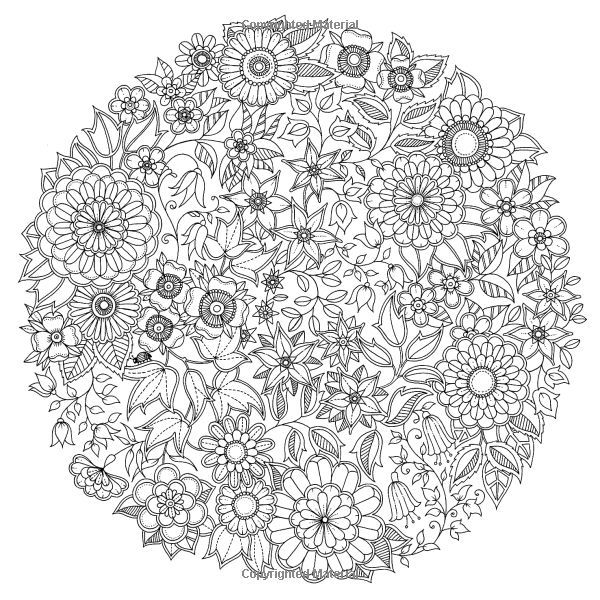
Semester Two Revision



Written Response Structure

Common directive words

* Identify –state something. Ensure it is self-explanatory
* Describe – tell about something, eg characteristics
* Explain –give reasons why
* Discuss –tell both sides –pros & cons
* Evaluate –make a judgement & back it up

The **W** structure

* Who
* What
* Where
* When
* Why
* What happened (outcome)

Additional points

* Include examples – particularly in questions over 4 marks
* Include a brief definition in higher mark questions
* Use words that reflect the directive word
* Address **all** parts of the question
* Allocate your time carefully to reflect the marks allocated

Activities

# Personal Development

Aim is to provide people with a way to improve their self-awareness and identity, assess their skills/qualities, reflect on their life aims/goals and work toward realising their potential.

Define personal development

Provide examples of personal development skills and for each outline strategies or activities to achieve it

|  |  |
| --- | --- |
| Goal setting |  |
| Time management |  |
| Brain training |  |
|  |  |
|  |  |

**Professional Development**

Aim is to improve a person’s ability to do their job. The process of professional development involve improving skills, knowledge and understanding of the work environment.

Define professional development

Provide examples of professional development activities, outline what is involved in each and the positive and negatives associated.

|  |  |  |
| --- | --- | --- |
| **Activity & what it involves** | **Positives** | **Negatives** |
| Further education |  |  |
| Involvement in professional organisations |  |  |
| New workplace challenges eg. mentoring |  |  |
|  |  |  |
|  |  |  |

**Mentors & Coaches**

A mentor is a more experienced individual who helps and guides another individual’s development. They pass on knowledge, experience and create opportunities eg. sharing networks.

Coaches are support individuals in setting goals and working towards achieving them. It is a practical and goal focussed process.

Identify the benefits of mentoring to

|  |  |
| --- | --- |
| Mentee |  |
| Mentor |  |
| Organisation |  |

**Benefits of Learning**

Add to this list

* Keeps people interested, provides challenges
* Increases confidence & self esteem
* Increases adaptability leading to being less risk averse
* Increases self-understanding
* Creates a growth mind set
* Better position to make positive life choices

**Upskilling and Retraining**

Upskilling is the process of learning new skills that will assist you in your job.

Explain why upskilling is important. (8 marks)

Provide three examples of upskilling. (3 marks)

Retraining is learning new skills in order to change jobs, industry, work tasks or location.

Identify circumstances that would require an individual to retrain. (4 marks)

Outline considerations an individual should take into account when thinking about retraining. (6 marks)

Explain the importance of life-long learning (8 marks)

**Self-understanding**

Self-understanding is having an awareness and ability to understand one’s own actions. It is also referred to as self-concept. It is dynamic as it changes depending on our experiences of success and failure. Therefore it is a learnt behaviour, shaped by interactions with others and experiences during our lifetime.

Describe how an individual can develop self-understanding. (4 marks)

**Personal Attributes/Qualities**

These are the different traits that make up an individual’s personality. They define who a person is.

Colour your 5 strongest personal attributes in one colour and 3 that you would like to improve on.

|  |  |  |  |
| --- | --- | --- | --- |
| Loyalty | Commitment | Honesty & integrity | Adaptability |
| Enthusiasm | Reliability | Personal presentation | Commonsense |
| Positive self-esteem | Sense of humour | Positive work/life balance | Ability to deal with pressure |
| Motivated | Empathy | Leadership | Problem solver |

Describe how each of your 5 strongest attributes will assist you in your chosen career.

**Self-marketing**

The ability to introduce and promote yourself. This is an important skill in establishing a professional network. It will help broaden your exposure to the hidden job market and contribute to planned happenstance of your career development.

Write a ‘pitch’ about yourself.

Discuss the interrelationship between self-understanding, personal attributes and self-marketing. (10 marks)

**Predicted Global Employment Trends**

Decrease in Job Security

Economy powered by technology, information, knowledge resulting in move away from traditional highly regulated labour markets. Globalisation has caused increase in intensity and range of competition requiring adaptable production systems and responsive labour markets. Outsourcing and competitive pricing through growing international competition has lead to decline in significance of permanent employment (no longer a job for life). Rather there has been an expansion in flexible forms of employment. Employees who a business can hire on a moment’s notice to fill in a moment’s need.

Examine the influence of international competition on decreasing job security in developed nations. (10 marks)

Increase in Working Virtually

Individuals work from home, ‘on the road’ or otherwise outside of traditional centralised offices.

