and to be able to close off 90% of customer queries and complaints with no further actions.	September 2021	Understanding of company customer service and complaints procedure will ensure I am able to close off customer queries and complaints in line with business policy and procedure. In-house training from managers will support me and allow me to clarify understanding of company procedures in dealing with complaints and queries, and the best way of doing this so no follow-up actions are created. Job shadowing Trainee Manager will give me insight into the job day-to-day and the protocols to follow. Studying in-house manuals will allow me to brush up on my knowledge and check policy and procedure. Role-play with colleagues will allow me to practice and build confidence.	Management and colleague's support Manuals - paper and digital Short secondment to customer service company to broaden knowledge and experience.	**To be filled in during future coaching sessions and as I work towards my SMART objective completion.**	90% of calls closed off 70% reduction in company complaints Customer feedback 80% positive Customer satisfaction surveys 80% positive

Commentary

The candidate has produced a coaching plan that follows a well-considered structure, that aims to maximise the effectiveness of the coaching activity. There is a strong level of justification provided for the use of the GROW model as a technique which would be an effective method for supporting through transition and developing confidence. The response shows a developed understanding of the coaching model used and how it supports and strengthens the development of the aims of the coaching session. The plan has been broken into clear sections to outline to the coachee how the coaching will be used, with guidance provided in each section that demonstrates the candidate's understanding of why each is needed for an effective coaching activity. The candidate has developed a list of informed and considered questions that effectively support Eduardo through the change in his job role. Informed justifications are provided that rationalise the use of the questions in response to the task.

The candidate demonstrates that they are able to run an effective coaching session, applying their chosen coaching model to support the individual feel more confident in their job role and through the coaching session with optimal effectiveness. The candidate supported the coaching session through focusing on relevant information only, and through developing and responding to questions in a focused and engaging way.

The personal development plan shows excellent consideration for how SMART objectives can support Eduardo to success and consideration is given to achievable timescales. The plan has been developed in a logical and transparent format, with sections identifying the 'what, how and when' of what is expected to be achieved.

Task 6

Managing a challenging conversation

For Task 6 candidates need to produce the following pieces of evidence:

6.1 Written summary of response to negative behaviour

6.2 Action Plan that includes the leadership style to be used, how anti-discriminatory practice and equal opportunities will be demonstrated and the SMART objectives that will be used to support Sara

Candidate evidence

6.1 Written Summary

There is a need to address the negative behaviour Sara Jeames demonstrated in the team meeting. There are a number of reasons that I must do this in my role as a Team Leader Trainee and these include:

- Understanding the impact that her behaviour may have had on other team members. There is always a very delicate balance in how team members operate together, and negative behaviour from one member of the team may be adversely affecting how others feel at work, or how they are working.

- Sara's behaviour is not in line with the expectations that our organisation has of our team members. Without addressing this, her behaviour may get worse, which has wider implications for the team, how we operate and the overall success of the business – particularly at a time when we need the whole team to come together to successfully move the business online.

- Sara is demonstrating that she is potentially unhappy in the role and with decisions that are being made that impact her. I have a duty in my role to ensure that she is supported to be successful in performing in her role. If her behaviour doesn't change, we may have to go down a further disciplinary route, which is not conducive to our relationship, the organisation or to Sara herself. Taking action to address her behaviour will support all parties.

Team Leader Trainee Response to Sara Jeames

I have drafted a response to Sara that accounts for the key discussion points that I would like to cover off with her. These are outlined below, with a consideration of how I would approach each point.

"I have a number of concerns that I want to discuss with you, these include:

- Your very negative attitude towards the plan to move to an online business model and the attitude presented came across as being very angry towards everyone.

- Your aggressive approach to the management team, blaming them directly for the poor footfall. When they tried to explain the reasons for the changes and how this would impact everyone going forward, you would not listen. This sort of behaviour is unacceptable and didn't set a good example for other colleagues who were trying to understand the reasons for change. As a result, this meant that the reasons for the changes or the new objectives to the team could not be discussed.

- Eduardo and Alexia had several questions they wanted to ask about their new objectives, but you dismissed these and in doing so stopped individual views being expressed, this was unfair as everyone is equal and has the right to be heard. As an organisation we aim to promote equality and will not tolerate this type of bullying behaviour.

It is important that everyone understands the reasons why the business is making this choice to move online which is so that **Best**Shoes remain competitive in the sector and grow sales to help secure the future.

Going forward, I would like you to attend a one-to-one review meeting with me on Friday 30th July 2021 at 10.00am.   To prepare for this, I want you consider the reasons why you feel so strongly about the business change. So, please draw up a list of all the positives and negative reasons how and why you feel this will impact on you personally and in your role, so that we can fully discuss them and the range of new opportunities that present. It will be useful for us to put together an action plan to support your personal performance and help build up respect with your team members to ensure you can all contribute openly and meet the new business objectives."

