MODULE TITLE: **Monitoring Implementation of Work plan/Activities**

NOMINAL DURATION: **30 hrs**

**LO 1. Monitor and improve work place operations**

**Overview of Leadership and management**

[**Leadership**](http://www.1000ventures.com/business_guide/crosscuttings/leadership_vs_mgmt.html)

**Leadership** is the process of directing the behavior of others toward the accomplishment of some common objectives.

I.e. Leadership is [influencing people](http://www.1000ventures.com/business_guide/crosscuttings/influencing_people.html) to get things done to a standard and quality above their norm.

As an element in social interaction, [leadership is a complex activity](http://1000advices.com/intro/leadership_12roles_brief.html) involving:

* a process of influence
* actors who are both leaders and followers
* a range of possible outcomes – the achievement of goals, the commitment of individuals to reach goals, the enhancement of group cohesion and the reinforcement of change of [**organizational culture**](http://1000advices.com/intro/culture_corporate_brief.html).

**Management**

**Management** is the organization and [coordination](http://www.businessdictionary.com/definition/coordination.html) of the [activities](http://www.businessdictionary.com/definition/activity.html) of a [business](http://www.businessdictionary.com/definition/business.html) in order [achieve](http://www.businessdictionary.com/definition/achieve.html) defined [objectives](http://www.businessdictionary.com/definition/objective.html).

Management is often included as a factor of [production](http://www.businessdictionary.com/definition/production.html) along with [machines](http://www.businessdictionary.com/definition/machine.html), [materials](http://www.businessdictionary.com/definition/material.html), and [money](http://www.businessdictionary.com/definition/money.html).

**Roles and responsibilities of Leaders**

A team will definitely perform the best if it is guided by a good leader. Leadership is considered as one of the most essential aspects of the corporate process.   
Few of such roles and responsibilities are providing:

* Motivation to the employee
* Resolving conflicts and employment discrimination, and similar others.

The general explanation of leadership roles and management functions practiced in the corporate environment include:

**Leadership Development**  
Leadership development is a crucial function that a top-level executive has to follow. This includes setting up leadership down in the hierarchy line of the company. The top-level executive has to strategically plan and set line managers for different processes.

**Planning and Implementation**  
Planning and implementation should also be carried out by leaders of the company or a process.

**Employee and Process Assessment**  
Employee management is one of the typical corporate leadership roles and responsibilities of a line manager.

Example: - a project manager is responsible for how his members perform.

* + a director may be responsible for managing the departments, and making sure they are working fine.

**Employee Motivation**  
It is a fact that a leader without employee motivation skills is not a leader at all. A leader should obligatory motivate employees to overcome their weak points. A leader should encourage employee by all means possible such as

* appreciation mails
* financial incentives
* Employee recognition awards, and similar other methods.

**Decision making**

Any leader, certainly needs to have the decision-making skills. However, decision making should be supported by strategic planning and thinking. A leader can always consult with his peers before taking a suitable decision.

**Conflict Resolution**

The leader's conflict resolution skills show their significance. The leader should consider resolving the conflict with

* a professional attitude
* impartial thinking
* Total understanding of the situation.

**Problem solving**  
The leader has to think professionally, obtain complete understanding of the problem, sort out and compare probable solutions, and finally reach one.

**Academic**

A leader must be a good communicator, a good listener, and most importantly a good guide.

The above lists are the most essential leadership roles and responsibilities required for managing a company and employees .

## Ways in which leader effectiveness is evaluated

Leaders are constantly been evaluated by organizational members, superiors, and the public.

The four fundamental approaches used to evaluate leaders:

* **Success of the Group**
* **Member Satisfaction and Positive Affect**
* **Influence**
* **Normative Process -** Most people hold a set of expectations as to how a leader should behave.  Their evaluations of the leader's effectiveness are measured in terms of how well the leader meets this set of role expectations.

**Supporting operations**

**Quality Assurance**

**Quality assurance** refers to the processes and procedures that systematically monitor different aspects of a service, process or facility to detect, correct and ensure that quality standards are being met.

**Examples: Quality assurance** helped us to eliminate defective products and increase customer satisfaction.

In developing products and services, quality assurance is any systematic process of checking to see whether a product or service being developed is meeting specified requirements.

**Principles of quality assurance**

In the workplace, the ability to be a team player is valued and is critical to job performance.

### Use 5S to Increase Performance in the Workplace

5S is the name of a workplace organization methodology that uses a list of five [Japanese](http://en.wikipedia.org/wiki/Japanese_language) words which are:

* **Seiri** (Sorting) - identifying.
* **seiton** (Straightening or setting in order / stabilize) - storing the items used
* **seiso** (Sweeping or shining or cleanliness / systematic cleaning)
* **Seiketsu** (Standardizing) - maintaining the area and items.
* **Shitsuke** (Sustaining the discipline or self-discipline).

They all start with the letter "S". The list describes how to organize a workspace for efficiency and effectiveness.

