

Instruction Sheet	Learning Guide 2
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- The team role and responsibility
- Recognize of the role and responsibility within team members
- Internal and external communication including reporting relationship

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to:

- Understand team role and scope.
- Describe team role and scope.
- Identify own role and responsibility within team.
- Identify Working as a team member.
- explain Working as a team member.

Learning Activities

1. Read the specific objectives of this Learning Guide.
2. Read the information written in the “Information Sheets 1”.
3. Accomplish the “Self-check 1”. Request the key answer / key to correction from your teacher or you can request your teacher to check it for you.
4. If you earned a satisfactory evaluation proceed to “Information Sheet 2”. However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #2.
5. Read the information written in the “Information Sheet 2”.
6. Accomplish the “Self-check 2” . Again you can request the key answer / key to correction from your teacher or you can request your teacher to check it for you.
7. If you earned a satisfactory evaluation proceed to “Information Sheet 3”. However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #5.

8. Read the information written in the “Information Sheet 3”.
9. Accomplish the “Self-check 3”. Request the key answer / key to correction from your teacher or you can request your teacher to check it for you.
10. If you earned a satisfactory evaluation proceed to next information sheet. However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #8.

Information Sheet-1

2.1 Roles and responsibilities of team members

If you were choosing team members for a business team in your organization, who would the best team players be? Assuming that people have the right technical skills for the work to be done, what other factors would you use to select your team members?

Teams need strong team players to perform well. But what defines such people?

Demonstrates reliability

You can count on a reliable team member who gets work done and does his fair share to work hard and meet commitments. He or she follows through on assignments. Consistency is key. You can count on him or her to deliver good performance all the time, not just some of the time.

Communicates constructively

Teams need people who speak up and express their thoughts and ideas clearly, directly, honestly, and with respect for others and for the work of the team. That's what it means to communicate constructively. Such a team member does not shy away from making a point but makes it in the best way possible — in a positive, confident, and respectful manner.

Listen actively

Good listeners are essential for teams to function effectively. Teams need team players who can absorb, understand, and consider ideas and points of view from other people without debating and arguing every point. Such a team member also can receive criticism without reacting defensively. Most important, for effective communication and problem solving, team members need the discipline to listen first and speak second so that meaningful dialogue results.

Functions as an active participant

Good team players are active participants. They come prepared for team meetings and listen and speak up in discussions. They're fully engaged in the work of the team and do not sit passively on the sidelines.

Team members who function as active participants take the initiative to help make things happen, and they volunteer for assignments. Their whole approach is can-do: "What contribution can I make to help the team achieve success?"

Shares openly and willingly

Good team players share. They're willing to share information, knowledge, and experience. They take the initiative to keep other team members informed.

Much of the communication within teams takes place informally. Beyond discussion at organized meetings, team members need to feel comfortable talking with one another and passing along important news and information day-to-day. Good team players are active in this informal sharing. They keep other team members in the loop with information and expertise that helps get the job done and prevents surprises.

Cooperates and pitches in to help

Cooperation is the act of working with others and acting together to accomplish a job. Effective team players work this way by second nature. Good team players, despite differences they may have with other team members concerning style and perspective, figure out ways to work together to solve problems and get work done. They respond to requests for assistance and take the initiative to offer help.

Exhibits flexibility

Teams often deal with changing conditions — and often create changes themselves. Good team players roll with the punches; they adapt to ever-changing situations. They don't complain or get stressed out because something new is being tried or some new direction is being set.

In addition, a flexible team member can consider different points of views and compromise when needed. He or she doesn't hold rigidly to a point of view and argue it to death, especially when the team needs to move forward to make a decision or get something done. Strong team players are firm in their thoughts yet open to what others have to offer — flexibility at its best.

Shows commitment to the team

Strong team players care about their work, the team, and the team's work. They show up every day with this care and commitment up front. They want to give a good effort, and they want other team members to do the same.

