



Solar PV System Installation and Maintenance

Level-III

Learning Guide-5

Unit of Competence: Lead Workplace

Communication

**Module Title: Lead Workplace
 Communication**

LG Code: IND WLD3 M02 LO1-LG05

TTLM Code: IND WLD3 TTLM 0920v1

**LO1: Communicate information
about workplace processes**



Instruction Sheet

Learning Guide #05

This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

- Selecting appropriate communication method
- Communicating multiple operations.
- Using questions
- Identifying correct sources of information
- Selecting and organizing information correctly
- Requiring verbal and written report
- Maintaining communication skills.

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:**

- Select appropriate communication method
- Communicate multiple operations.
- Use questions
- Identify correct sources of information
- Select and organize information correctly
- Require verbal and written report
- Maintain communication skills.

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below.
3. Read the information written in the information Sheets 1,
4. Accomplish the Self-checks



1.1 Non-verbal gesture

Nonverbal communication is critical to the success of any workplace. It starts from the moment an employee applies for a job and continues through the employment of that particular employee. Realizing the importance of nonverbal communication can promote teamwork, respect and efficiency in any workplace. To deliver the full impact of a message, use nonverbal behaviors to raise the channel of interpersonal communication:

- **Eye contact:** This helps to regulate the flow of communication. It signals interest in others and increases the speaker's credibility. People who make eye contact open the flow of communication and convey interest, concern, warmth, and credibility.
- **Facial Expressions:** Smiling is a powerful cue that transmits happiness, friendliness, warmth, and liking. So, if you smile frequently you will be perceived as more likable, friendly, warm and approachable. Smiling is often contagious and people will react favorably. They will be more comfortable around you and will want to listen more.
- **Gestures:** If you fail to gesture while speaking you may be perceived as boring and stiff. A lively speaking style captures the listener's attention, makes the conversation more interesting, and facilitates understanding.
- **Posture and body orientation:** You communicate numerous messages by the way you talk and move. Standing erect and leaning forward communicates to listeners that you are approachable, receptive and friendly. Interpersonal closeness results when you and the listener face each other. Speaking with your back turned or looking at the floor or ceiling should be avoided as it communicates disinterest.
- **Proximity:** Cultural norms dictate a comfortable distance for interaction with others. You should look for signals of discomfort caused by invading the other person's space. Some of these are: rocking, leg swinging, tapping, and gaze aversion.



- **Vocal:** Speaking can signal nonverbal communication when you include such vocal elements as: tone, pitch, rhythm, timbre, loudness, and inflection. For maximum teaching effectiveness, learn to vary these six elements of your voice. One of the major criticisms of many speakers is that they speak in a monotone voice. Listeners perceive this type of speaker as boring and dull.

1.2 Verbal

Business professionals demonstrating effective verbal communication skills use spoken words to convey a message clearly and concisely. To get a message across, the sender needs to ensure the receiver correctly interprets the words. If not, confusion and conflict typically results. By successfully delivering a message, business professionals describe ideas, thoughts and directives that allow colleagues to work better together. Effective verbal communication begins by acknowledging what the audience needs. By planning what he wants to say, how he wants to say it and seeking feedback on how the message was received, a business professional ensures successful communication.

Meetings

Verbal communication occurs in meetings when participants share their ideas. Effective meeting organizers clearly define their objective, such as whether the intent of the meeting is to make a decision, brainstorm ideas, approve a plan, communicate a change or get a status report. At the beginning of the meeting, an organizer uses verbal communication to state the priorities of the meeting, the desired outcomes and the amount of time allowed to discuss each topic. By asking for additional input from participants, she ensures the meeting remains relevant for everyone. The meeting organizer also ensures that every participant gets a chance to speak without monopolizing the agenda.

Presentations and Lectures

Using effective verbal communication, business professionals give presentations and lectures to convey their expertise on a particular topic. Whether a business professional provides instruction, describes a product to make a sale or communicates a vision or strategy, he needs to keep the message clear by preparing adequately. Using vivid language, descriptive examples and supplementary visuals, he ensures a successful presentation. By using short words and sentences, speakers tend to avoid confusion. Effective presenters allow time for the audience to ask questions and provide comments



Workshops

Workshop organizers use verbal communication to direct the activities of participants. By providing clear instructions for group, the facilitator ensures a positive development experience. For example, a leader describes the rules for participating role-playing exercises, talks about the scenario and determines how long the activity takes. Using effective verbal communication, leaders guide participants in researching issues, solving problems, negotiating solutions and making decisions.

Conversations

Conversations typically involve two people discussing a topic. Effective verbal communication occurs during conversations when the speaker acknowledges the sensitivity of the subject, time constraints and types of questions the receiver might ask. If the conversation occurs face to face, successful communicators use active listening skills such as repeating back what the other person has said. They also resist the temptation to interrupt and allow the other person to speak up as well to convey their thoughts. If the conversation occurs by telephone, the participants need to pay even more attention.

1.3 Face to face

- **Face to Face Communication**

Conventional wisdom tells us that face to face communication is more effective than other types of communication such as telephone or email. The argument in favor of face time is that telephone or email communication lacks important nonverbal cues to help us understand the message.

- **Comparing Types of Communication**

- **Words**, the words that are spoken or written to convey the message.
- **Visuals**. The visual aids (pictures, videos, and charts) that help understand the message.
- **Voice**. The tone, inflection, and volume of the voice used to deliver the message.
- **Face**. The facial expressions such as smiles, frowns, raised eyebrows, pouts, and all the gestures we make with our face while delivering a message.
- **Body Language**. The position and movement of the arms, shoulders, legs, head and other body language.



- **Presence.** This includes all the conditions of the room or shared space that may affect the communication. Noise, likes and dislikes for a person in the room, proximity to other people in the room, temperature, smells, what others are doing while the communication **is** taking place.

1.4 Two way

- **Two-way communication**

uses communication to negotiate with the public, resolve conflict, and promote mutual understanding and respect between the organization and its public(s).

- **Two-Way Communication in Public Relations**

There are different types of two-way communication in public relations; symmetric and asymmetric. Two-way asymmetric public relations.

- ✓ Can also be called "scientific persuasion;"
- ✓ Employs social science methods to develop more:^[1]
- ✓ Generally focuses on achieving short-term attitude change;
- ✓ Incorporates lots of feedback from target audiences and publics;
- ✓ Is used by an organization primarily interested in having its publics come around to its way of thinking rather changing the organization, its policies, or its views.
- ✓ Two-way symmetric public relations
- ✓ Relies on honest and open two-way communication and mutual give-and-take rather than one-way persuasion;
- ✓ Focuses on mutual respect and efforts to achieve mutual understanding;
- ✓ Emphasizes negotiation and a willingness to adapt and make compromises;
- ✓ Requires organizations engaging in public relations to be willing to make significant adjustments in how they operate in order to accommodate their publics;
- ✓ Seems to be used more by non-profit organizations, government agencies, and heavily regulated businesses such as public utilities than by competitive, profit-driven companies



Two-way communication is a form of transmission in which both parties involved transmit information. Common forms of two-way communication are

1.5 Speaking to groups

- **Group Communication Methods**

Communication can be defined as a method by which people share information, ideas and opinions. Communication can be done on a person-to-person level or in a group. An ability to understand what others are saying and bring your message across in a group of people constitutes effective group communication. There are several methods you can use to communicate better in a group.

