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Identify relevant legislation and regulations

All businesses must work within appropriate legislative requirements. There are regulations, laws and bylaws that apply to all businesses. Leaders must be aware of relevant legislation frameworks and ensure compliance. As a leader you must ensure you stay up-to-date with current legislation (which is easily accessible online). You must also ensure you communicate requirements to the team and that it complies with the legislation. You should clarify key points and remind your team of its work health and safety (WHS), equal opportunity and privacy obligations by holding regular team meetings, providing updates and fact sheets through email correspondence, and obtaining posters and facts sheets for noticeboards.

Here are some different types of legislation and regulations and a brief description of each.

Workplace relations

Workplace relations are governed by the *Fair Work Act 2009* and the *Fair Work Regulations 2009*, which outline the obligations of both employers and employees with regard to the employment relationship. The legislation provides minimum entitlements to employees and enables flexible working arrangements to ensure employees are not discriminated against. For further information, go to the Fair Work Ombudsman at: www.fairwork.gov.au.

Work health and safety

WHS legislation includes:

- WHS Acts
- regulations
- codes of practice.

There is also a national compliance and enforcement policy to ensure the health and safety of employees and visitors to organisational sites. The *Workplace Health and Safety Act 2011* applies to all states except Victoria and Western Australia, which each have their own Acts.

Information relating to WHS requirements is available from Safe Work Australia at: www.safeworkaustralia.gov.au/sites/SWA

Anti-discrimination

Commonwealth and state laws cover equal employment opportunity and anti-discrimination in the workplace. All employees should participate in and comply with a workplace free from discrimination and harassment. It's important that as a leader, you understand your rights and responsibilities under human rights and anti-discrimination law. By putting effective anti-discrimination and anti-harassment procedures in place in your team, you can ensure compliance with the law. The Australian Human Rights Commission can provide information and advice for workplaces and the Fair Work Ombudsman provides resources about how to prevent discrimination in the workplace. Relevant legislation can be accessed by following the links on this website: www.business.gov.au/business-topics/employing-people/Pages/equal-employment-opportunity-and-anti-discrimination.aspx.

Example: clarify the mission, objectives, values and standards

Monique is the production manager at the Go Protein Health Company. To clarify the organisation's mission, objectives and values, Monique reviews the strategic and operational plans and checks the organisation's website to ensure what is published is consistent with details from the plans. She notices some inconsistencies relating to the values and currency of the standards of the Australia New Zealand Food Standards Code the organisation states it follows. The values identify that the organisation uses only organically grown ingredients. However, there are some ingredients that Monique is sure are not certified organic, and she believes that a standard has been amended, and now has a new title.

Monique discusses the issue with her team and they agree for the need to confirm the current standards. Monique raises the issue with her manager, the operations director, Peta. Monique provides Peta with information from her team relating to the values and the amendments to the standard, and together they work with the marketing department to ensure the amendments are made and communicated throughout the organisation. The following outlines the company's vision, mission and values statements, their objectives and the food technology standards they meet.

Go Protein Health Company

The Go Protein Health Company is an organisation that produces health bars and snacks. The company has been operating for four years and sees its point of difference in its use of organic ingredients.

Our vision

To be the world's best producer of health bars.

Our mission

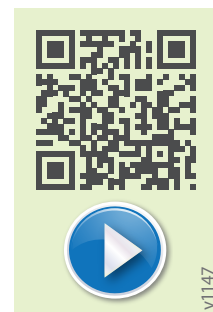
Produce the highest-quality health bars – meeting the needs of our customers while being socially responsible and loyal to our stakeholders.

Our values

- Having a passion for organically grown ingredients
- Creating an empowered workplace culture
- Ensuring environmental sustainability for all our suppliers
- Encouraging innovation by continually developing our product range
- Promoting growth for all employees by giving them learning and personal development opportunities

Organisational objectives

- Ensure loyal and repeat customer contact
- Develop two new products per year
- Each staff member to have one training opportunity in the coming year
- We comply with the following relevant food standards outlined in the Australia New Zealand Food Standards Code:
 - Standards relating to 1.2 Labelling and other information requirements
 - Standard 2.1.1 Cereals and cereal products
 - Standards relating to 3.2 Food safety requirements



Directional plans

These plans are often used when there is a high degree of uncertainty and an organisation needs to be flexible enough to respond to changes. While these plans outline set objectives, they are different because they do not state specific goals or a specific course of action; for example, a directional plan may be focused on ways to increase revenue by between 5 and 10 per cent over a six-month period.