Works as a problem-solver

Teams, of course, deal with problems. Sometimes, it appears, that's the whole reason why a team is created — to address problems. Good team players are willing to deal with all kinds of problems in a solutions-oriented manner. They're problem-solvers, not problem-dwellers, problem-blamers, or problem-avoiders. They don't simply rehash a problem the way problem-dwellers do. They don't look for others to fault, as the blamers do. And they don't put off dealing with issues, the way avoiders do.

Team players get problems out in the open for discussion and then collaborate with others to find solutions and form action plans.

Treats others in a respectful and supportive manner

Team players treat fellow team members with courtesy and consideration — not just some of the time but consistently. In addition, they show understanding and the appropriate support of other team members to help get the job done. They don't place conditions on when they'll provide assistance, when they'll choose to listen, and when they'll share information. Good team players also have a sense of humor and know how to have fun (and all teams can use a bit of both), but they don't have fun at someone else's expense. Quite simply, effective team players deal with other people in a professional manner.

Team players who show commitment don't come in any particular style or personality. They don't need to be rah-rah, cheerleader types. In fact, they may even be soft-spoken, but they aren't passive. They care about what the team is doing and they contribute to its success — without needing a push.

Self-Check -1

Written Test

Name: _____ Date: _____

Time started: _____ Time finished: _____

Directions: Answer all the questions listed below.

Fill in the blanks: (1 point each)

1. ----- is the act of working with others and acting together to accomplish a job.
2. Good team players are active -----.
3. ----- need people who speak up and express their thoughts and ideas clearly, directly, honestly, and with respect for others and for the work of the team.
4. Teams need strong team -----to perform well.
5. Teams often deal with changing conditions and often create changes -----.

True or False: (1 point each)

1. Weak team players care about their work, the team, and the team's work.
2. Team players who show commitment do come in any particular style or personality.
3. Effective team players deal with other people in a professional manner.
4. Team players get problems out in the open for discussion and then collaborate with others to find solutions and form action plans.
5. In addition, a flexible team member cannot consider different points of views and compromise when needed.

Short answer questions: (2 point each)

1. Define cooperation.
2. Define good listeners.
3. Define “share openly and willingly.”

Information Sheet-2

2.2 Recognition of the roles and responsibilities of the team members

There may be different types of methods which can be able to define team role. Here are some important ways to verify recognition.

Identify Teamwork and Communications on the Macro level

Teamwork and communications are components of project execution. The project manager should gather members of different units and create an effective team that will self-sustain itself and create an encouraging environment to complete a project. There should always be members of all parts of the company or organization. This creates a diversity of people, backgrounds, and expertise allowing for everyone's' needs to be met as well as for more balanced compromises among the various departments of the organization. Avoiding picking people from all departments or divisions of an institution could lead to prejudice and discrimination suits that would only create problems both internally and externally for the company. The team should also be a very effective group. While you do want a group of people that are outspoken so that opinions are voiced, you do not want a group that spends their whole time talking because then you run the risk of a low production level. The group also needs to be effective in management so that people respect the decisions they make that will affect the company or organization and their audience. If the group is not respected, the project will become very difficult to execute.

Develop a Team

It needs to be understood that most work in project management will happen through a team. Teams typically undergo stages including forming, which is when team members learn about each other, storming, which is when project managers try to reduce conflict in teams by having team members focus on the task at hand and not the relationships to each other. Then norming is when the team begins to lay out work expectations and the norms that everyone is expected to follow which the team will use to reference each other as members of the team, followed by phase performing, which is when work gets done while working with issues. There are various process changes a team undergoes. There are three changes called brainstorming, nominal group technique, and Delphi group process. When developing the team

