**Certificate IV Frontline Management**

Short Answer Booklet

All of the below questions appear in the Certificate IV Frontline Management course. You can choose to complete your answers in this document and copy and paste them across. This allows you to have a permanent record, track your progress and continue to work even without an internet connection. You are still required to submit through the online system.

Don’t forget, there are also Templates, Reflective Pieces and Action Plans that need to be completed.

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| **Module 1** | **Question** | **Your Response** |
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| **Cert IV 1.01A** | In the answer box identify areas where you made improvements in the past 12 months. |  |
| **Cert IV 1.01B** | In the answer box identify areas where you would like to improve in the next 12 months. |  |
| **Cert IV 1.02A** | In the answer box discuss how will being more effective in your role make a difference in other areas of life. |  |
| **Cert IV 1.03A** | In the answer box identify 1 activity for each of these 4 functions that applies to the role of a supervisor in your organisation. (4 activities in total).  eg. 'Planning - Setting the sales target for the month' |  |
| **Cert IV 1.03B** | In the answer box identify 1 thing that you as a supervisor can do to make the people in your team; Happy, Motivated, Valued and Included. (Min. 4 ideas). |  |
| **Cert IV 1.04A** | In the answer box discuss what you think might happen when a person representing the organisation does not reflect the organisation's values? |  |
| **Cert IV 1.05A** | In the answer box identify a goal for each type - short-range, intermediate and long-range. (Min 3. Goals) |  |
| **Cert IV 1.05B** | In the answer box describe what actions you already take or could take to ensure your personal performance contributes to developing an organisation which has integrity and credibility. |  |
| **Cert IV 1.06A** | In the answer box identify what you think Brian Tracy means by this statement |  |
| **Cert IV 1.07A** | In the answer box list some of the 'urgent' things you deal with in your role. |  |
| **Cert IV 1.07B** | In the space identify which of the above (or any others) are your top 3 time wasters.  Under each Time Waster you list come up with an idea for how you might turn that into a Time Winner. |  |
| **Cert IV 1.07C** | In the answer box thinking of an activity from one of the primary functions and think about what actions you could implement that might lead to great reward with less effort. |  |
| **Cert IV 1.08A** | In the answer box answer the following   * How do 'unexpected events' or last minute 'rush jobs' impact on you and your team? * What are some examples of 'unexpected events' or 'rush jobs'? |  |
| **Cert IV 1.09A** | In the answer box describe what technology your organisation has adopted to assist with better time management activities. |  |
| **Cert IV 1.09B** | In the answer box describe how technology has improved or hindered your personal and/or organisational time management? |  |
| **Cert IV 1.09C** | In the answer box discuss any ideas you have around improving time management in your organisation through technology. |  |
| **Cert IV 1.10A** | Nothing happens until action is taken! So in the answer box identify six ways you can improve your time management |  |
| **Cert IV 1.11A** | In the answer box identify at least 5 behaviours people with a negative attitude display. And identify at least 5 behaviours people with a positive attitude display.  Behaviour is something that can be directly observed. |  |
| **Cert IV 1.11B** | In the answer box identify one of the above traits or ones you identified earlier that you think you have a tendency to display at times. Describe the impact on you, the impact on others around you and then commit to an action to bring about a change. |  |
| **Cert IV 1.11C** | In the answer box identify one of the above traits or ones you identified earlier that you think you have a tendency to display at times. Describe the impact on you, the impact on others around you and then commit to an action to build on that strength. |  |
| **Cert IV 1.12A** | In the answer box describe a time when you took full ownership for an activity. Explain what the activity was, what the outcomes were and how you felt during and after the activity. |  |
| **Cert IV 1.13A** | In the answer box list some of the places you could gain information on relevant professional development activities for your growth. |  |
| **Cert IV 1.14A** | In the answer box discuss what you think the impact of not involving the team in a decision could be. |  |
| **Cert IV 1.14B** | In the answer box describe how you can facilitate active participation from members of your team in this stage - Step 3. |  |
| **Cert IV 1.14C** | In the answer box identify at least 3 stakeholders and discuss what their individual needs relating to this decision might be. |  |
| **Cert IV 1.14D** | In the answer box identify what methods will you can use to get this feedback and what actions will you take to ensure the feedback is acted on? |  |