**Benefits**

Beneficial for the environment – less people travelling decreasing emissions.

Increases productivity as less time spent commuting

Increased flexibility & comfort (eg no dress code, work non-traditional hours)

Add another three benefits

**Negatives**

Office goes everywhere due to smart phones – impacts/erodes on work life balance

Office never closes

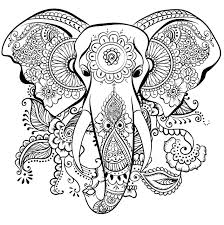
Add another three negatives

**Challenges**

Challenges for managers due to separation of workers

Communication – all workers need access to information, loss of face to face interaction & discussion

Coping with different time zones

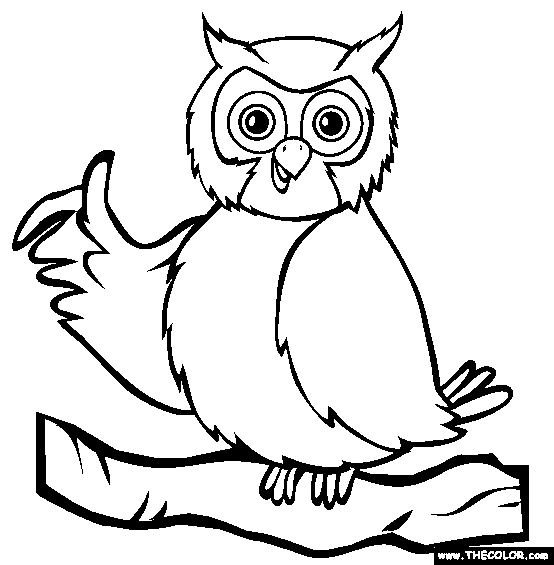


Mindmap possible impacts of predicted global trends on individual career planning.

**Possible Impact Organisation’s Structure on Individual Career Development**

Two types of organisational structures – functional & geographic

Aspects that may affect career development differently depending on the type of organisational structure

* Creating professional networks
* Access to mentors
* Opportunities for higher duties
* Development of broader skills
* Autonomy in job role
* Responsiveness of the organisation to your innovative ideas/suggestions for change
* Promotion opportunities

Select two of the above aspects and explain how they will impact on an individual’s career development depending on the type of organisational structure they work in. (8 marks)

**Changing Jobs**

Identify reasons why an individual might decide to change jobs. Highlight which of these reasons could be resolved without changing jobs.

Outline 3 important considerations when changing jobs. (6 marks)

**Coping with Unemployment**

Part of our self-concept and self-efficacy is established through our experiences including work. When we no longer have a job it is easy to question ourselves.

Describe four strategies an individual could implement to cope with unemployment. (8 marks)

**Negotiation Skills**

Situations arise where a compromise needs to be made but without the proper tools to negotiate effectively people are left dissatisfied and possible conflicts arise.

Identify three situations where effective negotiation skills could advance your career development. (3 marks)

Describe the importance of effective negotiation skills in creating a positive workplace culture. (4 marks)

**Decision-making Tools**

Help an individual evaluate positive and potential negative outcomes of impending decisions.

Cost/benefit Analysis

Useful in weighing up pros and cons of a decision. It involves adding up the benefits of a course of actions and comparing these with associated costs of taking that course of action. Steps

1. Brainstorm benefits & costs
2. Place value on each
3. Compare the value of your costs and benefits

Paired Comparison

Helps work out the importance of a number of options relative to one another. This helps identify the most important problem to solve or most effective solution and setting priorities. A particularly useful tool when there is no objective data to inform the decision.

Using the tool

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | A | B | C | D |
| A |  |  |  |  |
| B |  |  |  |  |
| C |  |  |  |  |
| D |  |  |  |  |

1. List all options
2. Assign each option a letter
3. Create table
4. Compare each option & decide which is most important
5. Write letter of most important option in the cell.
6. Score the difference in importance
7. Add up the value for each option
8. Use your common sense

De Bono’s Six Thinking Hats

Each hat represents a different style of thinking.

Provides the means of considering a decision from several different perspectives.

Ensures an individual doesn’t miss something important.

White – Information hat- focus on data

Red – Feelings – focus on intuition

Black – Judgement – focus on negatives, pessimistic, everything that could go wrong

Yellow – Benefits – focus on positives, everything that could go right

Green – Creativity – focus on imagination

Blue – Thinking – metacognition, the leader’s hat, overview of all thinking necessary to make the decision

What are the pros and cons of using each type of decision making tool in a workplace?

|  |  |  |
| --- | --- | --- |
|  | Pros | Cons |
| Cost/benefit |  |  |
| Paired Comparison |  |  |
| 6 Thinking Hats |  |  |

Explain the circumstance/s each type of decision making tool is most suitable for?

Cost/benefit

Paired Comparison

6 Thinking Hats

**Legal Requirements**

Mandated by legislation.

Discuss two legal requirements in a workplace. (6 marks)

Explain how mobile technologies are changing the workplace. (8 marks)

Identify how a workplace can use social media to its advantage. (4 marks)

**Global Competitiveness**

Globalisation has brought many challenges and opportunities for businesses and individuals.

|  |  |  |
| --- | --- | --- |
|  | Advantages | Disadvantages |
| Individual |  |  |
| Organisation |  |  |

Plan a response to the questions: Examine the relationship of efficiency, productivity and sustainability in regards to global competitiveness for an organisation you have studied. (12 marks)

Identify how research and development relates to global competitiveness

**Fair Trade**

Many organisation are involved in fair trade as part of their corporate social responsibility.

Identify 5 key principles of fair trade.