you will want to bring the best people into the team as possible, each with a distinct background that will add to the team effectiveness. It usually helps to let the team know that their performance will be measured. Knowing that their capabilities will be evaluated usually serves as an incentive for them to remain dedicated to the project. The way the team's performance will be measured is through the rate of performance, which is equal to actual work completed divided by percent of work planned to complete. A good team will keep as close as possible to the work schedule as well as the planned budget. There are a few methods to improving teamwork such as noticing the phases the team goes through. If one notices a team gets stuck in a specific phase, the project manager may need to intervene to move the team ahead. Staying in one phase of building a team may be more costly and will definitely negatively affect the scheduled plans. In addition, teamwork can be improved by making sure that the team members bond with each other over time. While outside previously held relationships or conflicts among team members should be left outside of the project work time, a distinct team bond should be created. It's almost like team spirit at a high school. While there may be conflicts among faculty or in between students, everyone still comes together at times like homecoming, or commencement ceremonies to make it a good experience and have a good experience that will benefit all. Team spirit through a good bond will allow both the team to be successful and the client to be satisfied. One more thing a team can do to improve the effectiveness of the teamwork is to change team meeting processes. The way one could practice this is by ending each meeting with an evaluation. The end of meeting evaluation will allow the future meetings to be more successful. The project manager will be able to better understand what motivates the team as well as what turns them away from wanting to be part of the team. The team will also be able to evaluate the project itself, and point out things that they may not have wanted to bring up in front of everyone. Another good example of changing team-meeting processes is maybe, creating a more relaxed environment, where people do not need to raise their hand to speak.

Develop a Communication Management Plan

Before initiating the team, the project manager needs to create a communication management plan. The project manager should always know what to ask their team members about the project. In other words, the project manager should be well informed about everyone's role in the project, what stage they are at, and how they are performing. By allowing the project

manager to ask the correct questions to the various team members allows them to accurately report back to the client. Some things the project manager should ask is who is currently working on completing the part of the project the team member is currently working on? For example, if the team is building a hospital, and someone is in charge of the foundation, that person should know who they contracted to do the foundation, who the head contractor is, who the architect, who designed the foundation, is and how many people are working on it. Another question the project manager should always ask is why? For example, if we are going to stock the new hospital we are building with one roll of toilet paper when we had the hospital over to the system that ordered it and we are using Charmin, as opposed to Equate, the Wal-Mart brand which is clearly cheaper, we should ask why did we go with the more expensive brand Charmin? Asking why may expose some compromises we are making between quality and price, or time and money. The next set question that should always be asked is when. This can be simple things like, when will this be completed, or when can we meet, or when are certain employees at the construction site. The project manager should always ask where. Going back to the building a hospital scenario, some sample questions would be like, where do the construction workers eat, or where do you keep the list of emergency contacts, or where will the restroom be on the second floor if the client is wanting to know. Another question the project manager should ask is how often. For example, how often are the budget reports being updated, or how often certain employees are coming into work? Another set of questions that should be asked is through what methods. For example, through what methods will you be accessing the construction site, or through what methods will the supplies be delivered, and questions of that nature. Another part of the communication plan should include creating a communication matrix, identifying roles, and establishing responsibilities. The work should be fairly equally, and if not, then compensations should vary depending on difficulty of skill and amount of time needed. Everyone should understand their role as well, so that they are not overwhelming at team functions. If team members step on other members' feet it could make for a very uncomfortable situation as well as create tensions between members if they feel their space is being invaded.

Present the Communication Plan to Your Team

If a project manager simply handed the communication plan to their team members, it may be overwhelming for some, especially those that have never worked on or designed one.

Therefore, the project manager should try and create a communications overview, communications strategy, provide alternative methods, create a roles and responsibilities table, and do a directory of project team members, as well as create a list of acronyms that may be used in this documentation. This documentation should hopefully provide a more simplified version of the full communication plan.

Communicate Clearly During the Project

Status reports need to be completed to identify the following are:

1. Tasks completed on time,
2. if not, what needs to get done to complete the task,
3. What is the next task, and
4. What are the issues interfering with the completion of tasks.

Everyone on the team should be able to access these status reports, which should be updated frequently. Create matrixes that align project status and task outcomes and effects on the target audience or client Information exchange usually begins with the communicator and as the project manager; one must determine which stakeholder will receive the information. Stakeholders include the project sponsor, the client, the system users or your project team

For every project, one must customize their message according to the audience. Each stakeholder has his or her own unique set of needs; therefore, the message must provide the type of information being requested. The message must also provide enough information to satisfy the stakeholder level of expertise. After sending the message, the receiver of the message will use it to determine if their requirements have been met. The receiver can then give additional feedback to the sender to provide results and outcomes of that segment. It is a good idea for the project manager to always have an organization chart, which highlights the structure, the communication flow, the team structure, and the roles, as well as responsibilities and nodes of communication, which should always be understood in this chart

Understand the Methods of Communication

Verbal Communication may be in a project, and many prefer this as a means of communication since it is fast, easy, and uncomplicated. Another way to exchange information

is through group project meetings and functional team meeting since it allows the team to get status reports and updates as well as a great way to discuss lessons learned from tasks.