- **Dialogue**

Dialogue is an exchange of information between people. Dialogue allows each person of the group to easily express his ideas and get immediate feedback from others. To make dialogue effective, allow other people to finish their thoughts and respect other people's opinions. Listen carefully to what other people say in a supportive way, encouraging all group members to tell what they think about a particular comment

1.6 Using telephone

Telephone communication lacks nonverbal cues. When we are having a phone conversation, we don't have facial expressions or body language to help us decode messages, so we must focus on every word being said, and the tone of voice that is being used. We compensate for the absence of nonverbal cues by adding more weight to the words being said and the tone of voice being used. The remaining types of communication on the chart are missing both, tone of voice as well as nonverbal communication. They only use words and visuals. Does that mean that the quality of the communication is minimal? Not necessarily, it means that the words and visuals carry all the weight to ensure a message is clearly understood.

1.7 Written

Written materials often bear the greatest burden for the communication of new ideas and procedures. Effective writing is the product of long hours of preparation, revision and organization. One book that follows its own rules is Strunk and White's Elements of Style, a short book which argues persuasively for clarity, accuracy, and brevity in the use of English. Its entire philosophy is contained in one paragraph: A sentence should contain



no unnecessary words, a paragraph no unnecessary sentences, for the same reasons that a drawing should have no unnecessary lines and a machine no unnecessary parts. This requires not that the writer make all his sentences short, or that he avoid all detail and treat his subjects only in outline. Clear, vigorous writing is a product of clear, vigorous thinking. Clarity is born of discipline and imagination. Kirkpatrick gives the following guidelines for using written communication:

- **Use Written Communication When:**

- ✓ The sender wants a record for future references.
- ✓ The receiver will be referring to it later.
- ✓ The message is complex and requires study by the receiver.
- ✓ The message includes a step by step procedure.
- ✓ Oral communication is not possible because people are not in the same place at the same time.
- ✓ There are many receivers. Caution: the receivers must be interested in the subject and will put forth the time and effort to read and understand.
- ✓ It is cheaper. Caution: the same as above.
- ✓ A copy of the message should go to another person.
- ✓ The receiver prefers written.

1.8 Using Internet

- **Types of Internet Communication**

The Internet provides users with multiple means of communicating. Users may communicate with friends, colleagues, news reporters, editors and even strangers. Today there are more ways to reach out to people who were traditionally difficult to contact. As technology advances, the means of Internet communications becomes increasingly convenient and varied.

- **Social Networking**

Members of social networking sites are able to send messages, comments, links, articles and pictures to other members of the site. Communication is not just between the sender and receiver, it is also available to other members who have access to browse your site. These other members may also make comments. This type of relationship is known as an Internet community.



- **Online Phone Calls**

Skype.com is a website dedicated to providing online phone calls to other Skype members. This type of communication is known as Skype-to-Skype calling. Users communicate once they have downloaded the Skype software program from the Skype website. Skype also allows users to make video calls, through which users can see each other as they talk. Skype allows members to make low, per-minute Skype calls to landlines and cell phones.

- **Emails**

Email, also known as electronic mail, not allows you to communicate with other email users, but it also is a way to receive, for example, new letter, coupons, daily inspirations quotes and job postings. Registered users have the ability to save drafts and past important emails for future reference

**Self-Check -1****Choice Test****Test I: Multiple Choice Questions**

Directions: Choose the correct Answer (each question have 2.pts)

1. _____ starts from the moment an employee applies for a job and continues through the employment of that particular employee.
a. Verbal b. Non Verbal c. Face to face communication d. All
2. Which of the following categorized under non verbal gesture?
a. Eye contact b. Vocal c. Posture and body Orientation d. All
3. _____ Verbal communication occurs in meetings when participants share their ideas.
a. Workshop b. presentations and Lectures c. Conversation. d. Meeting

Satisfactory- above 4 points

Unsatisfactory - below 4 points

Answer Sheet

Score = _____

Rating: _____



2.1 Introducing to Communicating multiple operations

Communication is an intentional process of presenting ideas in a clear, concise, and persuasive way. A manager must make an intentional effort to master communication skills and use them strategically, that is, consistently with the organization's values, mission, and strategy. To plan strategic communication, managers must develop a methodology for thinking through and effectively communicating with superiors, Staff, and peers.

2.2 Communicating multiple operations

Words are only a small portion of how we communicate with another. Yet the value of other forms of communication is often overlooked. In these modules, learn about four different types of communication. And how to use them effectively can improve performance, morale, team work.

- **Verbal (in person) communication**

Whenever possible, use face to face communication in the workplace to eliminate many of misunderstandings that can occur. Speaking directly with someone in person allows both of you to see and hear the bigger picture. As you or your team member speak, you can see each other facial expressions and body language.

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Dialogue is an exchange of information between people. Dialogue allows each person of the group to easily express his ideas and get immediate feedback from others. To make dialogue effective, allow other people to finish their thoughts and respect other people's opinions. Listen carefully to what other



Written materials often bear the greatest burden for the communication of new ideas and procedures. Effective writing is the product of long hours of preparation, revision and organization. One book that follows its own rules is Stunk and White's Elements of Style, a short book which argues persuasively for clarity, accuracy, and brevity in the use of English. Its entire philosophy is contained in one paragraph

**Self-Check -2****Multiple Choice****Test I: Multiple Choice Questions**

Directions: Choose the correct Answer (each question have 2.pts)

1. _____ is an intentional process of presenting ideas in a clear, concise, and persuasive way.
a. Communication b. Dialogue c. a & b d. All
2. _____ is an exchange of information between people?
a. Communication b. Dialogue c. All

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



3.1. Introduction to Gaining Information

Information is knowledge acquired from others. Information is processed data. An information source is where you got your information from; this can be a book or a Website. Information sources are the various means by which information is recorded for use by an individual or an organization. It is the means by which a person is informed about something or knowledge is availed to someone, a group of people or an organization. Information sources can be observations, people, speeches, documents, pictures, organizations. Information sources can be in print, non-print and electronic media or format

Gathering information is the process collection of data for dealing with the individual's or the organization's/communities. Communications in general: if you ask the wrong questions, you'll probably get the wrong answer, or at least not quite what you're hoping for. Asking the right question is the heart of effective communications and information exchange. By using the right questions in a particular situation, you can improve a whole range of communications skills. For example, you can gather better information and learn more; you can build stronger relationships, manage people more effectively, and help others.

3.2. Using Questioning Techniques

You have probably used all of these questioning techniques before in your everyday life, at work and at home. But by consciously applying the appropriate kind of questioning, you can gain the information, response or outcome that you want even more effectively.

Questions are a powerful way of:

- **Learning:** ask open and closed questions, and use probing questioning.
- **Relationship building:** people generally respond positively if you ask about what they do or enquire about their opinions. If you do this in an affirmative way "Tell me what you like best about working here" you will help to build and maintain an open dialogue.
- **Managing and coaching:** here, rhetorical and leading questions are useful too. They can help get people to reflect and to commit to courses of action that you've suggested: "Wouldn't it be great to gain some further qualifications?"



- **Avoiding misunderstandings:** use probing questions to seek clarification, particularly when the consequences are significant. And to make sure that you avoid jumping to conclusions. The Ladder of Inference tool can help you here, too.
- **De-fusing a heated situation:** you can calm an angry customer or colleague by using

Funnel questions to get them to go into more detail about their grievance. This will not only distract them from their emotions, but will often help you to identify a small practical thing that you can do, which is often enough to make them feel that they have "won" something, and no longer need to be angry.

- **Persuading people:** no one likes to be lectured, but asking a series of open questions will help others to embrace the reasons behind your point of view. "What do you think about bringing the sales force in for half a day to have their laptops upgraded?"

There are many types of questions that can be used for questioning techniques. A few basic ones that are important are listed below.