What advantages does being involved in fair trade have for:

Businesses who purchase/sell fair trade products

Producers of fair trade products

**Unethical Work Practices**

Sweatshops

Manufacturing facility where workers endure poor working conditions, long hours, low wages and other labour right violations.

Identify five other labour rights violations associated with sweatshops.

What impact has globalisation had on sweatshops?

Child labour

Deprives children of their childhood, their potential and their dignity and is harmful to physical and mental development.

Identify three industries that employ child labour.

Examine the impacts of child labour. (8 marks)

Forced labour

Refers to situations in which persons are coerced to work through the use of violence or intimidation or by more subtle means such as accumulated debt, retention of identity papers or threats of denunciation to immigration authorities.

List the different forms of forced labour that exist today.

Provide an example of modern day slavery.

Examine the role of globalisation in unethical trade practices.

**Environmental Compliance**

An area of CSR that involves organisations operating with a view toward improving sustainability outcomes.

Identify environmental or sustainability issues.

Provide an example of environmental compliance.

**Working Overseas**

Increasingly more common with globalisation and subsequent interconnections of countries as people chase employment opportunities and life experiences.

Identify 5 important considerations when deciding to work overseas and apply these to a country and job of your choice.

**Culturally Diverse Workplaces**

List the advantages of a culturally diverse workplace for

|  |  |
| --- | --- |
| Employees | Employers |
|  |  |

List the dangers of cultural stereotyping.

Discuss the benefits of generational diversity within the workplace. (12 marks)

With the use of examples, explore how changing societal values are reflected in the workplace. (12 marks)

Define cultural awareness (2 marks)

Explain the usefulness of cultural awareness training for a workplace. (8 marks)

**Organisational Restructuring & Resources**

When a business reflects on its performance and decides to make changes to its operations, ownership, legal or other structures it is said to be restructuring. It can take many forms.

List the forms of restructuring eg merger

Plan a response for the following questions

Discuss the impacts of organisational restructuring on human resources. (12 marks)

Explain three positive and three negative impacts of organisational restructuring on financial resources of an organisation. (12 marks)

Evaluate the impacts of organisational restructuring on the physical resources of an organisation. (12 marks)

**Diversity and Communication**

Identify five considerations when communicating with someone from a different culture. (5 marks)

Identify two types of communication techniques which are most effective for each generation and explain why. (10 marks)

Outline how using appropriate communication techniques improve workplace culture. (6 marks)

Describe the aims of equal opportunity legislation. (4 marks)

Identify the State and Federal Organisations responsible for EOL. (2 marks)

What is affirmative action and how does it relate to EOL? (6 marks)

**Culture of Continuous Improvement**

What is good enough for today may not be good enough for tomorrow.

Describe what is involved in a culture of continuous improvement. (4 marks)

Explain how a culture of continuous improvement can assist a business to remain globally competitive. (9 marks)

Identify the four steps in the continuous improvement process. (2 marks)

Notes

# Self-Understanding

* **Self-Understanding:** being aware of and understanding your own actions. Dynamic – changes with our successes & failures. Healthy personalities constantly assimilate new ideas & remove old ones.
* Also known as self-concept.
* Considers all parts of who you are – strengths, weaknesses, likes, dislikes, what you’re good & bad at
* Ability to change closely related to knowledge of you & who you want to be.
* One of the most important factors in building a successful career.
* Strong self-understanding increases your ability to choose a suitable & satisfying career.
* The better you understand yourself, the more likely you are to select a suitable career that you will enjoy.
* Your personal attributes contribute to your self-understanding
* Develop self-understanding by **reflecting** on;
  + What you want in life
  + Your strengths & weaknesses
  + What motivates you
  + Changes you want to make about yourself
  + Your achievement
  + Ability to relate to others
  + Areas for improvement
  + How you see yourself fitting in

# Personal Attributes

**Personal attributes:** traits that constitute your personality, defining you as a person. Also known as personal qualities or personality traits.

* One part of self-understanding

Examples

|  |  |  |
| --- | --- | --- |
| Loyalty | Commitment | Honesty & integrity |
| Adaptability | Enthusiasm | Reliability |
| Personal presentation | Common-sense | Positive self-esteem |
| Sense of humour | Balance attitude to work & life | Ability to deal with pressure |
| Motivated |  |  |

# Self-Marketing

**Self-marketing:** promoting yourself so that you stand out from other applicants competing for the same position.

* Also known as personal branding
* Helps improve image & reputation to advance your career.
* Provides more opportunities to effectively communicate your values, skills, experiences, vision to potential employers.
* Important in establishing networks – social media (online networking) ongoing process of self-marketing.
* Self-marketing strategies
  + ePorfolio
  + iMovie
  + Blog
  + Online networking profiles – social & professsional

<http://www.forbes.com/sites/entrepreneursorganization/2014/12/10/10-stealthy-techniques-for-self-promotion/#9de1b861886e> (examples of ways to self-promote)

# Interrelationship between self-understanding, personal attributes, self-marketing

Knowing your strengths, weaknesses, attitudes, values, skills, personal traits mean you will be more effective at self-marketing & choosing suitable jobs to apply for. A strong understanding of who you are will enable you to effectively self-promote by

* Consider – **how can you self-market if you don’t know who you are?**
* Tailor your CV to match the job description – highlighting your attributes that make you suitable for the position
* Be able to quickly identify areas for further development/training to improve your employability competitiveness
* Ability to highlight your strengths & turn your weaknesses into potential assets – shows self-awareness in job interviews & be able to avoid areas of weakness when self-promoting
* Refine job searching as you know what suits you and what you are able to do

# Decision making

Decision making involves information gathering & evaluating important influencing factors.

Decision making tools aim to assist in evaluating positives & negatives of your options.