The role of job descriptions and key performance indicators

Job descriptions give specific details about each job or position within an organisation. They include the knowledge, skills and qualifications employees need for effectively performing the activities. KPIs link team members' daily tasks to the overall organisational mission. Ensure each team member understands how their role fits into the organisation's structure. By explaining how their tasks contribute to the organisation's overall plans, you can help build their commitment to the organisation.

Example: establish linkages

After clarifying and amending the Go Protein Health Company's vision, mission, values and objectives, Monique is easily able to link her team's responsibilities to these elements so her team members can see how the work they do contributes to the organisation's operational plan and how their role contributes to broader organisational goals. The team understands that the company's vision, mission and values, as well as legislation and industry standards, underpin all the daily work tasks they undertake.

Practice task 2

For each of the organisational objectives listed in this table for the Go Protein Health Company, write down a relevant team objective that would contribute to achieving the organisational objectives.

Organisational objective	Team objective
Ensure loyal and repeat customer contact	
Develop two new products per year	
Each staff member to have one training opportunity per year	
Food standards	

Communicate in writing

Communication should be documented in writing when a record of what has been discussed, planned or proposed is required. Written communication enables you to track information or refer to it when necessary. Different types of written communication suit different scenarios and circumstances. Here are some examples.

Emails

- Used daily
- Keep the communication short and simple
- Can be both formal and informal
- Used to follow up verbal discussions

Intranet newsletters

- Used in larger organisations where people may work at different sites
- Posted on the organisation's intranet
- Enables people in all areas of an organisation to access the information

Memos

- An internal document
- Often more formal than an email
- Addresses issues affecting specific topics and work groups
- Memos can be transferred via email to ensure efficiency and timeliness
- Many organisations no longer use memos and rely more on email

Presentations

- Usually communicated as notes with software such as Microsoft PowerPoint or online systems such as Prezi
- Summarise the key details of a verbal presentation
- Allow people who were unable to attend the presentation to access the information shared

Reports

- Can be both for external and internal information
- Formal written documentation
- Includes recommendations and actions
- Important to follow organisational style guide

1D

State clear expectations and address them in a way that builds commitment

The most effective leaders enable other people to feel good about themselves and the organisation they work for. They build a rapport with team members and establish good working relationships by being a role model and leading by example.

Leaders must ensure all their actions are fair and equitable. One of the key ways this can be achieved is by clearly explaining what the organisation expects of them as employees, and what you expect of them as team members. This helps build team commitment.

Use a range of strategies such as:

- formal and informal meetings
- emails
- intranet articles
- presentations
- information sessions
- notices.



Build commitment to the organisation

Clear and regular communication is a key strategy leaders use to ensure all team members remain committed to organisational expectations. Commitment means that employees are more willing to participate in ensuring expectations are met. Employee commitment to the organisation is critical to its success because its activities cannot be effectively executed without staff willingly working towards common goals and objectives, and identifying with the core values. Employees lacking the ability to identify with core values is a characteristic of a weak organisational culture.

How the information is shared or explained needs to take into account the employees' communication needs and should inspire others to meet the expectations. Be sure to explain how meeting these expectations enable the employee, the team and the organisation to achieve their objectives. The following identifies some expectations and how they may be communicated.