- ✓ Open questions
- ✓ Closed questions
- ✓ Funnel questions
- ✓ Probing questions
- ✓ Leading questions
- ✓ Rhetorical questions

One should know all the different types of questions, when to use which type of questions and how to combine the different techniques to arrive at

- **Open questions** - Open questions ask for elaborate / explanatory answers and they begin with what, why, how, describe, explain, where, which, when etc. It can be questions asking someone to explain what happened at a situation or place, asking why it happened, asking for details of an incident, history of some happenings, explanation about their circumstances, explanation of needs, thoughts about something, ideas and feedback.



- Open questions help with a two way conversation and builds up an interest in the conversation. Some examples are
 - ✓ What happened at the conference today?
 - ✓ Could you please describe your needs and current circumstances?
 - ✓ What do you think about this conclusion / discussion?
 - ✓ Who were present at this incident?
 - ✓ How did you arrive at this conclusion?
- **Closed question** – Closed Questions have very short answers like “yes” or “no” or answers with a word or two. They are usually asked to test if someone has understood certain policies, procedures, rules, regulations, explanations, discussions, lectures etc. Closed questions are also asked for agreements or disagreements, asking for how they feel, to be specific, for affirmation, etc. It is best not to ask closed questions when a conversation is going on smoothly as it can bring an end to the conversation and you might get into the risk of losing required information. Some of the words used in closed questions are, are, do, did, could, should etc. Some examples of closed questions are
 - ✓ Will I get a response by tomorrow?
 - ✓ Do we agree on this decision?
 - ✓ Are you happy with the services that we provide?
 - ✓ Which is your hometown?
 - ✓ What do you do for a living?

A misplaced closed question, on the other hand, can kill the conversation and lead to awkward silences, so are best avoided when a conversation is in full flow.

- **Funnel Questions**

This technique involves starting with general questions, and then drilling down to a more specific point in each. Usually, this will involve asking for more and more detail at each level. It's often used by detectives taking a statement from a witness:

- ✓ "How many people were involved in the fight?"
 - "About ten."
 - "Were they kids or adults?"
 - "Mostly kids."
 - "What sort of ages were they?"
 - "About fourteen or fifteen."



"Were any of them wearing anything distinctive?"

"Yes, several of them had red baseball caps on."

"Can you remember if there was a logo on any of the caps?"

"Now you come to mention it, yes, I remember seeing a big letter N."

Using this technique, the detective has helped the witness to re-live the scene and to gradually focus in on a useful detail. Perhaps he'll be able to identify young men wearing a hat like this from CCTV footage. It is unlikely he would have got this information if he's simply asked an open question such as "Are there any details you can give me about what you saw?" Funnel questions are good for:

- ✓ Finding out more detail about a specific point: "Tell me more about Option Two."
- ✓ Gaining the interest or increasing the confidence of the person you're speaking with: "Have you used the IT Help desk?" "Did it solve your problem?," "What was the attitude of the person who took your call?"

• Probing Questions

Asking probing questions is another strategy for finding out more detail in formation. Sometimes it's as simple as asking your respondent for an example, to help you understand a statement that they have made. At other times, you need additional information for clarification, "When do you need this report by, and do you want to see a draft before I give you my final version?" Or to investigate whether there is proof for what has been said, "How do you know that the new database can't be used by the sales force?"

**Self-Check -3****Multiple Choice****Test I: Multiple Choice Questions**

Directions: Choose the correct Answer (each question have 3.pts)

1. _____ is the process collection of data for dealing with the individual's or the organization's/communities.
a. Gathering information b. communication c. Questioning d. all
2. Questions are a powerful way of
a. Learning b. Managing and coaching c. Avoiding misunderstanding d. All
3. _____ Technique involves starting with general questions, and then drilling down to a more specific point in each.
a. Funnel Question b. Probing Question c. Open Question d. Closed Question
4. Among the following question select open question?
a. Do we agree on this decision?
b. What happened at the conference today?
c. Are you happy with the services that we provide?
d. Which is your hometown

Note: Satisfactory rating – 6 points and above

Unsatisfactory - below 6 points

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



Information Sheet-4

Identify correct source of information

4.1. Definition of Information

What is information? There are many definitions of information drawn from various sources. In fact, there are too many formal definitions of information and none has universal acceptability. This is so because the term information is used differently in various contexts by various experts. Several information scientists, just to name a few, viz. N J Belkins, Daniel Bell, B C Brookes, A Debones, Fritz Machlup have given their views on the term 'Information' as used in the discipline of Information Science. These are not discussed here as these are being covered in the paper on 'Knowledge Society'. However, in the context of information sources, some definitions of information are:

- Information is the act of telling or imparting knowledge.
- Information is facts communicated or learned.
- Information is interpreting data to make it useful.
- Information is knowledge acquired from others
- Information is all about facts and figures.
- Information is the lifeblood of society of the 21st century.
- Information is power.

4.2. The Value of Information

It is often said that we are in the information age, and that information is a valuable commodity. But a question arises here that why is information valuable? This is because:

- It allows information organizations to plan how to carry out their activities more effectively. For example, libraries can acquire and stock what their users want, when they want, and can anticipate demands.
- Information activities can be targeted at users that the organizations know could be interested in their products and services.
- This can lead to increased user satisfaction and therefore lead to complete utilization of information resources and sources.



4.3. Characteristics of Information

The parameters of a good quality are difficult to determine for information. Quality of information refers to its fitness for use, or its reliability. The meaning of information quality lies in how the information is perceived and used by its user. Given below are the essential characteristic features of information that help determine its quality.

a) **Timeliness:** Timeliness means that the desired information must reach the users within the prescribed timeframes. Delay usually destroys the value of information. The characteristic of timeliness, to be effective, should also include up-to-date, i.e., current information.

b) **Accuracy:** Information should be accurate. It means that information should be free from mistakes, errors and have clarity. Accuracy also means that the information is free from bias. Many times, wrong information given to researchers may lead to wrong results in research.

c) **Relevance:** Information is said to be relevant if it answers especially for the recipient what, why, where, when, who and why? In other words, the information professionals should provide users the information which is useful and helps them in their desired activities. Information should be relevant both to the context and to the subject.

d) **Adequacy:** Adequacy means information must be sufficient in quantity. Information needs to be sufficient for the purpose it is generated, but just barely so. There is a lot of information out there in the world and as per users' requirements it is to be decided what material to ignore and what to use. It is a known fact that inadequacy of information leads to crises but information overload results in chaos.

e) **Completeness:** The information which is given to a user must be complete and should meet all his needs. Incomplete information may result in chaos and thus may not provide desired outcomes for the users.

f) **Explicitness:** Information is said to be of good quality if it does not require further analysis by the recipients for carrying out their activities.

g) **Impartiality:** Impartial information contains no bias and has to be collected without any distorted view of the situation.



h) **Worth its cost: Information** is not free. It costs money to develop an information organization, its resources, and to maintain them. For information to be worth its cost, there must be an appropriate relationship between the cost of information and its value to the concerned users.

4.4. Information sources and information resources

A source is a place or person from which you can obtain something useful or valuable. A resource is something that can be used to perform some function. The sources from where we get information are called information sources and these comprise of documents, humans, institutions as well as mass media like radio and television.

Information sources are significant for information organizations and information users. This is because the sources indicate the current development in all fields, avoid duplication in research, give answers for specific queries, help us to understand some unfamiliar terms, provide meaning for terms and indicate broadened view of a subject. Information sources also provide an in-depth treatment of a topic or aspect of a topic and can also provide a broad overview or historical view of a topic. This is so because these sources are prepared after browsing wide variety of knowledge and also examine past studies to predict future trends, etc.