Different tool for different situations/decisions.

## Decision making tool: Cost benefit analysis

Similar to a pro/con list.

Write down all the good & bad points of a particular decision.

Assign a value to each point on your list.

Calculate your cost

## Decision making tool: six thinking hats

Encourages viewing of problems/decisions from several different perspectives. Each ‘hat’ represents a different style of thinking

* Factual
* Intuitive
* Pessimistic
* Optimistic
* Creativity
* Metacognition – thinking about thinking

## Decision making tool: Paired comparison

Looks at options in comparison with each other. What is more important in relation to another?

Good for comparing subjective options, weighing up the relative importance of different options, prioritising.

Provides a framework for comparing options against each other & the difference in importance between them.

# Predicted global trends in employment

## Decrease in job security

Today’s society is powered by technology, information & knowledge.

Globalisation has increased intensity & range of competition – flexibility is required

Change from traditional job situation ‘job for life’ (decline in long term permanent employment) to flexible forms of employment.

Impacts

* Maintain up to date qualifications
* Maintain networking profiles – online and traditional
* Need to be flexible
* Need to be proactive in job hunting

## Working virtually

Growing phenomenon.

People need to embrace the digital work environment – operate efficiently & effectively – often requirements of a job

**Benefits**

Beneficial for the environment – less people travelling decreasing emissions.

Increases productivity as less time spent commuting

Increased flexibility & comfort (eg no dress code, work non-traditional hours)

Improved retention & recruitment of employees, decreased sick leave

Decrease company’s travel costs – eg, don’t need to fly consultants to work site

Ability to employ best possible talent regardless of location

**Negatives**

Office goes everywhere due to smart phones – impacts/erodes on work life balance

Office never closes

Work is pervasive – everywhere not confined to one setting

Open to abuse – people working longer hours beyond normal working hours

Lack of physical interaction – loss nonverbal communication cues

**Challenges**

Challenges for managers due to separation of workers

Communication – all workers need access to information, loss of face to face interaction & discussion

Coping with different time zones

# Possible impact of predicated global trends on individual career planning

Flexible skills, adaptability, technology skills

Not plan for one job for life

Technology causing some jobs to become obsolete

Changing job requirements

Increased global competition for jobs

Increased opportunities for work, travel

# Possible impact of an organisation’s structure on an individual’s career development

Two types of organisational structures – functional & geographic

Aspects that may affect career development differently depending on the type of organisational structure

* Creating professional networks
* Access to mentors
* Opportunities for higher duties
* Development of broader skills
* Autonomy in job role
* Responsiveness of the organisation to your innovative ideas/suggestions for change
* Promotion opportunities

# Considerations for managing change in career development

## How to change jobs

Always consider first why you want to change jobs- create a list of reasons why before analysing

1. **Issues within my managers ability to control**- your boss is not supportive of your career development, he is not involved in your development
2. **Issues within my ability to control**- I’m not challenged therefore development in this job does not motivate me
3. **Issues that fall outside my managers and my ability to control**- (you and your boss don’t have a say in the matter) restructuring, legislative changes

Giving up is not always the best option- You can just as easily gain more by staying in the job if…

* You feel underpaid- then talk to your boss and try fixing it before looking for another job
* If you want to improve your knowledge and skills- then talk to your boss about company endorsed courses and programmes, seminars etc.

**Changing jobs while still employed**

If the reasons why you want to leave fall outside of you or your boss’s control then some steps need to be considered

**Step 1**.write down a **positive, one-sentence** why you want to leave. You don’t want a potential employer think you are the kind to jump ship so be clear about your hope for further progression in your new job

**Step 2**. Include **why you want** the new job in your resume. H R will want to know why you are leaving your previous job so make it easy for them.

**Step 3**. Unless you state explicitly, HR will want a reference from your previous boss. You are **best not** to include contact details.

**Step 4**. Try to determine how much notice is **fair** to your current employer.

**Step 5**. Make sure all personal **files are deleted** from your company computer. Although you may have provided your current employer with enough notice, they may wish you off the premises immediately.

**Step 6**. **Resist the temptation** to tell your boss off. Maintain professionalism and maintain that reasons for leaving are to do with furthering career opportunities.

## Dealing with unemployment

Part of our self-concept and self-efficacy is established through our experiences including work. When we no longer have a job it is easy to question ourselves.

**Things to do**

* Create a profile on job agency sites
* Keep them current (update when necessary)
* Consider ways you will look for job. The more ideas you have the better the chance of you putting in the right strategies to get a job
* Create steps of how you will look for jobs. Be creative and plan ahead with clear achievable goals.
* Always remind yourself of your strengths
* Keep an open mindset and tell yourself that you may not have something yet, but you will
* Stay focussed on the things you need to do to get employed- it gives you a goal
* Network, talk to people, get ideas, ask questions, volunteer
* Rethink your career goals now that you have more time to re-evaluate what will make you happy
* Look after your health, ill health leads to a negative mindset
* If it’s taking longer than you think, you may need to boost your resume- take on a volunteer job, up skill, etc

**Don’t** despair if you don’t get what you want straight away. This will not work for you but against you.

## Negotiation skills

Situations arise where a compromise needs to be made but without the proper tools to negotiate effectively people are left dissatisfied and possible conflicts arise. Three key skills for successful negotiations- remember that with negotiations you are looking for an integrative (win/win) or at the least a distributive( half way) solution