6.2 Action Plan

Based on an understanding of the potential impacts of Sara's behaviour, and a need to develop a response to this, there are a number of actions that I will need to take as the Team Leader trainee:

- Check to see how this behaviour made the staff feel at the meeting and gather the facts, I will record the incident and check to see if this has happened before in or out of work? Are they feeling unfairly treated? What would they like to happen? This could be an apology, having a quiet word or a formal complaint. I may need to talk to them about the options and explain if it needs to be handled differently but we will agree the approach together
- To avoid any problems escalating or a formal grievance being raised, I will ensure that the staff have opportunity to raise their concerns either face to face or in email to me or the store manager. I will need to remain open minded and carry out a fair investigation so that I follow anti-discriminatory practices and adhere to equal opportunities for all staff.
- We have a duty of care including legal obligations to take practical measures to offer support for both physical and mental wellbeing of staff. I will work to show I am being fair and not discriminating against any individual.
- Following the investigation, if this can't be dealt with informally the bullying will be dealt with officially. We have a policy that covers discrimination, bullying and harassment so I will need to check if it needs updating or amending.
- Speak to Sara Jeames regarding her poor behaviour and the reasons for this performance and agree an action improvement plan.

Leadership style needed to manage performance

Leadership models state that a leader needs to be able to adapt their leadership style depending on the individual, task, or team situation. In this situation a coaching leadership approach will be used because it will help support, focus, and address those behaviours that Sara Jeames needs to improve or change.

Performance conversations can sometimes be difficult, so the Situation Behaviour-Impact Model feedback model will be used, this is easy to remember, provides a concise structure and is objective which helps give a balanced approach. Using this leadership style and feedback approach will help to find out the reasons for this unacceptable behaviour and will be used to improve behaviours and performance going forward.

Situation	Outline the situation referred to, so that the context is clear and specific
Behaviour	Discuss the precise behaviour that needs to be addressed
Impact	Highlight the impact of the person' behaviours on you, the team and the organisation.

The Situation Behaviour-Impact feedback model is used to help frame and address the aggressive behaviour displayed in the recent team meeting. It is important to give feedback as quickly as possible because delaying it may result in Sara Jeames not taking ownership of her negative behaviour. If applied properly then it will encourage her to reflect and improve her behaviour. I will structure my feedback around the three areas outlined in the model and

will use a performance action plan to help structure the objectives and actions Sara needs to do to meet both her personal and the teams' objectives.

I have drafted an Action Plan which will be used to focus and monitor key behaviours to improve performance and build respect within the team which is set out in agreed SMART objectives to be taken. It is important that these objectives are SMART as this will ensure that Sara is able to successfully achieve them in the target date agreed, as well as ensuring she understands what resources she needs to achieve each one and what her success will actually look like. The action plan and SMART objectives will be monitored by the Store Manager; should there be no improvement, further disciplinary action will be required.

Action Plan

Name: Sara Jeames   Position: Sales Assistant   Date: 30ᵗʰ July 2021   Team Leader Trainee: Sophia Punia

Store Manager: Greta Melo

BEHAVIOURS TO IMPROVE *List the skills, behaviours, duties, or actions that need to be improved. Be specific.*	SMART Objective What steps or actions need to be taken to ensure improvement?	DEVELOPMENT OPPORTUNITITES/RESOURCES *What training, resources or support are needed to improve?*	DATE TO BE COMPLETED	Leadership Style Adapted & Impact	SUCCESS MEASURES *What does improvement look like?*
Meeting Protocols – Listening/feedback skills	Work with team leader to understand appropriate meeting etiquette Produce Meeting Protocol guidelines for use by all team members	Active Listening and feedback skills. Undertake training. On- line module - Effective Communication.	25ᵗʰ August 2021	Autocratic – This action is non-negotiable, so a direct telling style is needed.	Allowing others to voice concerns in the team meetings. Less interruption, more constructive comments/views put forward.
Teamwork/collaboration with others	Set-up meetings with colleagues to plan for working after the business moves online	Coaching from Team Leader. Time with team to agree shared objectives and ways of working/responsibilities after the business moves online.	30ᵗʰ July 2021	Coaching Collaborative	Action plan produced to monitor and achieve team goals as agreed with the team leader and other team members.
Training on Equality & Diversity	Attend training on Equality Act – focus on bullying and harassment	Training Course – 12 weeks Online, Team activities and exercises to be monitored and feedback gained.	30ᵗʰ Oct 2021	Autocratic – This action is non-negotiable, so a direct telling style is needed. It is a key focus of concern.	Inclusive approach and respect shown to others in the team.

Next Review Date: 25ᵗʰ August 2021   Employee Signature: Sara Jeames   Team Leader Trainee Signature: Sophia Punia

Should there be no change to your behaviour within agreed timescale then further disciplinary action may be taken.

Commentary

The written summary links the behaviour shown with why this behaviour is not acceptable for the organisation. There are informed considerations provided that outline why the behaviour is a concern (e.g. potential that Sara is unhappy in her role). The candidate recognises their own responsibility to support a change to her behaviour, considering both the organisation and Sara's own wellbeing. The candidate has justified why Sara's behaviour is not conducive to a work environment. There are clear links to the project brief in the response.

The action plan produced shows consideration of the use of SMART to optimal effectiveness in supporting Sara and dealing with the negative behaviour. The response shows a developed understanding of how equal opportunities and anti-discriminatory practice should be embedded into management behaviours. There is an excellent level of consideration for using the Situation Behaviour-Impact feedback model as the most effective leadership style to be used with fully developed justifications for the benefits of its use. Throughout, an excellent level of consideration is given to how information is cascaded to Sara, and how this is translated into objectives to resolve the situation.