Information sources are different from reference sources. An information source is one which provides us the required information. Whereas, reference sources are to obtain specific types of information which is compiled specifically and designed to provide information in a most convenient form. An information source thus is the source from where we get information. It deals with documents and non-documents. Information sources are also different from information resources.

An information resource is not the same as a resource and is defined as a resource which can convey or describe (essential) characteristics of a resource in some way. The data and information assets of an organization are referred to as information resources. Information and related resources, such as personnel, equipment, and information technology are also information resources of an organization. Good research involves using a variety of reliable information resources to find out facts and information about a topic. There are experts who refer to some information sources as information resources.



Examples of such information resources are Encyclopedias, books, articles and websites. Encyclopedias- Encyclopedias are great for providing a summary or background information, and they are a reliable source/resource of information, written usually by several experts. There are many print and online encyclopedias.

Books - Books give us a greater amount and more in-depth information on a topic than encyclopedias. They are also a reliable source/resource of information, having been written by credible author(s) who have gone through a publishing process. Articles - Newspaper, magazine, or journal articles can provide up-to-date information on very specific topics and they are generally a reliable source of information.

Websites - We can find information on almost anything on the Internet, so it can be a great resource, especially when looking for hard to find or very recent information. However, the information found on websites may not be correct or reliable.

4.5. Types of information sources

While conducting user-requirements analysis, it is important to identify the sources of information. For this, we need to select different sources of information in order to gather complete and accurate information. Information sources are usually organized according to their information contents, type, media or form to cater to the different needs of the users. The sources of information are broadly classified into:

- Documentary Sources
- Non-Documentary Sources

All recorded sources of information irrespective of their contents and form come under documentary sources. These may be published or unpublished, in print or in electronic form. Documentary sources can be categorized as primary, secondary and tertiary sources on the basis of appearance of information. In primary sources, information appears first, secondary sources comes out next and tertiary sources are the last to appear. The non-documentary sources of information can be defined as those sources and resources of information that are not contained in any document. The non-documentary sources comprise of formal and informal sources.

Documentary sources All recorded sources of information irrespective of their contents and form come under documentary sources. These may be published or unpublished, in print or in electronic form. These may be books, periodicals, magazines, or reference books and others.

Documentary sources may be defined loosely as records relating to individuals or groups of individuals that have been generated in the course of their daily lives. This is not to say that documentary sources do not require a structured approach; on the contrary, the use of letters, diaries and the like need a careful methodology in order to extract their relevance for the understanding of society. The documentary sources of information such as books, periodicals, articles, dictionaries, newspapers, dissertations, guidebooks, directories etc. are organized into quite basic and fundamental categories based on their information contents. Depending upon their contents and organizational level, these can be grouped into:

- Primary
- Secondary, and
- Tertiary sources of information

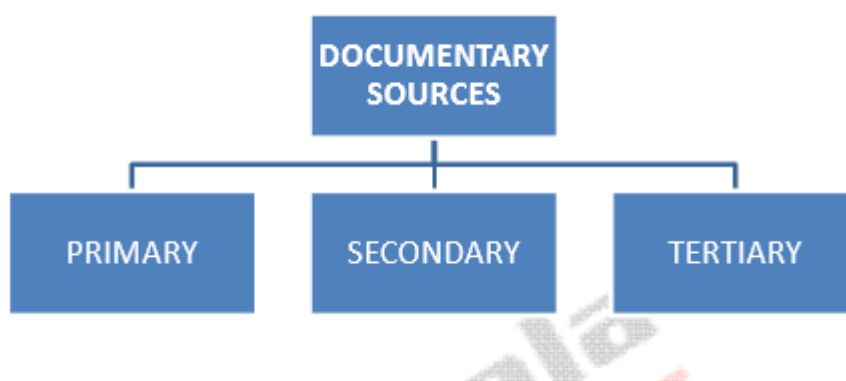


Figure 1: Types of documentary Sources

The libraries and information organizations receive different types of questions. Each type of question requires different sources of information. This can be best illustrated with the help of an example. The first step is usually to consult encyclopedias on the topic. These are examples of 'Tertiary' sources as they provide overview or general explanation in a condensed form on the topic for all kinds of users. The encyclopedias also have references for further reading. Other tertiary sources can also be used, for example, subject dictionaries give full definitions and meanings of the subject's terminology. After the general concept of the subject is clear, the next step is to consult various secondary sources to know what has already been written on the topic, at different times and from different points of view, by others on the topic. 'Secondary' sources are thus sources on the topic in question by other researchers, whose work has been based on Primary

sources after consultation with the Secondary sources on the topic which had existed at the time. In view of what existing Secondary sources make available 'Primary sources' are then consulted for further views of the topic under consideration. Here, some may be same as others have already consulted; some may be new not covered by others. This new research then usually identifies new aspects of the topic that have emerged which the others have not consulted or was not of interest to them. In the above example concerning use of various sources, it can be seen that research is based initially on the analysis of primary sources, guided by the perspectives on the topic which already existed via secondary source and the tertiary sources only provide only a general overview on the topic.

Non-documentary sources

The non-documentary sources of information can be defined as those sources and resources of information that are not contained in any document. The non-documentary source comprises of formal and informal sources. Formal sources includes information of research organizations, societies, industries, government departments, universities, consultants, etc.

Informal sources include human sources, conversation with colleagues, consultants, experts, resource persons, mass media, etc.

The main categories of non-documentary sources are:

- Institutions or Organizations
- Humans
- Mass Media other than print media, and
- Internet

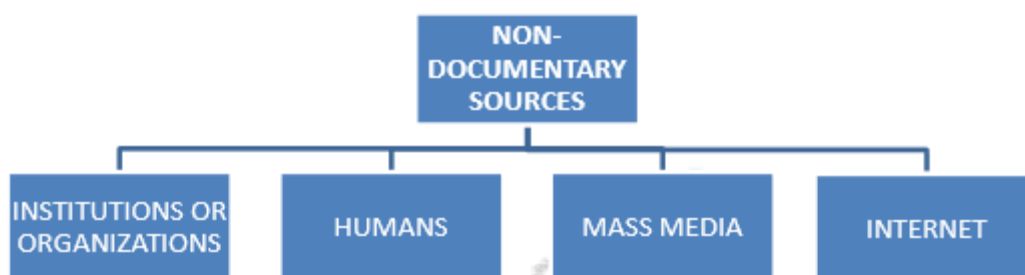


Figure 2:Types of Non-Documentary Sources



The organizations as sources of information include academic institutions, government ministries and department, research and developmental organizations, societies, publishing houses, international and national agencies, etc. The human resources are the experts, consultants, resource persons, extension workers, and even the common human beings. Mass media refers to any means of public communication that can reach a large audience. Examples of the mass media include - the internet, television and radio. Magazines and newspapers are also deemed to be mass media. Internet is another very important source of information. Internet is interactive digital media and is different from the traditional media such as print and television. World Wide Web (WWW), also called the Web, is collection of websites on the Internet and offers information on almost all the topics.

Electronic sources

Most of the available Information is traditionally thought of as in print sources, but now with the Internet access, many printed resources are available electronically. Regardless of the fact that information or related contents appear in print or electronic format, it is important that we are able to assess the same without knowing whether it is reliable and authoritative. Electronic materials in the libraries have several advantages over print media:

- Information may be updated easily
- Often up-to-the-minute information
- May be keyword searchable
- May be accessed outside of the library



Table1.