Work health and safety

- Expectations: safe practices and procedures to avoid incidents and near misses
- Methods: training, team meetings, email alerts, posters and signs, virtual and physical noticeboards

Product safety

- Expectations: safety recalls, new procedures for use and incident reporting processes
- Methods: training, team meetings, posters for reminders, email alerts and intranet postings

Customer service

- Appropriate communication methods
- Refunds and returns
- Customer service policy
- How to handle complaints

Environmental policy

- Safe disposal of waste
- Recycling
- Energy conservation
- Reducing emissions and pollution

Values and ethics

- Appropriate behaviour standards
- Dress code
- Bullying prevention policies
- Acceptance of diversity
- Accuracy of information
- Maintaining privacy

Address organisational expectations

The standards set by yourself and other managers provide a behaviour and standards framework for your team. As a leader and manager, you need to promote and enhance your organisation's reputation both to your team and to clients, customers and the community in general. Behaviours that address organisational expectations and standards include the following.

Address organisational expectations:

- Be appropriately dressed and groomed
- Maintain cleanliness of the work area and your work space
- Treat clients and colleagues with respect
- Promote the organisation's vision, values, goals, standards and image
- Behave ethically
- Comply with legislative requirements and organisational procedures
- Be punctual and meet deadlines
- Complete work on time and to the designated standard
- Be prepared for meetings
- Maintain the privacy and confidentiality of customers and colleagues
- Make effective and inclusive decisions
- Give recognition to team and individual performance
- Support, encourage and motivate team members
- Share information
- Listen to and learn from other people
- Apply the same standards to yourself as you request of team members
- Use the internet and email appropriately

1E

Investigate incidents promptly and communicate results

Incidents and accidents are inevitable. Every incident that occurs must be acknowledged and investigated. What may actually occur differs according to the organisation's activities and systems of work. The reaction to incidents and how they are investigated can have a powerful effect on the organisation's image and the public's perception of the business.

With easy access to social media, people have powerful avenues to tarnish the image of a company if there is a perception that incidents are not handled appropriately.

Types of incidents in the workplace can be categorised as:

- WHS, including incidents, near misses and accidents
- environmental, such as illegal waste dumping, pollution, accidental spillage of chemicals
- cyber attack, such as hacking of computer systems, breach of security
- products, such as product failure; contamination, injury or fatality
- customer service, such as accidents involving customers; non-compliance with consumer laws
- human resources, such as bullying and harassment; discrimination.

Investigate incidents

Most organisations have clear procedures and guidelines about how to resolve incidents. These may also be included in organisational risk management and contingency plans. Here are the typical steps in an incident investigation process.

Incident investigation and resolution

1

Step 1: Investigate promptly

- Ensures information is accurate, as the incident will be fresh and clear in the minds of those involved.
- Prevents a perception that the incident is not taken seriously.
- Circumvents possible social media exposure and campaigns.

2

Step 2: Interview witnesses

- Notes should be taken and kept when interviewing witnesses.
- Ask witnesses to fill in relevant forms and to complete relevant eyewitness reports.

Manage risks

1. Identify the risk/s – list all the possible risks, problems and issues that may arise.
2. Determine the likelihood of the risk occurring (unlikely, likely, highly likely) and the impact, or consequences, of the risk should it occur.
3. Rate the risks – there are three basic ratings to determine the likelihood of the risk happening. These are: high, medium or low.
4. Treat the risks – suggest ways to remove or minimise the risk.

Determine the risk level

A risk assessment matrix may be developed and used to evaluate a risk, where likelihood and impact is identified to determine the level of the risk where these intersect on the matrix. High risks become the priorities for treatment or control. Moderate risks need management focus. Some low-level risks may be resolved through internal control such as routine procedures.

Consider the likelihood and impact of an activity you have been involved with relating to a team and use the matrix below to determine the risk level.

Level of likelihood	Level of consequences				
	1 (insignificant)	2 (minor)	3 (moderate)	4 (major)	5 (catastrophic)
A (expected)	Low	Medium	High	Very high	Extreme
B (probable)	Medium	Medium	Medium	High	Extreme
C (possible)	Low	Medium	Medium	High	High
D (improbable)	Low	Low	Medium	Medium	High
E (rare)	Low	Low	Medium	High	Medium

Communicate results

When risks have been identified, the action to be taken to resolve the risks may be communicated to employees in a number of ways using a range of media. The findings and results of risk management plans and/or incident investigations need to be communicated promptly, clearly and in a way that suits the comprehension levels of employees, so that they can begin to meet the new organisational standards. Final reports need be distributed to your manager and relevant others, such as a health and safety committee, so that the key learnings can be used to inform risk planning.