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| **Module 2** | **Question** | **Your Response** |
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| **Cert IV 2.01A** | So, lets look at your current team. In the answer box discuss the following:  What do you think is the purpose of your team  What is your team vision? (if you do not know, create one!) |  |
| **Cert IV 2.02A** | In the answer box describe why you think people sometimes hold on to things and don't delegate effectively. |  |
| **Cert IV 2.02B** | In the answer box list some of the ways that delegation could be better done in your area. |  |
| **Cert IV 2.02C** | What are some of the things we need to ensure are in place when delegating to team members? |  |
| **Cert IV 2.02D** | How could you delegate to provide opportunities for your team to be involved in planning and decision making? |  |
| **Cert IV 2.03A** | In the answer box discuss the following:  What motivates you (what gets you out of bed!)  What do you think motivates your team? |  |
| **Cert IV 2.03B** | In the answer box discuss some simple approaches you can use with your team at the start of the day to set the tone. Consider  Body Language  Communication  Meetings  Rituals (tea breaks, etc) |  |
| **Cert IV 2.04A** | Choose one point from above and in the answer box identify what you need to work on most and develop an idea of how you will go about improving in that area. |  |
| **Cert IV 2.05A** | In the answer box identify 3 non-negotiable behaviours that you would like to see introduced within your team that encourage and reinforce team based behaviour.  Secondly describe how you and your team will ensure non-negotiable behaviours are adhered to. (Think about delegation, motivation, ownership). |  |
| **Cert IV 2.05B** | In the answer box discuss what you can do personally and as a leader to ensure your team operates with Above the Line thinking? |  |
| **Cert IV 2.06A** | In the answer box answer why you think it is we seem to lose our creative spirit. |  |
| **Cert IV 2.06B** | Think of an idea that you had but gave up on, because of circumstances or it was just too hard. In the answer box identify  The Idea  Why you gave up  How you felt  Whether you can still make the idea happen |  |
| **Cert IV 2.06C** | Think of an idea you have, or perhaps use the idea you identified earlier that you had to give up on. In the answer box answer the 4 following questions  Why do you like it?  How can you now love it?  How can you live it?  And how would you let it go? |  |
| **Cert IV 2.07A** | In the answer box define a common goal you and your team wants to achieve? |  |
| **Cert IV 2.07B** | In the answer box describe what if anything, (resources) your team needs to be able to achieve that goal. |  |
| **Cert IV 2.07C** | In the answer box describe what you believe your team's strengths are. |  |
| **Cert IV 2.07D** | In the answer box describe what you believe your team's weaknesses are. |  |
| **Cert IV 2.07E** | In the answer box answer what aspects of your team's role do you think they find the most interesting. |  |
| **Cert IV 2.07F** | Based on your previous answers and knowledge of your team describe how you think you can best share tasks to ensure the best use of abilities (strengths/interests) of the team in the answer box. |  |
| **Cert IV 2.08A** | Think about a person in your team right now that may not be as creative or innovative as others. In the answer box answer how you will coach or mentor this person to expand their opportunities and involvement. |  |
| **Cert IV 2.09A** | In the space answer - When was the last time you had a discussion/meeting about how you can do things better? |  |
| **Cert IV 2.09B** | In the answer box identify who some of the internal (but outside your team) and external (outside your organisation) stakeholders might be. Then discuss how you could get their input on developing ideas. |  |
| **Cert IV 2.10A** | In the answer box think about the IDEA formula (Investigate, Develop, Evaluate, Action), in which of these phases are you the strengths (most comfortable) and why? |  |
| **Cert IV 2.11A** | In the answer box discuss how you will share ideas with:  Your team members  Other staff  Management |  |
| **Cert IV 2.11B** | In the answer box describe some of the ways we can test our ideas and encourage the team to contribute. |  |
| **Cert IV 2.12A** | In the answer box list 3 personal and 3 workplace anchors that sometimes slow you down, or stop you from being as innovative as you'd like. |  |
| **Cert IV 2.12B** | In the answer box develop a response to the idea killer:  "It's never been done" |  |
| **Cert IV 2.12C** | In the answer box develop a response to the idea killer:  "It's been done before." |  |
| **Cert IV 2.12D** | In the answer box develop a response to the idea killer:  "It's not in the budget" |  |
| **Cert IV 2.12E** | In the answer box develop a response to the idea killer:  "It's impossible" |  |
| **Cert IV 2.13A** | In the answer box describe how you can involve team members in this stage of problem solving. |  |
| **Cert IV 2.13B** | In the answer box describe how you can provide an opportunity for the team to be involved in making decisions about solutions. |  |
| **Cert IV 2.14A** | In the answer box discuss how you will communicate issues raised by your team to management and ensure that follow up action is taken. |  |
| **Cert IV 2.14B** | In the answer box discuss why it is important to communicate information from management to the team and how you will go about it. |  |
| **Cert IV 2.14C** | In the answer box discuss how you will communicate issues raised by management about your team and ensure follow up action is taken. |  |
| **Cert IV 2.14D** | In the answer box discuss how you might use feedback to encourage and reward individual and team efforts. |  |