Print Format	Digital Format
Books	eBooks
Periodical articles	Online journals, e-journals
Pamphlets	Web pages
Dissertations and Theses	Full text Databases
Maps	CD-ROMs
Government documents, etc.	DVDs, etc.
Printed Reference Sources	Online in Full text

E-Resources

An e- resource is material which requires computer mediation in order to access its content and make it useful. Both online and offline resources such as online material and CD-ROMs fall within the scope of e- resources. The term e-resource refers to all the products which a library provides through a computer network. The electronic resources are also known as online information resources covering bibliographic databases, electronic reference books, search engines for full text books, and digital collections of data. They include both “born digital” material which has been produced directly online. For example, e-journals, databases, and print resources which have been scanned and digitized. The electronic resources, e-journals, online databases are not “owned” by the libraries as they own the print material. Ownership of electronic resources lies with the providers of these resources. Access to the electronic resources may be free via Internet or may be available against a fee. Some of the examples of e- resources are magazines, encyclopedia, newspapers, journals or articles published in them. These may be accessed on Internet connected devices such as computers, tablets, smart phones, etc

**Self-Check -4****Multiple Choice****Test I: Multiple Choice Questions**

Directions: Choose the correct Answer (each question have 3.pts)

1. why is information valuable? This is because of
 - a. It allows information organizations to plan how to carry out their activities more effectively.
 - b. This can lead to increased user satisfaction and therefore lead to complete utilization of information resources and sources
 - c. Information activities can be targeted at users that the organizations know could be interested in their products and services.
 - d. All
2. What are essential characteristic features of information that help to determine its quality?
 - a. Timeliness b. Accuracy c. Relevance d. Adequacy
 - e. Completeness f. All
3. Which information source under categories of non-documentary sources?
 - a. Institutions or Organizations
 - b. Humans
 - c. Mass Media other than print media
 - d. All

Note: Satisfactory rating – 6 points and above

Unsatisfactory - below 6 points

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



5.1. Introduction

Scattered conversations are toxic to the workplace. If you don't organize communication, there is no chance for organization anywhere else. You and your employees have to be on the same page. Otherwise, projects won't move forward and mistakes will happen frequently. This is especially true if you work in a large organization or with a virtual team. So, don't get caught in the wrong conversation. Make your year to organize communication and you'll see your productivity skyrocket.

Organize Communication and Boost Productivity

If team communication was as simple as having a conversation, the internet wouldn't be filled with collaboration tools. There's so much more to it when projects are on the line. You know it's time to organize communication when people aren't meeting deadlines.

The best way to keep people on track is to create a simple system and make sure everyone understands how it works. But, how do you do that when your business is already in full swing? Here are some simple tips that will help you get started:

- Take an overview of your projects
- Note where different departments need to coordinate
- Work with your employees to learn their current processes
- Find communication tools that meet the needs of your employees
- Set standards for how to use those tools
- Train your employees so they use the tools correctly
- Create a system for employee feedback
- Use this feedback to further organize communication over time
- It will Take Time to Streamline the Collaboration Process

Nothing happens overnight, and getting organized with your communications is no different. It will take time to build an effective system. However, this is one of the best things you can do for your business. Look at it this way, every day your system to organize communication is in place it will improve. Employees will become more comfortable using your new methods, they will begin to provide feedback that will help you improve it, and you will create better ways to monitor and track progress on different projects. It may not happen overnight, but it will happen.



The Effort is Worth the Reward

A company is only as good as what it produces. If your communication is scattered across multiple platforms, memos, emails, and conversations, information is going to get lost. Things are going to be miscommunicated, and productivity will suffer. Not only that, but your finished product may not be as good as it could have been. Good communication is the heart of working together. So, if you don't organize communication you stand to lose out on the rewards of effective team collaboration.

5.2. How to organize information

How you organize your material determines, to a large extent, whether you effectively communicate your main points to your readers. People want to get to your main message without wading through lots of extraneous material, and they like to know where they can find information they're expecting, whether it's figures, a list of issues, or your opinions. If your readers believe the information is important to them, they may read your report even if it's poorly written. If it's poorly organized, they won't.

That's why warm-up paragraphs can usually be deleted (or at least moved from the beginning of a memo, report, or letter). Frequently, the warm-up paragraph presents background material that, while relevant, does not contain the main news or item of interest and therefore is unessential.

Background material may be valuable, but don't lead with it, or you'll lose your reader. Your first paragraph should engage the reader by arousing curiosity or presenting important news in a clear, compelling fashion. This means (1) starting with what's important to readers, not what's important to you, (2) organizing the material like a newspaper article—in order of most important to least important, and (3) knowing the way your reader thinks about the subject. All of this also means, of course, knowing your audience. Stand in the Audience Shoes. How do you organize your information according to the way your audience thinks about the subject? By putting yourself in the reader's shoes and asking, What about this subject concerns my readers most and would gain their interest?

Consider what you would do if assigned to write an overview of your organization. If you were aiming the presentation primarily at new employees, you might start with a history of the company, present an overall corporate philosophy or mission statement, and then



discuss the various divisions or subsidiaries and the role or purpose of each. Within each division, you would cover the major products and the market for each. On the other hand, if the primary audience was investors, you would begin with an overview of the current year's sales and financial performance, compare it with previous years to show growth and progress, and then break down sales and contributions to the bottom line by division or product line. In some situations, you may not be familiar with the audience you'll be writing for, or you might be writing a single document appealing to multiple audiences. If you are unsure as to how your reader thinks about the subject, choose an organizational structure that logically fits the material. Some common formats include:

- **Order of location.** A memo on the status of your company's offices could be organized by state or by region.
- **Chronological order.** This format presents the facts in the order in which they happened. Many case histories, feature stories, annual reports, corporate biographies, and minutes of major meetings are written this way.
- **Problem/solution.** Another format appropriate to case histories and many types of reports, this one begins with "Here's what the problem was" and ends with "Here's how we solved it, and here are the results we achieved."
- **Inverted pyramid.** This is the newspaper style of news reporting in which the lead paragraph summarizes the story, giving the reader the who, what, when, where, why, and how; the paragraphs following present the key facts in order of decreasing importance. You can use this format in journal articles, company newsletters, press releases, memos, letters, and reports.
- **Deductive order.** Start with a generalization—a theme you want to support or a point you want to make—then support it with as many facts and observations as possible. Scientists use this format in research papers that begin with the main thesis or finding and then state the supporting evidence. Sales managers and copywriters use it in preparing persuasive sales letters.
- **Inductive order.** Begin with specific instances and examples and then lead the reader to the idea or general principle the evidence supports or suggests.
- **Priority sequence.** Rank recommendations, problems, concerns, issues, or other items from the most important to the least important—an ideal format for writing a letter or memo recommending a series of steps or actions.
- An overall way to organize material that is meant to inform readers is to use a five-step sequence: **Executive Summary, Background, Findings, Conclusions**, and



Recommendations. This sequence forces you to get to the news quickly, position background as secondary material, separate fact from opinion, and move to the next step instead of just fading out.

**Self-Check -5****Multiple Choice****Test I: Multiple Choice Questions**

Directions: Choose the correct Answer (each question have 3.pts)

1. What are the tips to organize communication and boost productivity?
 - a. Note where different departments need to coordinate
 - b. Work with your employees to learn their current processes
 - c. Find communication tools that meet the needs of your employees
 - d. Set standards for how to use those tools
 - e. Train your employees so they use the tools correctly
 - f. All

2. Which one format used to fit the material under an organizational structure?
 - a. Chronological order
 - b. Problem/solution
 - c. Inverted pyramid
 - d. Deductive order
 - e. Inductive order
 - f. All

Note: Satisfactory rating –3 points and above Unsatisfactory – below 3 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____



Information Sheet-6

Verbal and written reporting is undertaken

6.1. What Is a Report?

Reports are documents designed to record and convey information to the reader. Reports are part of any business or organization; from credit reports to police reports, they serve to document specific information for specific audiences, goals, or functions. The type of report is often identified by its primary purpose or function, as in an accident report, a laboratory report, a sales report, or even a book report. Reports are often analytical, or involve the rational analysis of information. Sometimes they simply “report the facts” with no analysis at all, but still need to communicate the information in a clear and concise format. Other reports summarize past events, present current data, and forecast future trends. While a report may have conclusions, propositions, or even a call to action, the demonstration of the analysis is the primary function. A sales report, for example, is not designed to make an individual sale. It is, however, supposed to report sales to date, and may forecast future sales based on previous trends. This module is designed to introduce you to the basics of report writing.