Non-verbal communication may be used in a project when the manager wants to circulate detailed information. It is useful communication if the project manager wants to disseminate technical plans or specific project information. It is also the easiest way of sharing complex processes and instructions to stakeholders.

Appropriate media is important to the team when sending out project related communication. The delivery and retrieval of a task is more effective and efficient communication is appropriately provided to the stakeholders properly.

It is wise to use simple and appropriate language, so that everyone will understand. Limiting technical details to generic language is also a great way to be a better communicator. Some functional information can be translated to technical requirements, but using charts, graphs, pictures, and video is more precise when explaining the task and the results you expect.

When using communication, you want to make sure you cover all bases. It is important for discussing topics, tasks, and the status of these tasks, and it's helpful towards tasks being completed on time

Understand the Importance of Communication

It is important for managers to understand the various methods and barriers that come along with good communication since 90% of the project manager's time will be spent on communicating with either the team or the clients/stakeholder. Good communication skills are of the utmost importance because it creates an open and trusting environment. Furthermore, it helps the manager navigate with and outside of the project team. What happens if project teamwork and communications are not handled well? Project failure and poor communications

One must understand the different types of communication that there are. Formal and informal communications are two types of project communication. Formal communication answers the question "who should care?" It is important to know where messages are going to, so you know what type of communication to use. The stakeholder's role and involvement in the project, if they are communicated with, will help your team stay on task and focused. Using the project plan as your guide will allow for a concise information flow. You can also refer to lessons learned from previous projects or tasks as a reference.

The other type of communication is informal communication. Informal communication occurs mostly outside the formal project boundaries. They consist of unconfirmed information, and rumors that people hear through the grapevine. Informal can be good because it addresses issues before they are discussed, but then again the information may be misleading. Also good informal communication can occur during the project, such as lasting impressions from a previous project, which motivates your team

Constantly Review...

There are a few things a project manager should always go over with the team. Repetition of these things is important to confirming success and efficiency.

1. Reconfirm plan,
2. Assess project performance,
3. Take corrective action, and
4. Keep people informed.

Do Not Forget to Avoid Communication Barriers

Reinforcing communication through different types of media prevents barriers and can provide clear data. Varying forms of communication can break the monotony, and disseminating communication personally can break down interpersonal barriers. Personal interaction eliminates assumptions and prejudices, and brings team members in to focus on project goals. While the majority of project documents and communication can be distributed using non-personal means, some of the project communication can be given through group meetings or gatherings. Always make sure the client knows exactly how feasible the plans are by saying exactly what you mean be sure to address the issues, but do so cordially, and be aware of the issues that come with non-verbal communication

Example:

Delilah was a nurse at Zewditu Hospital, and a patient was brought into the hospital for surgery. The procedure was to remove the left leg. Unfortunately, Delilah got sick and had to go home early, prior to the patient's surgery. No one else helped her prep for the surgery, so the right leg was removed, instead of the left. The hospital was then sued and had to close down.

What went wrong?

Poor communication is what went wrong. Delilah should have known who the operations team was for the patient, and should have talked to them to make sure they were prepped on the surgery before she left. Secondly, the operations unit director should have developed a team out of knowledgeable staff members that were aware of the hospital's communication management plan, so that if a situation like Delilah's occurred where a person had to leave, then the whole procedure would not be in jeopardy.