* **Social skills**- emotional intelligence, this requires that you not only understand and can articulate your needs, but you are able to consider the needs and values of the other person
* **Preparation skills**- to be forewarned is to be forearmed. The more knowledge you have of the issues at hand the greater the opportunity to put your point across as well as consider possible questions asked by the other party.
* **Interpersonal skills**- be assertive but not aggressive. Being able to communicate effectively requires that you use your communication skills not only to communicate your needs but to be an active listener. Good negotiation is a two way street, it requires making your points clear as well as listening to the other party’s

# Strategies used to manage changes in personal employment circumstances

* Personal employment circumstances – voluntarily leaving a workplace, being fired, changing your work patterns/hours, changing careers

## Up-skilling/retraining

* Generally involves further training or professional development.
* No longer a job for life – qualifications constantly need updating
* Some jobs are becoming obsolete
* Changing demands of jobs, need to remain up to date with trends, technology etc
* Job related skills –eg communication, initiative, teamwork, adaptability
* Gain new skills
* Additional benefits – networking, inadvertent skills learnt
* New direction
* Might involve – attending further education such as University or TAFE to improve current qualifications (up skilling) or gain new qualifications (retraining) – this will improve your employability (competitiveness for job vacancies)
* Some upskilling or retraining might be provided for by your employer (could be part of your performance management or new direction the company is heading in)

# Individual pathway plan (IPP) analysis

* Source of self-reflection, self-awareness and goal setting
* Provides you with a means of taking stock of where you are at, where you want to be and how you can get there.
* Dynamic – should be refined over time depending on changing circumstances and achievements

# Refine own electronic individual pathway plan (IPP)

# Refine own electronic career portfolio

* Electronic portfolio – might be placed on e-portfolio site or referred to in a job application
* Increasing in use/popularity
* Means on on-line presentation – effect for employers searching for talent rather than advertising
* Means of e-networking
* Important to keep it up to date – customise to suit job you’re applying for

Might include:

* Images
* Work samples
* Multimedia – eg iMovie
* Blogs
* Hyperlinks
* Electronic files – CV/resume
* Scanned files – eg certificates, awards
* Highlights your technical abilities
* Record of personal achievements/details – eg transferable skills, work history, referees, associations

# Explore future learning options for own personal and professional development

Formal or informal – training institution such as uni and tafe, exchange programs, secondments, internships, mentoring

Benefits of further learning

* Boost confidence, self esteem
* Increases our adaptability to change, less risk adverse
* Improve life satisfaction
* Challenges our ideas, beliefs
* Fun
* Deepen self understanding – make us more forward looking, improve our self awareness
* Develop/enhance curiosity
* Make us more interesting
* Widen our understanding, interests, perspectives
* Improve/widen our skills – making us more competitive in the global job market

# Benefits of workplace mentoring for both the mentor and mentee

Senior employees show new employees how the business operates.

Improves employee performance & hence job satisfaction

Benefits for mentees

* Support, encouragement, friendship, higher morale
* Help with teaching strategies/subject knowledge
* Discussing, sharing ideas
* Feedback, constructive criticism – improved job role knowledge Increased self-confidence / Shared successes
* Career affirmation, advancement, commitment – higher job satisfaction
* Observing a role model
* Reflection

Benefits for mentors

* Collegiality, collaboration, networking
* Reflection
* Professional development
* Personal satisfaction, reward/growth
* Interpersonal skill development
* Enjoyment, stimulation, challenge Improved, revitalized work practices
* Role satisfaction

Benefits for the organisation

* Improved productivity and efficiency
* Knowledge management and retention
* Contributes to/good for profession
* Less work for Managers in supervision/problem solving
* Retention/continuity of staff – less staff turnover / succession planning
* More effective leadership
* Improved communication/partnerships within the workplace
* Good PR for organisation – attractive to community, customers and potential employees

# The need to accept diversity in the workplace

**Globalisation** – increasing mixing of cultures – need to work productively together. Requires acceptance, understanding and accommodation of diversity (differences)

## Ethnic & cultural links

* Everyone has a cultural identity – dynamic (changing rather than constant)
* People may identify with multiple cultures
* Cultural stereotyping can lead to
  + Discrimination
  + Short sightedness – not getting the most out of workers – limiting productivity
  + Not seeing the person, only their culture thereby making untrue assumptions about them
* Successful work relationships see people as individuals rather than identify them by their culture/background/age etc – this will lead to more harmonious & productive workplaces

Benefits of cultural diversity

* Gain new insights into different cultures – beneficial from a management & marketing view
* Brings differing knowledge, skills, abilities to the workplace
* Visible parts of a cultures are only part of cultural identity

## Generational differences

* Most workplaces have multiple generations
* More baby boomers are working longer (past retirements), tech-savvy Generation Z are graduating & entering the workforce – highlighting differences in values, communication styles, work habits
* A period of adaptation is required as each generation adjusts to working alongside each other
  + New talent needs to respect the older workers’ experience
  + Established talent needs to adjust & be flexible

Benefits of generational differences

* Improved talent attraction, retention engagement – promotes creativity, innovation, teamwork
* Variety of experiences, perspectives, backgrounds – improved insights through variety
* Competitive advantage keeps customers loyal
  + Relationships built overtime with older workers paves the way from new relationships to be fostered quicker between younger employees & existing customers.
  + Workers who ‘speak the same language’ as their customers
* Enhanced workplace productivity – mentoring (low cost training from older workers to new ones – show them the ropes), interaction between generations spur creativity through sharing of different perspectives
* Better succession planning & leadership strength – work you way up the company ladder – strong knowledge of the company’s direction, established positive working relationships with fellow employees (respect)

Cross Generation Collaboration – communication, connection, conflict engagement, career development