6.2. Types of Reports

Reports come in all sizes, but are typically longer than a page and somewhat shorter than a book. The type of report depends on its function. The function of the report is its essential purpose, often indicated in the thesis or purpose statement. The function will also influence the types of visual content or visual aids, representing words, numbers, and their relationships to the central purpose in graphic, representational ways that are easy for the reader to understand. The function may also contribute to parameters like report length (page or word count) or word choice and readability. “Focusing on the content of your longer business documents is not only natural but necessary because doing so helps ensure complete, correct information”(Bovee & Thill, 2010). Reports vary by function, and they also vary by style and tradition. Within your organization, there may be employer-specific expectations that need to be addressed to meet audience expectations.

6.3. Informational or Analytical Report?

There are two main categories for reports, regardless of their specific function or type. An informational report informs or instructs and presents details of events, activities,



individuals, or conditions without analysis. An example of this type of “just the facts” report is a police accident report. The report will note the time, date, place, contributing factors like weather, and identification information for the drivers involved in an automobile accident. It does not establish fault or include judgmental statements. You should not see “Driver was falling down drunk” in a police accident report. Instead, you would see “Driver failed sobriety tests and breathalyzer test and was transported to the station for a blood sample.” The police officer is not a trained medical doctor and is therefore not licensed to make definitive diagnoses, but can collect and present relevant information that may contribute to that diagnosis.

**Self-Check -6****Multiple Choice****Test I: Multiple Choice Questions**

Directions: Choose the correct Answer (each question have 2.pts)

1. _____ are documents designed to record and convey information to the reader.
a. Report b. Thesis c. Message d. All

2. _____ Report informs or instructs and presents details of events, activities, individuals, or conditions without analysis. An example of this type of “just the facts” report is a police accident report.
a. Informal Report b. Analytical report c. all

3. The type of report mainly depends on its _____.
a. Function b. Purpose c. a & b d. all

Note: Satisfactory rating –4 points and above Unsatisfactory – below 4 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____



7.1 Maintaining Effective Communication with Your Employees

One of the most under-appreciated aspects of running a successful business is communication. For your business to be successful, you need strong and effective communication with your employees. When your employees understand your goals and feel like their opinions matter, they're far more likely to reach their potential and this means and No matter how your communication is now, there are always ways to improve. Here are six key tips on how you can maintain effective communication with all your employees. In increase in productivity.

7.2 Having Open Communication

When you have open communication with your employees, it builds trust and makes them feel valued. On the other hand, if you simply delegate tasks and don't get your employees' input, they won't perform at their best. Telling your employees why you need the task done instead of just telling them to does something will bring a greater sense of respect for you as management as well.

You can foster open communication by encouraging employees to contribute in meetings, whether that meeting consists of just a few people or a large group. It's also helpful to set a goal for all your employees to work towards. This builds a team atmosphere where everyone contributes and communicates with each other, instead of having teams working independently.

7.3 Ensuring that your attitude Makes You Approachable

Most of our communication is nonverbal, and telling employees they can talk to you means nothing if your body language says otherwise. It's important to always be conscious of your attitude and what you're projecting to your employees. If you're short with them or constantly in a hurry, your employees won't feel comfortable communicating with you. Focus on maintaining a friendly, positive attitude at all times so that your employees know that they can always talk to you.



7.4 Be Clear and Concise

Effective communicators get to the point and make their messages clear. Your goal should always be to get your message across clearly with as little technical jargon as possible, whether you're talking to an employee in person or sending an email. When you say too much or use technical terms an employee may not understand, you're just increasing the odds that there will be a miscommunication. This is one area where keeping it simple is the better option.

7.5 Welcome Feedback and Take it Seriously

Employee feedback is great for your business. You never know when your employees will notice something that you didn't – perhaps there's a flaw in that product that didn't cross your mind, but was obvious to an employee right away. But to get legitimate employee feedback, you need them to know that they can communicate with you and even critique your ideas freely. That's why you should be appreciative of their feedback and take it seriously. You want your employees to know That you value their opinions. You must want to implement an anonymous feedback. Programs as well to make sure that your employees feel comfortable giving feedback.

7.6 Set the Right Culture

Communication isn't some task that you can check off your list. It's part of your company's culture, and you'll be the one to set that culture. There are a few excellent methods to set a culture that emphasizes communication. Team huddles for between 10 and 15 minutes at the beginning of a shift get the day started on the right foot. In these huddles, you can go over the plan and goals for the day. It's also good to talk to employees one on one to see how they're doing, even employees who don't report to you directly. A quick meeting with the boss can help keep an employee's morale high. By doing these steps, you can help ensure that open communication becomes a part of your company's culture.

7.7 Keep Your Employees Updated Regularly

All too often, business leaders keep their employees in the dark about what's going on with the company. This leaves employees feeling like they're only there to do a job, and it creates a barrier between the management and everyone else. Your employees will feel more connected to the company when you keep them updated about what's going on. Let



them know about the results of projects. Thank and congratulate them for successes, and be honest when something doesn't go as planned instead of trying to spin it. Effective communication with your employees is not hard when you know what to do and you're willing to make the necessary changes. Take a look at how everyone communicates at your business right now to see where there are areas you can make improvements. Implement any of these tips that you haven't already been doing and it won't take long before you're seeing better communication and higher productivity.



Self-Check -7

Multiple Choice

Test I: Multiple Choice Questions

Directions: Choose the correct Answer (each question have 3.pts)

1. On how you can maintain effective communication with all your employees?
 - a. Have Open Communication
 - b. Ensure that your attitude Makes You Approachable
 - c. Be Clear and Concise
 - d. Welcome Feedback and Take it Seriously
 - e. All

2. Business leaders keep their employees in the dark about what's going on with the company. This leaves employees feeling like they're only there to do a job, and it creates a barrier between the management and everyone else.
 - a. Set the Right Culture
 - b. Welcome Feedback and Take it Seriously
 - c. Be Clear and Concise
 - d. Keep Your Employees Updated Regularly

Note: Satisfactory rating –3 points and above

Unsatisfactory – below 3 points

Answer Sheet

Score = _____

Rating: _____



Solar PV System Installation and Maintenance

Level-III

Learning Guide-6

Unit of Competence: Lead Workplace

Communication

**Module Title: Lead Workplace
Communication**

LG Code: IND WLD3 M02 LO2-LG6

TTLM Code: IND WLD3 TTLM 0920v1

LO2: Lead workplace discussion



Instruction Sheet

Learning Guide #06

This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

- Selecting appropriate communication method
- Communicating multiple operations.
- Using questions
- Identifying correct sources of information
- Selecting and organizing information correctly
- Requiring verbal and written report
- Maintaining communication skills.

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:**

- Select appropriate communication method
- Communicate multiple operations.
- Use questions
- Identify correct sources of information
- Select and organize information correctly
- Require verbal and written report
- Maintain communication skills.