Be a positive role model

As a professional and a leader, it is important you are able to monitor your own performance so you can continue to behave as a role model. This ensures you contribute to an organisation that has integrity and credibility.

In your role as a leader, your performance should set an example for other people. This does not preclude you from making mistakes. Role models are people who do make mistakes, may have poor judgment and at times don't respond to staff appropriately. But what will set you apart as a role model is how you handle the mistakes and how you respond to the mistakes of others. The key traits of a role model are consistency, job competence, honesty, integrity and the ability to question any behaviour, values or standards that are damaging to the organisation. Being credible and having the appropriate personal traits enables you to lead by example and to be a positive role model for your team.



Be a credible leader

To be a credible leader, you need to be an effective and efficient manager of people, activities, tasks and organisational systems. According to leading academic Robert Katz, there are three categories of key skills a manager needs to master – these are shown below.

Technical skills

These skills demonstrate your proficiency in your specialised field. For example, you may have technical skills in accounting, finance, engineering, manufacturing, sales, information technology, training and education, building and construction or health care.

Human skills

These skills are associated with your ability to work well with others both as a group member and as a leader. They include communication, leadership, emotional intelligence, conflict management and negotiation skills.

Conceptual skills

These skills relate to your ability to interpret and read the working environment, to discern interrelationships among organisational parts, and understand how each part fits into the wider industry, community and work contexts.

Provide and seek feedback

Giving and receiving feedback is an effective way to keep your team on track. One of the best ways to do this is to regularly ask for feedback on both individual and group performance. Effective feedback should focus on relevant behaviours or outcomes, not the person, and should be clear about how team members can improve. Asking for feedback also helps you find out what you can do better. Feedback can be sought from colleagues, higher management, the team, customers and clients. The key communication skill involves asking effective questions. Below are some ways of getting feedback from others.



Questions to gain feedback

- How are we going?
- What are we doing well?
- What are we doing poorly?
- Is there anything I/we could be doing better?
- Could you be more specific?
- Can you give me/us an example?
- How would you like me/us to do this differently?

Feedback model

- Establish the area/s of concern; for example, poor sales performance.
- Describe the effects of this lack of performance (percentage under target).
- List specific actions that can be taken to remedy the situation; for example, more sales calls.

Feedback guidelines

- Be genuine.
- Be thoughtful and sensitive to the person's feelings.
- Give negative feedback in private.
- Be mindful that feedback should be a two-way process; you must give and be willing to receive feedback as a team leader.

2B

Embrace, resource and effectively implement improvements to workplace culture

Culture refers to the way people behave in an organisation based on the organisation's values, beliefs and operating procedures. As people become part of an organisation they develop common ways of working. These common ways of working are referred to as norms of behaviour or a collective culture. Leaders play an important role in creating a positive culture in the workplace. A crucial aspect is to ensure that any improvements to workplace culture are well resourced and supported by management.



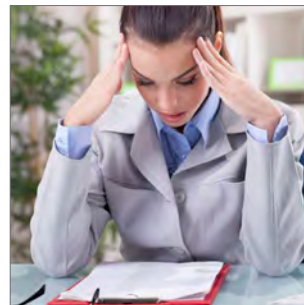
A positive versus negative workplace culture

Some organisations have a 'positive culture'. Most people would agree that a positive work culture is one in which employees enjoy being at work and treat each other with respect and professionalism, while a 'negative culture' is one in which employees are disrespectful to one another, blame each other for failures and withhold information. Here are some additional characteristics of positive and negative workplace cultures.