# Strategies for working in a diverse workplace

Productive & accepting workplaces don’t just happen

## Attending cultural awareness training

* Cultural awareness is about becoming aware of your own cultural values, beliefs, perceptions & recognising the affect these have on how we see, interpret & evaluate things.
* Improved awareness leads to improved workplace culture, productivity as people feel accepted & valued through shared understanding of each others’ cultures

Cultural awareness training

* Aims to improve people’s understanding of different cultures – encourage culturally safe conversations
* Enables people to translate cultural knowledge & understanding in a practical context
* Increases all staffs’ knowledge & understanding of cultural similarities & differences
* Provides an opportunity for engagement with people from different cultures
* Provides an easier transition for staff from different backgrounds
* Assist in retaining staff from diverse backgrounds long term
* Reduce risk of behaviour contrary to equal opportunity legislation
* Wont always result in respectful or tolerant behaviours – in these cases explicit communication of anti-discrimination legislation is needed

Training includes

* Maintaining a positive attitude to different cultures
* Learning about other cultures
* Working at improving communication skills
* Treating all co-workers with respect
* Sharing information about cultural practices

## Using appropriate communication techniques

* Show respect, consideration, genuine interest, be polite, respect privacy

Communicating with different cultures requires consideration of

* Different ways of speaking or titles that may be preferred
* Male and female roles clearly defined along cultural boundaries
* Different speech patterns / language
* Codes of behaviour
* Clothing
* Dietary and alcohol restrictions due to cultural observance
* Gender-specific tasks to complete
* Non-verbal communication and body language, e.g. eye contact, use of touching etc
* Use of physical space.

Communicating between generations requires consideration of

* Formal & informal language – signs of respect
* Slang, abbreviations
* Use of technology – eg email
* Overcome differences – face to face team building activities & icebreakers – results in sharing of stories, building of relationships, better understanding of each other

## Awareness of equal opportunity legislation

Federal – Australian Human Rights Commission (organisation)

**Statutory responsibilities include:**

* Education and public awareness
* Discrimination and human rights complaints
* Human rights compliance
* Policy and legislative development.

These are achieved via

* Resolving complaints
* Holding public inquiries
* Developing human rights education programs & resources for schools
* Providing independent legal advice
* Researching into human rights & discrimination issues

State – Equal Opportunity Commission Western Australia (organisation)

* **Eliminate discrimination** - eliminate, so far as is possible, discrimination against persons on the grounds of sex, marital status, pregnancy, family responsibility or family status, race, religious or political conviction, impairment, age or, in certain cases, gender history in the areas of work, accommodation, education, the provision of goods, facilities and services, and the activities of clubs
* **Eliminate harassment** -sexual harassment and racial harassment in the workplace, and in educational institutions and sexual harassment and racial harassment related to accommodation:
* **Promote recognition & acceptance** of equality of men, women, persons of all races regardless of their religious or political convictions, their impairments or ages.
* Commissioner investigates, researches & inquires into all matters relating to discrimination

The [*Equal Opportunity Act 1984* (EO Act)](http://www.slp.wa.gov.au/legislation/statutes.nsf/main_mrtitle_305_homepage.html) is the main piece of legislation underpinning the principles of equal opportunity in Western Australia. The EO Act addresses discrimination in the areas of employment, accommodation, education and the provision of goods, facilities, services and activities on the following grounds:

* sex
* sexual orientation
* gender history
* family responsibility or family status
* marital status
* race
* religious or political conviction
* age
* impairment
* pregnancy
* Essentially both cover the same grounds/areas of discrimination, however there are some gaps.

# The challenges and opportunities created by globalisation for individuals & organisations

**Definition** the freer movement of goods, services, capital, people, ideas across borders.

Individuals

|  |  |
| --- | --- |
| Challenges | Opportunities |
| * Competing against more people (global labour market) * Potential for exploitation – particularly in developing economic nations – forced labour, trafficking, sweatshops | * Global job opportunities – travel for work, promotion, training * Exposure to cultures – widen perspectives * Work for MNC * Increase economic opportunities * Consumer choice * Work virtually |

Organisations

|  |  |
| --- | --- |
| Challenges | Opportunities |
| * Global competition – MNC benefit at expense of local business * Need culture of continuous improvement to remain competitive * Global watch dogs – exposure of unethical practices | * Global talent pool to employ from * Economies of scale * Operate in nations with better financial incentives * Corporate social responsibility opportunities – improve business’s reputation * Online market – good for start ups, low costs yet global market |

# The concept of a culture of continuous improvement

**Definition** –deeply rooted & unrelenting drive to constantly enhance business processes & eliminate waste. **What is good enough for today may not be good enough for tomorrow.**

* Important to remain internationally competitive in today’s globalised economy
* Starts with developing a strategy for measuring work, improving work & changing work.
* Only effective when employees are committed to the organisation, understand how to be innovate & are supported in this innovation
* Ongoing cycle of feedback, reflection & growth for both the company & employees – continuously reflecting on how things can be improved
* Many small steps rather than one massive change – easier for workers & the business to adapt
* Explicit communication of expectations between employers & employees
* Employees fully aware of expectations, how they will be achieved & what the end result should look like
* Employees feel valued and part of the process – may further define their career path, develop an ‘encouraging culture’
* Adequate training & access to resources is provided to employees
* Data driven decision making – ensure change/achievement is measurable – skilled people to interpret data in an ongoing manner
* Consistency
* Implement necessary new technology, ideas to improve efficiency & productivity – train/upskill workers
* Stay aware of current trends & developments – ties in with customer confidence
* Committed leadership
* Constant communication to employees so they understand/aware of what’s happening, feel part of the change and valued – improve their commitment & motivation
* Increases productivity, efficiency, profit

# The contribution of a culture of continuous improvement to competitiveness of a business in the global market place

* Efficiency & productivity
* Renewal & relevancy
* Maximise profit
* Sustainability

# The impact of organisational restructuring on the human, physical & financial resources of a business

**Restructuring** act or reorganising legal, ownership, operational or other structures of a business for the purpose of increasing its profitability or improving its organisation to suit its present needs.