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below.
3. Read the information written in the information Sheets 1,
4. Accomplish the Self-checks



1.1. Introduction to deal with Problems at Work

Work problems can cause a lot of stress in your life, and are important to resolve since so much of your time is spent in the workplace. Some of the most common work problems are issues with your job itself--too much work, for example, or feeling ill-equipped to perform the tasks---and managing day-to-day stress at work. Other common problems deal with getting along with co-workers and communication issues. Remember that in all cases, it is helpful to be clear and professional with your coworkers. Whether you are discussing a poor performance review with your supervisor or an etiquette issue with your coworker, directly stating the problem in a friendly, professional manner is a great start toward solving it.[1]

Be polite and direct. Don't beat around the bush when you have a problem with your coworker. It is usually easier to address the problem as soon as it comes up, rather than stew over it or get someone else involved.[2]

- Be informal about it the first time you address the person. You could say, "Hey, Jack, I've been noticing that you've been returning the truck almost on empty lately. Could you remember to bring it back with a full tank next time?"
- If the behavior continues after you have informally addressed your concern, you may need to ask your supervisor to intervene. Follow your company's rules on handling employee conflict resolution.

Use "I" language. It is important to listen to your coworkers needs respectfully and to try to see their point of view. It is also important to express yourself in a respectful manner. When discussing issues with a coworker, make sure you don't make them feel defensive when you speak to them. You can do this by using "I" statements. The other person hears your reactions to the situation, not your accusations.[3]

- Instead of saying, "We are always waiting on you to get your portion of the work done," you could use "I" language and say, "When the work isn't in on time, I get really stressed out. I end up needing to work later to get caught up. So it's really helpful to me if everyone can get the project back on the agreed-upon day."
- You could say, "While I appreciate feedback, your comment on my work the other day felt very personal and upset me."



Communicate your needs to your boss. You may or may not get along well with your supervisor, but keep the lines of communication open between the two of you as best you can. Remember that it is part of your boss' responsibility to ensure that you are in an environment that enables you to get your work done, so do not feel like you need to keep concerns from them.[4]

- Remember that you and your boss do not need to be friends, you just need to be able to work together. (This goes for all of your coworkers, too.) It's okay to maintain a professional distance from the person if you don't really care for them.
- If you are having a difficult time communicating and getting along with your boss, you may wish to bring your concerns to your HR department or, if you don't have an HR department, talk to your boss' supervisor. You could say, "Ms. Jones, I'm coming to you because I've been having some problems working with Mr. Roberts lately. I'm hoping you can help me figure out what to do."
- If your boss doesn't have a boss (for example, they run a small business), and you are having a difficult time working with them, it may be best you begin looking for another job.

Keep records of any ongoing problems you may have with a coworker. If you are dealing with a coworker **bullying or harassing you**, be sure you are keeping track of all incidents with that person. Record the date, time, what happened, and if there were any witnesses.[5]

- Be sure to find out what your employer's protocol is in dealing with coworker conflict, bullying, and/or harassment. Your employee handbook or human resources representative would be a good source of information.
- Research laws protecting your rights when you are being bullied or harassed by a coworker.



Find a support network at work. You spend a lot of time with the same group of people at work; why not get to know some of them better? Try to make some good connections with others, and develop a network of friends who can help you through your work (and life) frustrations.[6]

- Spend your lunch break with your coworkers and get to know them better away from work.
- Spend a few minutes chatting with your coworkers each day.
- Invite them to get together after work. You could say, “Would you like to grab dinner after work tomorrow?” This can be a good way to get to know your colleagues better. If you feel comfortable doing so, then you might even invite them to happy hour with you to grab a drink after work.

Look at conflict as an opportunity. If you and a coworker are disagreeing on how a project needs to proceed, refuse to take the disagreement personally. Instead, look at the conflict as an opportunity to learn from the other person.[7]

- You could say, “Kristin, I have to admit that I don’t understand your approach. Could you tell me more about why you want to go in this direction?”
- Avoid getting personal when giving feedback to a colleague. For example, it would be better to say, “I think we need more detail in this section,” rather than “If you hadn’t waited until the last minute to get this in, you could have given us more information.”

**Self-Check -1****Multiple Choice**

Test I: Multiple Choice Questions

Directions: Choose the correct Answer (each question have 3.pts)

1. Which of the following work place problems?
 - a. Too much work
 - b. Feeling ill-equipped to perform the tasks---and
 - c. Managing day-to-day stress at work
 - d. All of above
2. How to deal with Problems at Workplace?
 - a. Be polite and direct
 - b. Use "I" language
 - c. Communicate your needs to your boss
 - d. Keep records of any ongoing problems you may have with a coworker
 - e. All of the above

Note: Satisfactory rating –3 points and above

Unsatisfactory – below 3 points

Answer Sheet

Score = _____

Rating: _____



2.1. Introduction resolving issues at the workplace

Disputes can arise at any workplace. A dispute exists when one or more people disagree about something and the matter remains unresolved. It is often less stressful and costly to resolve disputes at the workplace before coming to the Fair Work Commission for help, as coming to the Commission begins a formal legal process.

Dispute resolution procedures

Modern awards and enterprise agreements contain a dispute resolution procedure that should be followed to help resolve disputes. Employers should follow the procedure available to try and resolve disputes before applying to the Commission. Some steps contained in a dispute resolution procedure may be:

- Employee/s meet with their direct supervisor to discuss the grievance
- Failing resolution, the matter is discussed further with more senior management
- If that does not resolve the dispute, the employer refers the dispute to a more senior level of management or more senior officer within the organization
- If the dispute remains unresolved, the employer refers the matter to an independent mediator for assistance in resolving the dispute. Dispute resolution in the workplace

Resolving workplace issues before they grow into disputes can create strong commitment to the solution. If both the employee and employer are able to settle the issue or dispute privately it can save time, and spare both parties the stress of going through a formal legal process. Information and tools to help with putting in place policies and procedures to avoid issues developing into disputes, and help with resolving issues and are available from:

The Fair Work Ombudsman

- Online learning centre – having difficult conversations at work
- Effective dispute resolution information, including a best practice guide for effective dispute resolution



2.2. Resolving Disputes in the workplace

Employees have the right to expect their workplace to be free from discrimination and bullying. The challenge for employers is ensuring complaints are treated with the individual response each situation deserves. Steve Bell from Herbert Smith Free hills shares four steps to resolving workplace disputes. There are four steps to resolve disputes.

Step one: Determine the type of investigation required

The first step for all employers is to determine whether or not a complaint or concern warrants a formal or full-scale investigation, or whether the issues can instead be addressed through less formal, mediated discussions between the workers involved.

Managers confronted with a complaint can ask themselves three key questions:

- What do our policies and procedures provide for in these circumstances?
 - If we have flexibility around how we respond, do we need to get to the bottom of all the facts in this situation, or is this more about getting the involved people working together productively and harmoniously again?
 - Even if this particular issue can be quickly resolved, might there be a broader systemic risk in the way our people are treating each other, which needs a proper investigation?
- It's also important for managers to remind the involved parties that there can be no victimization during, or as a result of, an investigation process. Affected individuals cannot retaliate or victimize each other; make that clear, and make it known that everyone will have their chance to be heard.

Step two: Follow through on internal procedures

Whatever the case, employers will need to ensure compliance with any internal grievance procedures. Ask yourself, what policies and bullying/grievance procedures are already in place and do I understand how to comply with them? Once you have the answer, make sure you apply them. Another thing to consider at this stage is whether or not to engage the company's internal or external lawyers, in particular when it comes to managing the process of document creation, and the subject of legal professional privilege, which can be a complex issue. Early legal assistance may allow for a more effective investigation process and help manage legal risk and final outcomes.