Positive culture

- Mutual trust
- Strong team identity
- Active listening
- Open and honest communication
- Focus on solutions
- Respect for others
- Win / win approach
- Commitment to goals
- Camaraderie
- Creativity



Negative culture

- Poor team image
- People feeling threatened
- Blaming and scapegoating
- Focus on problems
- Game playing
- Lack of cooperation
- Dominant leadership
- Poor team spirit
- Some team members dominating and others withdrawing

Empower team members

Team empowerment is an approach to leadership focusing on developing employees so they can take on many of the traditional leadership roles.

Empowerment is giving the authority to employees to make decisions. As most employees seek some degree of freedom and autonomy in their work, the power to make decisions gives employees a sense of achievement and accomplishment.

Empowerment allows people to develop their skills and be flexible and responsive to each situation as it arises. Another benefit for a team is that it also develops problem-solving skills.

Some indicators of empowerment might include:

- staff who can make decisions without consulting managers
- staff solving predictably recurring problems
- staff who support other staff through their previous experience of similar situations
- evidence of improved teamwork demonstrated by body language and observations
- staff have greater confidence to deal with unhappy customers.

Deal with conflict

Handling potential conflict is a critical leadership skill when managing changes. Here is a guide to resolving conflicts and grievances which may arise in your workplace.

Conflict management model

1**Discussion**

- Initiate and encourage discussion of the issues.
- Frame the discussion – make a short, neutral statement that establishes what the discussion will be about and explains to the people involved what you want to discuss.

2**Provide information**

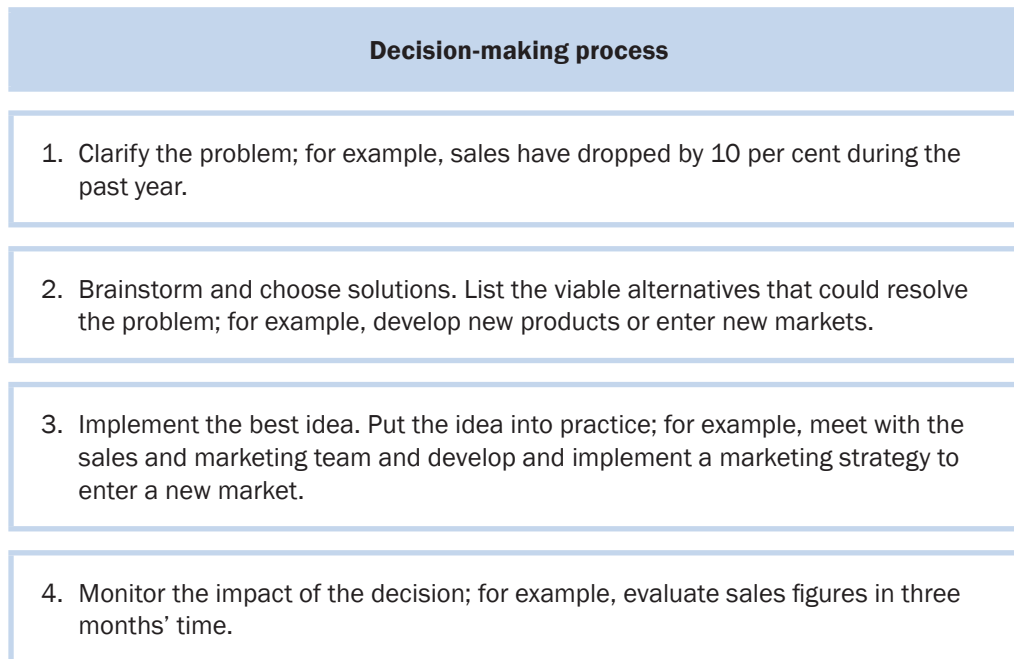
- Explain the impact that the conflict is having on the team.
- Use 'I' statements so the focus is on your perceptions.
- Use language that is neutral and not accusing.

3**Gather information**

- Allow all people to have their say.
- Use empathy and active listening skills to acknowledge the feelings and viewpoints of all.
- Ask questions to clarify and summarise your understanding.

Use a decision-making model

Various models for decision-making have been developed. See below for a model that includes the generally accepted steps in the process.