Clearly, the team was not communicating the way they should have been, or the rest of the team would have known what leg to amputate. In addition, in the example, the team broke the rule of understanding methods of communication. For the wrong leg to be amputated, not all of the patient's records could have been documented. In addition, Delilah could not have possibly understood all the methods of communication, since the team fell apart with her there. There should have been some form of protocol as to who to let know she was leaving, as well as some way to update the team in her absence, and lastly, to let the team know what exactly was supposed to be done during the procedure. If the team understood the importance of communication, formal communication would have occurred. Everything would have been documented, and the operations unit could have been able to complete the procedure safely, and correctly. In this case, things you constantly want to go over with your team are the patient's records, talking to the patient while awake, confirming the necessary procedure, having all consent forms signed, and making sure the rest of the team is involved in this process. Lastly, it was the barriers of communication that lead to this sad, sad situation.

Self-Check -2	Written Test
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Name: _____ Date: _____

Time started: _____ Time finished: _____

Directions: Answer all the questions listed below.

Fill in the blanks: (1 point each)

1. Teamwork and ----- are components of project execution.
2. It is wise to use simple and appropriate -----, so that everyone will understand.
3. ----- Communication may be in a project, and many prefer this as a means of communication since it is fast, easy, and uncomplicated.
4. ----- Communication occurs mostly outside the formal project boundaries.
5. While the majority of project documents and communication can be distributed using ---- ----- means, some of the project communication can be given through group meetings or gatherings.

True or False: (1 point each)

1. Personal interaction eliminates assumptions and prejudices, and brings team members in to focus on project goals.
2. Clearly, the team was not communicating the way they should have been, or the rest of the team would not have known what leg to amputate.
3. If the team understood the importance of communication, formal communication would have occurred.
4. Reinforcing communication through different types of media does not prevent barriers and can provide clear data.
5. Formal and informal communications are two types of project communication.

Short answer questions: (2 point each)

1. Define verbal communication.
2. Define non-verbal communication.

Information Sheet-3

2.3 Internal and external communication including reporting relationship

Organizations cannot operate without communication. Communication can take various forms but all forms involve the transfer of information from one party to others. Communication processes in place within the organization allow the SMS to function effectively. The exchange of relevant safety information is crucial within and among organizations.

It is therefore important that defined reporting channels and interfaces exist, within a structured process, to ensure that knowledge and understanding of the SMS is ensured and all safety relevant information is conveyed to or available for the right person/role/function in a prompt and clear way.

Internal communication refers to all levels of an organization, as for instance:

- staff involved in product implementation and delivery,
- staff involved in operational and organizational arrangements and changes,
- Operational staff.

There are three interrelated methods for communication within an organization:

- Visible Behavior
- Written Communication
- Face - to - face discussion

Managers may wish to acknowledge and if possible remove barriers to communication. Examples of obstacles or barriers include illiteracy, language differences, reprisals (supervisory and/or peer), or other forms of discrimination. Incentive programs, drug testing programs, and disciplinary mechanisms should be carefully designed and implemented to ensure that employees are not discouraged from reporting job-related injuries, illnesses, hazards, and risks.

External communication refers to safety aspects that may be relevant, but not limited, to:

1. Other companies operating on the same infrastructure suppliers / contractors,
2. customers,
3. controlling agencies

Other stakeholders (users, neighbors, all kind of authorities).

Information may especially pertain to known hazards that need to be controlled by others. Good two way communication is also essential because it supports the development of a positive safety culture.

Self-Check -3

Written Test

Name: _____ Date: _____

Time started: _____ Time finished: _____

Directions: Answer all the questions listed below.

Fill in the blanks: (1 point each)

1. Organizations cannot operate without -----.
2. ----- may especially pertain to known hazards that need to be controlled by others.
3. There are three interrelated methods for ----- within an organization.
4. ----- communication refers to all levels of an organization.
5. ----- can take various forms but all forms involve the transfer of information from one party to others.

True or false:

1. Good two way communication is also essential because it supports the development of a positive safety culture.
2. Incentive programs, drug testing programs, and disciplinary mechanisms should be carefully designed and implemented to ensure that employees are not discouraged from reporting job-related injuries, illnesses, hazards, and risks.
3. Communication cannot take various forms but all forms involve the transfer of information from one party to others.
4. Examples of obstacles or barriers include illiteracy, language differences, reprisals (supervisory and/or peer), or other forms of discrimination.
5. The exchange of relevant safety information is crucial within and among organizations.