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| **Module 3** | **Question** | **Your Response** |
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| **Cert IV 3.01A** | In the answer box list as many different types of communication you regularly perform in your role. Think of at least 10 dot points.   * Types of meetings * Types of phone calls * Written * Non-verbal * etc |  |
| **Cert IV 3.02A** | In the answer box discuss 1 or 2 other ways you can gain some information about your audience. |  |
| **Cert IV 3.03A** | In the answer box identify your specific topic/concept from module 1.  Eg. - Weekly Time Snapshot, Essential vs Important, Learning to say No, low-effort / high-reward thinking. |  |
| **Cert IV 3.03B** | In the answer box identify who you are and what organisation you're from. |  |
| **Cert IV 3.03C** | In the answer box identify your audience and their needs in relation to this topic/concept. |  |
| **Cert IV 3.03D** | In the answer box identify your objective for this presentation. |  |
| **Cert IV 3.03E** | In the answer box list (min 3) ways you can see if your objective has been met. |  |
| **Cert IV 3.04A** | In the answer box discuss an icebreaker, or clever activity you have seen as part of a presentation which had you engaged early. |  |
| **Cert IV 3.05A** | In the answer box identify your 4 scene points from your Managing Yourself And Your Time SOSOR template which will make up the body of your presentation. |  |
| **Cert IV 3.06A** | Think about someone who might need to be involved in your Managing Yourself And Your Time presentation. In the answer box answer who they are, why they are involved and how you would brief them about their role. |  |
| **Cert IV 3.07A** | In the answer box make a list of the things (at least 6) that need to be done prior to commencing a presentation. |  |
| **Cert IV 3.08A** | In the answer box answer how you might interpret someone 'covering their mouth as they talk'. |  |
| **Cert IV 3.08B** | In the answer box answer how you might interpret someone 'sitting with arms and legs crossed as they listen to you'. |  |
| **Cert IV 3.08C** | In the answer box answer how you might interpret someone 'rubbing their eyes as they listen to you'. (Multiple meanings here). |  |
| **Cert IV 3.08D** | In the answer box answer how you might interpret someone 'scratching their head as they listen to you'. |  |
| **Cert IV 3.09A** | In the answer box discuss something you have taken away from this topic which is new, or something which really stood out for you which you will implement straight away. Please ensure your response is between 150-250 words. |  |
| **Cert IV 3.10A** | In the answer box list some of the ways in which you could evaluate changes that have taken place in the behaviour/productivity of your participants. |  |