Implement group decision-making

Group decision-making gives employees the opportunity to participate and feel empowered, while taking advantage of the wider base of knowledge, skills and experience available to make decisions. Group decision-making also recognises that in the modern business environment, many decisions a manager may once have made by themselves are now too complex for one person to cope with. The benefits of a consultative team culture are not limited to the additional insights and ideas a group of people working together generate. People's satisfaction levels, as well as their interest in and commitment to their job, all improve in a team environment. People in a team feel their opinions are valued and that they have an important role in the context of the team and the organisation.



Ensure decisions take risks into account

Risk management is associated with all aspects of organisational management and operations and, in particular, decision-making. All decisions have some chance or probability that they will not turn out as expected. In simple terms this is what risk means. The higher the likelihood the decision will not turn out as expected, the higher the risk associated with the decision. All important decisions should incorporate risk management processes. This means not only evaluating the associated risks and determining plans of action to manage this, but also formulating contingency plans to be implemented if the risk does eventuate. Work groups and teams can use a range of methods to solve problems and make decisions in a risk management context, some of which are shown below.

Topic 3

Build and support teams

Leaders need to develop both the individuals in the team and the team as whole. This cannot be done without the support of the team. Support is earned through trust and respect. You need to demonstrate the personal qualities of a leader by being open, honest, ethical, consistent, respectful, committed to the organisation and the team, and considerate of individual needs and differences. Trust is also engendered through careful planning and having a shared vision for the team, clear roles for individuals, equitable distribution of tasks, setting goals and standards for work and effective monitoring and recognition of achievement.

In this topic you will learn how to:

- 3A Assign accountabilities and responsibilities to teams
- 3B Ensure teams are resourced to allow them to achieve their objectives
- 3C Empower teams and individuals through effective delegation and support
- 3D Create and maintain a positive work environment
- 3E Encourage teams and individuals to develop innovative approaches to work performance

- 3 Empathise; show that you are able to see why the problem occurred.
- 4 State what you want from the other person.
- 5 Explain what will happen if the agreed-upon solution is or is not kept.
- 6 Arrange to have a brief follow-up meeting or catch up in a week's time.



Negotiate win-win outcomes

Negotiation is about achieving a win-win outcome for all people involved in the negotiation. This means that all people feel that a good outcome has been achieved. More information about negotiation processes and conflict management models can be found on the Conflict Management Network's website, at: www.crnhq.org.

The following is one model for ensuring negotiations have a win-win outcome.

Negotiating a win-win outcome
Focus on the problem. Do not focus on the person/people.
Stick to the issues.
Be clear about your needs.
Begin with what you agree on and move on from there.
Make sure you understand agreed solutions.

Provide feedback

Feedback on performance must be constructive, immediate and suitable for each team member to address performance issues, and to motivate team members to strive for continuous improvement. There are different types of feedback you can give your team, as shown below.

Positive feedback

- Provides praise and recognition for a job well done
- Builds confidence and self-esteem
- Builds team spirit
- Motivates

Negative feedback

- Can disempower
- Makes team members defensive
- Creates fear and insecurity

Constructive feedback

- Guides team members
- Is specific
- Is clear about what needs to be done
- Can be used to address both positive and negative performance

Conduct team-building activities

Providing learning opportunities is an effective way to build the skills of your team. Consider internal opportunities such as job rotation, job sharing, shadowing, mentoring and coaching. Taking the time to build the skills of your team assists you in meeting organisational objectives, as you will create a flexible and adaptable team that can function in a range of roles and support other team members to complete their job tasks.

A cohesive team requires relationships between team members to be strong. Relationships can be built through social activities such as team lunches and dinners. Social activities are also good for celebrating achievement of objectives. You could also run a mental team-building activity such as the Myer Briggs Type Indicator (MBTI) or learning styles inventory quiz so team members can understand their own and other members' styles.



Support innovation

Ideas to improve team productivity come from various sources including customers, suppliers, management and team members. Leaders may be inspired by their networking contacts, ideas picked up at conferences or articles in industry journals. All ideas should be viewed as having potential merit and should neither be dismissed nor taken up without proper investigation.

Some improvement initiatives and benefits and strategies to support innovation are outlined below.