**5S** provides the foundation for improving performance through continuous improvement.

It focuses on:

* Increasing quality by removing waste from the workplace.
* Provide reduction in operating costs by reducing non-value added activities.
* Improving delivery by simplifying processes and removing obstacles
* Improving safety through improved housekeeping and identification of hazards
* Provide an environment where continuous improvement is embraced through workers problem solving and suggestions, thereby improving morale.

Work is best if the implementation of the program is based on the 5S Performance Improvement Formula:

P=Q+C+D+S+M

Where;

* **P** - Increase productivity.
* **Q** - Improve product quality.
* **C** - Reduce manufacturing costs.
* **D** - Ensure on-time delivery.
* **S** - Provide a safety working environment

**M** - Increase worker morale.

Principles of quality control refer to the various concepts that make up an organization's quality assurance program.

Principles for quality management system can also be extended to quality assurance practices.

**LO2. Plan and organize work flow**

**Assessing current work load**

In computing, the term workload is the amount of processing that the computer has been given to do at a given time.

It is [Amount](http://www.businessdictionary.com/definition/amount.html) of [work](http://www.businessdictionary.com/definition/work.html) or number of [work units](http://www.businessdictionary.com/definition/work-unit.html) assigned to a particular [resource](http://www.businessdictionary.com/definition/resource.html) over a given [period](http://www.businessdictionary.com/definition/period.html).

**Customer service quality**

Quality customer service is very important to any business. You may have a very good product, but if the customers are not treated well, they will not come back. If they are satisfied, they will become your regular customers.

 Good customer service helps you form a better relationship with your clients.

**Assessing work flow**

**Workflow** is a term used to describe the tasks, procedural steps, organizations or people involved, required input and output information, and tools needed for each step in a business process.

* Work flow is the sequence of connected steps that make up a work process.
* Determining an efficient work flow can add significant value to an organization’s activities.

**Principles of work planning and time management**

**Work planning means:**

* Organize the activities into common groups
* Identify people and other resources needed to get the work done
* Document all the activities you need to do
* [Collaborate](http://leadchangegroup.com/tag/collaborate/) with the right people to get the right things done

**Time management**

**Time management** is the act or process of planning and exercising conscious control over the amount of time spent on specific activities, especially to increase effectiveness, efficiency or productivity.

**The basic principles of time management planning include:**

* Have a clear vision
* Do one thing at a time
* Evaluate your current use of time
* Create a written plan for your daily and weekly activities
* Prioritize your activities

**Assisting colleagues**

Colleagues are co-worker within the same occupational level (equal level of position and responsibility).

Example: Two high school teachers at the same school with in the same occupation levels are **colleagues**.

Co-workers are all of those people you work with. Some are on the same level, some higher, some lower (all people work at the same place) though as **co-workers.**

**Work load prioritization**

Workload is [Amount](http://www.businessdictionary.com/definition/amount.html) of [work](http://www.businessdictionary.com/definition/work.html) or number of [work units](http://www.businessdictionary.com/definition/work-unit.html) [assigned](http://www.businessdictionary.com/definition/assign.html) to a particular [resource](http://www.businessdictionary.com/definition/resource.html) over a given [period](http://www.businessdictionary.com/definition/period.html).  
In computing, the workload is the amount of processing that the computer has been given to do at a given time.

The time between a user request and a response to the request from the system (how much work is accomplished over a period of time) is called **workload**.

**Maintain work place Records**

**Regular performance reports**

Regular performance measurements can improve productivity, boost morale and provide the all-important "face time" with managers that employees want and need for job satisfaction.

Choosing the right performance report method can boost the return on investment of people, time and money.

**LO4. Solve problems and make decisions**

**Identify workplace problems**

How to Resolve Workplace Conflicts

1.     **Identify the problem -** Be very specific in identifying the core of the problem

2.     **Determine the size and scope of the problem.**

* How serious is the problem?
* How often does the problem occur?

3.     **Determine the severity of the problem.**

* -How serious is the problem to the work environment?

4.     **Identify the easiest way to resolve the problem.**

* What specifically, and most simply, would resolve the conflict?
* What's the *easiest* solution?

5.    **Arrange to meet with your employer/supervisor.**

* Schedule an appointment to meet with your supervisor.  In most situations, discussing a problem with your supervisor can usually resolve most conflicts.
* To communicate concerns to an employer/supervisor effectively:
* Know the workplace laws
* Research company policies, employee contracts, and employee handbooks

8.     **Document the problem.**

* Set up a file and keep records of all relevant documents and correspondence.
* Records should include factual written summaries of:
* incidents noting date, time, location, and persons involved
* memos and letters;
* relevant work documents;
* meeting notes;
* performance evaluations;
* any other relevant paperwork to document your  workplace problem

**Initiating short term actions to resolve problems**

Effective delegation is essential for problem solving, as, once you have developed a strategy, you will need a number of people to implement it.

Effective delegation involves focusing on results and having clear, precise objectives. It may also involve preparation and planning, gaining the approval of others, or simply informing people.