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| **Module 4** | **Question** | **Your Response** |
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| **Cert IV 4.01A** | In the answer box recall an instance where you had a negative experience of customer service and explain what made it negative. |  |
| **Cert IV 4.01B** | In the answer box recall an instance where you had a positive experience of customer service and explain what made it positive. |  |
| **Cert IV 4.02A** | Sometimes we treat internal customers differently to how we treat external customers. In the answer box answer why you think we might do that. |  |
| **Cert IV 4.03A** | In the answer box describe the 'typical' service culture at each level.   * Industry * Organisation * Department/Team * Individual (You!) |  |
| **Cert IV 4.03B** | In the answer box discuss what you think the above statement means and how you could apply Above the Line (OAR) and Below the Line (BOX) thinking. (Module 2). |  |
| **Cert IV 4.03C** | In the answer box complete a list of your own customer's 'Moments of Truth.' Think about your workplace and your department and list 10 moments where the customer will interact with you and your organisation. |  |
| **Cert IV 4.04A** | In the answer box identify what the organisational strengths and weaknesses of your Professional (Administrative) side of Customer Service are. |  |
| **Cert IV 4.04B** | In the answer box identify what the organisational strengths and weaknesses of your Positive (Personal) side of Customer Service are. |  |
| **Cert IV 4.04C** | In the answer box identify what the organisational strengths and weaknesses of your X-Factor (point of difference) side of Customer Service are. |  |
| **Cert IV 4.05A** | In the answer box describe your 'typical' customer. Do you deal with individuals/organisations, what characteristics do they share? |  |
| **Cert IV 4.06A** | In the answer box answer what you need to know about your organisation in order to offer exceptional service. |  |
| **Cert IV 4.07A** | In the answer box identify a feature and benefit of your product/service. |  |
| **Cert IV 4.07B** | In the answer box identify another feature and benefit of your product/service. |  |
| **Cert IV 4.07C** | In the answer box identify another feature and benefit of your product/service. |  |
| **Cert IV 4.08A** | In the answer box identify who in your organisation needs to be involved in gathering feedback. |  |
| **Cert IV 4.08B** | In the answer box discuss ways in which we can ensure that we action feedback given to us by customers. |  |
| **Cert IV 4.09A** | In the answer box identify what systems your organisation has in place to assist in customer service. |  |
| **Cert IV 4.09B** | In the answer box identify some ways you might be able to network with your current and potential clients. |  |
| **Cert IV 4.10A** | In the answer box consider the most common reason your clients tend to be difficult. What might you be able to do to better manage the situation? |  |
| **Cert IV 4.11A** | In the answer box develop 1 customer service policy or procedure you would like to see introduced into your organisation or team. |  |
| **Cert IV 4.11B** | In the answer box develop a second customer service policy or procedure you would like to see introduced into your organisation or team. |  |
| **Cert IV 4.11C** | In the answer box develop a third customer service policy or procedure you would like to see introduced into your organisation or team. |  |
| **Cert IV 5.01A** | In the answer box identify the benefits of having a clearly set out operational plan for your team or work area. |  |
| **Cert IV 5.02A** | In the answer box identify who some of the internal and external stakeholders that could provide information about your operational plan are. (At least 3 of each). |  |
| **Cert IV 5.03A** | In the answer box identify what you think some relevant KPIs for your team/department might be. |  |
| **Cert IV 5.04A** | In the answer box identify the following:   * Where your revenue comes from * Your cost of sales (for producing your product or delivering your service) * Your typical expenses |  |
| **Cert IV 5.05A** | In the answer box describe your experience of recruitment in your organisation. Have you been involved in recruiting someone to your team, if not, describe the process you were recruited through. |  |
| **Cert IV 5.05B** | In the answer box identify any recruitment policies and procedures in your organisation. Or, if you are not aware how would you be able to find out more about them? |  |
| **Cert IV 5.05C** | In the answer box describe what your involvement in another staff member's induction was, or what was your own induction was like. |  |
| **Cert IV 5.06A** | In the answer box describe how you currently manage poor staff performance |  |
| **Cert IV 5.06B** | In the answer box discuss why you think at times we find it difficult to manage poor performance. |  |
| **Cert IV 5.07A** | In the answer box identify some of the standard resources that would be required by your team and in the organisation. |  |
| **Cert IV 5.08A** | In the answer box identify what position you are going to prepare an induction plan for. |  |
| **Cert IV 5.09A** | In the answer box identify what method you think your organisation might use for unplanned absences. |  |
| **Cert IV 5.09B** | In the answer box identify other examples of where contingency plans might be needed. |  |
| **Cert IV 6.01A** | In the answer box identify what some of the benefits of effective risk management are. |  |
| **Cert IV 6.02A** | Earlier we saw that the Healthcare Provider had a very low appetite to risk. In the answer box identify some organisations or industries where they might have a very high appetite for risk. |  |
| **Cert IV 6.02B** | In the answer box identify what some of the risks that your customer service plan was aiming to manage. |  |
| **Cert IV 6.03A** | In the answer box identify 1 risk for each category of risk:   * Strategic * Financial * Operational * Commercial * Technical |  |
| **Cert IV 6.04A** | In the answer box identify a risk in your workplace that the Retention method has been applied to. It happens, and your organisation accepts that while unfortunate, it will happen from time to time. |  |
| **Cert IV 6.05A** | In the answer box identify 3 areas of risk you are responsible for as a leader. |  |
| **Cert IV 6.06A** | In the answer box identify the team that you will prepare this risk management plan for. This can either be the team you work in or supervise. |  |
| **Cert IV 6.07A** | In the answer box identify some of the benefits (at least 6) of managing risk in the workplace? |  |
| **Cert IV 6.08A** | In the answer box discuss what you think the major workplace health and safety cost in your organisation is and what is being done about it. |  |
| **Cert IV 6.08B** | In the answer box identify 4 ways you and your team can help manage the costs of WHS in your organisation. |  |
| **Cert IV 6.09A** | In the answer box identify who you would need to speak to in your workplace to find out more about the organisational policies and procedures. |  |
| **Cert IV 6.10A** | In the answer box define your objective for managing safety. Why is it important to you? |  |