Improvement initiatives

Examples of improvement initiatives include:

- improving budgetary performance
- developing new services or products
- improving or changing work conditions
- improving outcomes from the work that is done.

Benefits of supporting innovation

Encouraging your team to be creative and innovative can benefit your team in many ways. Examples of benefits include:

- team members are more proactive, sensing changes and developing new ways to tackle tasks
- team members feel closer bonds with each other and this builds a positive team spirit
- team members feel that the work they are doing is important and valuable
- team members are more likely to be commended for their work
- there is an increase in skill levels
- increased opportunities are provided for collaboration
- stronger innovation and teamwork skills are developed that will equip them for other roles
- empowerment is fostered and encouraged within the team.

Strategies for support

Some strategies to develop a more innovative team approach include:

- generating ideas freely
- thinking creatively about how to capture and use good ideas
- making decisions and define steps to work towards desired outcomes
- setting benchmarks and standards for the work they do and what they want to achieve
- instilling motivation in individuals and the team as a whole to work effectively
- recognising and reward innovative approaches
- ensuring that each team member's interests, skills, abilities, strengths and weaknesses are considered so that they can contribute in a way that is meaningful for them.

Part B

Read the case study, then answer the questions that follow.

Case study

Anna has now worked in the local government department as a team leader for six months.

Her team is beginning to work more effectively together. Anna's objective is to continue to develop her team members so they feel empowered and encouraged to suggest new and innovative ways of working.

A key strategy to further develop the team is through increasing team members' responsibilities. This will provide training and development opportunities for the team. Anna needs to consider how to delegate so she can assign new tasks to team members. She identifies three team members who have expressed an interest in taking on more responsibilities. Anna begins to delegate tasks to these three team members.

- Gill is the currently the team's administrative assistant and is interested in managing the budgets. She is also keen to undertake further studies in managing finances.
- Dephti is interested in marketing and wants to become involved in the marketing strategy.
- Mai currently does data entry but is more interested in customer service and sales.

Read the questions below and provide some strategies for Anna that address the needs outlined in each question.

1. Outline the steps in delegation that Anna should follow.

2. Anna needs to conduct a training needs analysis for the team members to ensure they can take on increased responsibilities and new tasks, as well as develop a training plan to address gaps. Conduct a training needs analysis and develop recommendations to address gaps for Gill, based on the following template.

Name:					
Objective:					
Knowledge and skill area	Rating			Notes	Training development opportunities
	Excellent	Above average	Needs improvement		
Communication skills to liaise with team members and finance team				Needs to become more assertive.	

External opportunities

- Formal training and education through training organisations, TAFEs and universities
- Participating in seminars and trade shows
- Attending conferences
- Professional development sessions organised by industry bodies and associations
- Networking with industry groups

Self-paced or directed

- Subscription to professional, trade or industry journals, newsletters, blogs
- Membership of professional organisations or associations
- Participation in research projects
- Worksite visits
- Online communities of practice

Identify appropriate industry groups and networks

Networks are the range of individuals and/or groups with whom you make regular contact about work-related information or projects. Business networks can include formal industry associations, online professional networks, and those networks you develop through working with others, such as suppliers, customers and government agencies. Those you participate in depend on your area of work and the business your organisation is in. For example, if you work in fleet management, you may consider joining the Australasian Fleet Management Association. A human resources practitioner may consider joining the Australian Human Resources Institute.

There are several key advantages to participating in a network:

- Networks provide opportunities for professional development.
- Networks provide access to new ideas and innovations, and enable you to share your knowledge and solve problems.
- Networks provide opportunities to foster and develop business partnerships.

Maintain network contacts

Professional networks could be local, interstate or global. The methods used to keep in contact or liaise with your networks could be via emails, letters, reports, phone calls, meetings, social media or teleconferencing. Business networks enable you to build your circles of influence and increase your own knowledge and access to sources of information about your occupational field. Networks can also be online. One of the best-known online networks is LinkedIn, which is a global network designed for business and professionals. Online networks are a forum for sharing information and promoting organisations.