**Examples** of restructuring – relocation, offshoring, outsourcing, bankruptcy, merger/acquisition, expansion, downsizing

Human resources – the people involved in running & operating an organisation

Positive impacts

* Increase efficiency & productivity of workforce
* Improved job security for those who remain as company more sustainable
* New job roles – more opportunity for training, innovation, career development
* Improved worker wellbeing, work engagement
* Higher job satisfaction if new role

Negative impacts

* Survivor syndrome
* Loss organisational knowledge

Physical resources – anything needed to carry out daily operational activities – includes facilities, plant & equipment, consumables

Should assess regularly to ensure in top functioning condition to maintain efficiency & meeting current demand. Ties in with the culture of continuous improvement.

Staying up to date with current trends, standards & practices links with culture continuous improvement & global competitiveness.

Regular maintenance & improved physical resources result in efficiency and directly tie to sustainable performance of the business. A business can be more resilient over time –withstand global shocks provided they have healthy economic, social & environmental systems that are flexible & adaptable.

Positive impacts

* Increase or upgraded equipment – more efficient/productive, change from labour intensive to capital intensive manufacturing.
* Better location
* Less physical resources to manage
* Legal compliance – regarding physical access, environmental standards & regulations, energy efficiency, safety, security, aesthetics (fines, imprisonment for not meeting)
* Improved efficiency & productivity
* Room for expansion

Negative impacts

* Change of consumables
* Costs
* Lost time
* Compatibility issues
* Poor location
* Quality & productivity issues

Financial resources – money available to an organisation (managed via a budget that records all expected revenue & expenditure for a financial year, including contingency funds)

Positive impacts

* Potential savings in staff, running costs
* Lease rather than purchase expensive equipment
* Outsourcing
* Economies of scale
* Smaller, cheaper premises

Negative impacts

* Initial high costs in purchasing, installing new equipment
* Redundancy payments
* Retraining costs
* Relocation costs

# Legal Requirements for employers & employees in the workplace

**Work Safety and Health legislation**

* Employers must
  + Provide adequate training & information so employees know how to operate equipment correctly & safely
  + Provide a safe workplace - Identify hazards and risks and eliminate or control risks - if unable to must provide PPE
  + Provide a safe system of work
  + Provide supervision
  + Consult with employees
  + Provide amenities e.g., clean toilets, lunch area
  + Provide first aid facilities and personnel
  + Provide for emergencies
  + Ensure OH&S committee members and representatives are trained
* Employees must
  + Follow correct protocols in the workplace for their & others’ safety
  + Report hazards
  + Wear PPE as required
  + Take responsible care of the health and safety of people who are at the workplace
  + Co-operate with employer and other people in the workplace
  + Notify the employer or supervisor of any risk to health or safety
  + Not to interfere with or misuse workplace equipment or things provided for health, safety and welfare
  + Not to hinder aid to an injured worker
  + Not to refuse assistance in either receiving aid or giving aid
  + Not to disrupt the workplace by creating health and safety fears

**Equal Opportunity legislation**

* Protects against workplace discrimination & harassment
* Educates regarding equal opportunity
* Investigates instances of discrimination/harassment – provides a vehicle for redress of discrimination

Equal opportunity means that all people should be given the same changes to succeed regardless of sex, disability, race, age, sexual preference, religion, criminal record, trade union activity, political opinion.

Australia has national and state laws which cover equal employment opportunity & anti-discrimination in the workplace. These laws require people to create a workplace free from discrimination & harassment. It’s important that both employers & employees understand their rights & responsibilities under human rights & anti-discrimination law. Workplace productivity & efficiency are improved through effective anti-discrimination & anti-harassment procedures.

The Australian Human Rights Commission is the federal organisation while in WA we have the Equal Opportunity Commission. The Fair Work Ombudsman also provides education & assistance for employees & employers on preventing discrimination in the workplace.

**National Standards for Employment**

As of January 2010, the National Employment Standards (NES) make up a new safety net for employees covered by the national workplace relations system. The NES are set out in the *Fair Work Act 2009* and comprise 10 minimum standards of employment. Below is a summary of each standard, the NES involve the following minimum entitlements:

* **Maximum weekly hours of work** – 38 hours per week, plus reasonable additional hours.
* **Requests for flexible working arrangements** – an entitlement allowing employees in certain circumstances as set out in the *Fair Work Act 2009* to request a change in their working arrangements because of those circumstances.
* **Parental leave and related entitlements** – up to 12 months unpaid leave per employee, plus a right to request an additional 12 months unpaid leave, plus other forms of maternity, paternity and adoption related leave.
* **Annual leave** – four weeks paid leave per year, plus an additional week for certain shift workers.
* **Personal/carer’s leave and compassionate leave** – 10 days paid personal/carer’s leave, two days unpaid carer’s leave as required, and two days compassionate leave (unpaid for casuals) as required.
* **Community service leave** – unpaid leave for voluntary emergency activities and leave for jury service, with an entitlement to be paid for up to 10 days for jury service.
* **Long service leave** – a transitional entitlement for employees as outlined in an applicable pre modernised award, pending the development of a uniform national long service leave standard.
* **Public holidays** – a paid day off on a public holiday, except where reasonably requested to work.
* **Notice of termination and redundancy pay** – up to five weeks notice of termination and up to 16 weeks severance pay on redundancy, both based on length of service.
* **Provision of a Fair Work Information Statement** – must be provided by employers to all new employees.

# Impact of Information Communication Technologies (ICT) on the operational practices of workplaces

* Rapid and constantly changing – dynamic nature
* Pervasive throughout most industries
* Facilitates globalisation and is facilitate by globalisation
* Changing nature of workforce composition – capital intensive rather than labour intensive workplaces
* Expectations of cutting edge technology
* Impacts on competitive nature of business – how do you compete if you don’t use latest technology

## Social media

* Blurring boundaries between work and leisure life
* Opportunities for networking
* Procrastination/distraction at work – impact on workplace productivity
* Operational costs not incurred by employer – eg Facebook glitches fixed by Facebook not your employer
* Operation of social media platforms kept current as they operate for profit & must keep improving to remain competitive
* Potential for workplace bullying/harassment/discrimination

## Mobile technologies

* Ties in with flexible workplaces/practices
* Ability to work from home, or at least not have to be in an office – eg. Real Estate salespeople multitask during home opens with updating websites, emailing clients etc, Trades people able to use time more efficiently by using smartphones and not having to return to office
* Impeding on work/life balance as never fully able to switch off from work

## High speed internet

* Clients become accustomed to immediacy – lose clients if internet slow
* Increased pressure as expectation of immediacy

# Role of efficiency, productivity & sustainability in assisting businesses to become more globally competitive

Efficiency – allocating resources to their best possible use to get the most out of them

Productivity – the amount of work (eg production of a good or service) that is able to be achieved in a set time frame. Getting as many outputs as possible from set inputs

Sustainability – being able to maintain level of production/output over the long term (avoiding burnout, stress, boredom, etc)

**PROFIT** – to become more globally competitive a business aims to decrease its production costs, increase its output and be able to maintain this ratio long term. In order to achieve this the business should allocate each of its resources so it achieves maximum gain from them (no resources are underutilised or wasted – this might involve up skilling workers to get more from them). Production processes should be streamline to get more out of inputs. Ensure sustainability by – not overtaxing workers, rewarding them so they don’t get burnout; using sustainable practices, not depleting necessary resources at a non replaceable rate.

The more a business can operate efficiently and productively the more globally competitive they will be. Their operating costs will be lower per unit of production which means they have the opportunity to decrease their sales price (making them more attractive to consumers) &/or experience higher profits.

# Importance of research & product development in assisting businesses to remain competitive in a global economy

* Globalisation = trade liberalisation (removal of trade barriers & their protection to local businesses).
* MNC experiencing new opportunities for growth due to globalisation & its subsequent removal of protection.
* Increasing global competition means research & development crucial to the continuing global competitiveness of organisations.
* Foreign rivals with substantial financial resources, advanced technology, superior products, powerful brands, seasoned marketing & managerial skills, business need to R&D to find a competitive edge against their global competitors.
* R&D not always about NEW products, also about improving existing ones.
* Innovation through R&D crucial in sustaining competitiveness & improving productivity. Eg. Machinery to transform labour intensive manufacturing to capital intensive which can run all night.
* Dynamic economy means companies can’t just sit back and bask in past successes but must constantly adjust to changing circumstances in order to maintain their competitive edge.
* Ties in with culture of continuous improvement – otherwise organisations risk becoming outdated/obsolete

**Benefits of R&D**

* Increased productivity – eg discovering improved production processes
* Increased efficiency –eg finding ways of getting more from existing resources –up skill existing workforce
* Developing capability
* Developing new, novel products & services or improving current ones
* Ensuring long term sustainability of business through making the business responsive to consumer trends & improved technology

# Social justice, financial, cultural & ethical issues of global businesses

* ICT ensures we have the ability to be aware of how businesses operate and to make informed decisions about purchasing from unethical businesses.
* Use ICT & social media to pressure positive change in unethical businesses

## Fair trade

* Fairtrade is about stable prices, decent working conditions and the empowerment of farmers and workers around the world
* Chocolate example

## Environmental compliance

* **Environmental Compliance means** conforming to **environmental** laws, regulations, standards and other requirements such as site permits to operate. In recent years, **environmental** concerns have led to a significant increase in the number and scope of **compliance** imperatives across all global regulatory environments.
* Bauxite mining example
* Vietnamese fish example
* Disposal of industrial waste example

# Unethical work practices – sweatshops, child labour, forced labour

* Bangladesh textile workers example
* Chocolate example – machetes, child slavery
* Modern day slavery article from Time magazine
* Dubai – passport Asian workers example

# Factors to consider when working overseas

* Caution & healthy dose of suspicion.
* Do your research from reliable sources & be careful who you trust.

## Cultural differences

* Potential misunderstandings – language barriers
* Tripadvisor, Lonely Planet, Government websites, social media, word of mouth (friend who’s been there) – do your research so you don’t inadvertently offend another culture
* Importance of verbal & non verbal cues/understanding – eg. Japanese example
* Expectations differ – roles differ

## Conditions of employment

* RESEARCH – **make sure you know what you’re getting into** – employment conditions differ between countries – different laws – be careful if trying to avoid tax that you don’t end up being exploited or in jail. – eg example 7/11 pay expose
* Read contract carefully, be sure to understand what you are agreeing to – pay, hours, conditions, roles/duties
* Get your contract in writing
* Make sure it is a legitimate job with a reputable company –eg. European trafficking example, withholding of passports in Dubai example
* Check that you have the required qualifications or what training will be provided for you
* Check about if your relocation is paid for
* Check on safety conditions and any past issues that organisation has had
* Australia has strict laws about pay & conditions that are not the same everywhere – do your research!
* Register with government organisation – SmartTraveller
* Check you are on the right Visa – potential jail if not