Step three: Identify the core of the complaint

Next, the employer should focus on identifying what is at the core of the complaint or grievance. Invariably, an employee can feel that they are wronged on one, some, or all of an emotional, practical, and even a career level, so it will be important for the employer to specifically determine what they need to investigate, and understand how any resolution will be communicated or affected. A complainant approaching the investigation process might expect full disclosure of all outcomes, even asking to see all notes, documentation and reports. Employers need to be careful to avoid making promises about providing copies of any such information, to avoid setting the wrong expectations.

Step four: Focus on the long-term goal – resolution

The next step is to scope out the investigation to determine exactly what it might look like whether that's formal, informal, substantial or low-level. Should the employer decide that a full-scale investigation is required, they need to appreciate that the process is, first and foremost, driven towards helping the business look after the safety and welfare of its employees.

The employer has to approach this with the sole aim of meeting these duties and, where possible, resolving the complaint: driving towards the goal of reconciling the parties and getting them working together again should be a key focus.

**Self-Check -2****Multiple Choice**

Test I: Multiple Choice Questions

Directions: Choose the correct Answer (each question have 3.pts)

1. _____ exists when one or more people disagree about something and the matter remains unresolved.
- a. Disputes b. Conflicts c. disagreement d. All
2. Which one of the following are steps in a dispute resolution procedure
- a. Focus on the long-term goal – resolution
b. Identify the core of the complaint
c. Follow through on internal procedures
d. Determine the type of investigation required
e. All of the above

Note: Satisfactory rating –3 points and above

Unsatisfactory – below 3 points

Answer Sheet

Score = _____

Rating: _____



3.1. Introduction to Constructive contribution to workplace

The goal of constructive contribution is to improve work. A collaborative environment promotes sharing and continuous improvement. Avoid feeling defensive by choosing to accept responsibility for your behavior and take action, if you can. How do you make a positive contribution at work?

Key objectives:

- Be on time.
- Have great work ethic.
- Be aware of your body language.
- Have energy.
- Have a positive attitude.
- Present the passion.
- Be coachable.
- Be prepared to do extra (more than required of you)

3.2. Contribution in the Workplace

If you've ever worked on a business team, you know that most employees have opinions. Managing constructive criticism wisely enables a team leader to maximize everyone's contribution in the workplace. People who fail to accept constructive criticism ignore critical information that can enable their growth and development. Neglecting to set ground rules for giving and receiving feedback on a team can lead to hard feelings, ongoing conflict and reduced productivity.

Single Issue

Limit your input to one issue at a time when you need to give feedback. Allow yourself some time to formulate what you will say to your co-worker before you provide details on her performance. Offer advice in an objective manner. Avoid asserting your authority or interjecting your personal opinions. Although you may be tempted to point out another person's mistakes to advance your own career, the savvy employee recognizes that it's usually better to cooperate and support others.



Acceptance

Recognize that your work is being analyzed, not you personally, if you're the one receiving the constructive feedback. Don't take a critique of your work as a reflection of your long-term ability to succeed on the job. The goal of constructive contribution is to improve work. A collaborative environment promotes sharing and continuous improvement. Avoid feeling defensive by choosing to accept responsibility for your behavior and take action, if you can. You may focus necessarily on the negative aspects of feedback and feel attacked, but try to work together to solve any problems for the benefit of the team. If you get consistent feedback from multiple sources, you know you have something to work on going forward.

Documentation

Employees and employers alike need to document constructive criticism given and received. Employees should keep records of any feedback they think is unjustified. Written correspondence serves as history. For example, keep a diary of verbal exchanges and copies of emails or reports that depict the performance in a disparaging light. Neither an employee nor an employer should try to get back at an adversary in an unprofessional manner.

Improvement

Constructive criticism for team performance in the workplace enables employees to recognize they are not perfect. Past team conflict should not interfere with current project work. If necessary, set up a meeting to clear the air. Every person makes mistakes. To maximize team performance, encourage each person to assume accountability for their own work, double-check output and be sure they do the best work before submitting it. This avoids careless errors, silly mistakes and embarrassing problems. By creating an environment where everyone expects to receive feedback, a team leader establishes a workplace that minimizes overly critical comments and focuses on continuous improvement.

**Self-Check -3****Multiple Choice****Test I: Multiple Choice Questions**

Directions: Choose the correct Answer (each question have 3.pts)

1. How do you make a positive contribution at work?
 - a. Be on time.
 - b. Have great work ethic.
 - c. Be aware of your body language.
 - d. Have energy.
 - e. Have a positive attitude.
 - f. All of the above

2. _____ Employees and employers alike need to document constructive criticism given and received. Employees should keep records of any feedback they think is unjustified.
 - a. Single issue
 - b. Improvement
 - c. Documentation
 - d. Acceptance
 - e. All of the above

Note: Satisfactory rating –3 points and above

Unsatisfactory – below 3 points

Answer Sheet

Score = _____

Rating: _____



Information Sheet-4

Communicating Goals/objectives and action plans

4.1. Communicating Goals/objectives and action plans

The goal of communication is to convey information and the understanding of that information from one person or group to another person or group. This communication process is divided into three basic components: A sender transmits a message through a channel to the receiver. A communication plan is your road map for getting your message delivered to your audience. It's an essential tool for ensuring your organization sends a clear, specific message with measurable result.

When you want to introduce a new service or product or launch an initiative within your company, you'll need to communicate this new information to your target audiences. You need a communication plan. A communication plan is your road map for getting your message delivered to your audience. It's an essential tool for ensuring your organization sends a clear, specific message with measurable results. Writing a communication plan can be time-consuming. Here are six steps that will help you create an effective communication plan for your business.

- **Perform a situation analysis.**

Conduct an audit to evaluate where you currently stand in terms of communications. You need to gather and analyze all relevant information within your company. To conduct your own communications audit, you may need to do the following:

- ✓ Brainstorm with communication staff.
- ✓ Conduct surveys and focus groups.
- ✓ Talk to other departments in your company.

- **Define your objectives.**

After you collect and evaluate all information, define your overall communications objectives. What are the results you want to achieve? What do you want to accomplish by implementing this communication plan? Your objectives should be SMART:

- ✓ Specific
- ✓ Measurable.
- ✓ Achievable.
- ✓ Realistic.
- ✓ Time-focused.

- **Define your key audiences.**



You need to know to whom you are delivering your messages. List all the key audiences of your organization. These may include the following:

- ✓ Members/non-members.
- ✓ Clients.
- ✓ Related associations.
- ✓ Educators.
- ✓ Local government officials.
- ✓ Media representatives.

- **Identify media channels.**

Plan to deliver your messages to your key recipients through multiple media channels. Decide which media channels would be the most effective to get your message delivered to your target audiences.

- **Establish a timetable.**

In order to achieve your communications objectives, you need to plan and time your steps for the best results. Based on your research and your resources, develop a solid timing strategy to execute the steps of your communication plan.

- **Evaluate the results.**

It's always important to measure your results to understand whether you achieved your objectives. If you aren't satisfied with the results, make necessary adjustments in order to perform better next time. Your evaluation might take the form of the following:

- ✓ Annual reports.
- ✓ Monthly reports.
- ✓ Progress reports.
- ✓ Reports from other departments.

Developing a written communication plan will take some effort – and it's worth it. A communication plan is your main tool for successfully delivering your messages to your key audiences in order to develop your mutually beneficial relationships. A well-written plan will help you achieve your business objectives and maximize your performance.



Multiple Choice

Test I: Multiple Choice Questions

Directions: Choose the correct Answer (each question have 3.pts)

1. _____ is your road map for getting your message delivered to your audience. It's an essential tool for ensuring your organization sends a clear, specific message with measurable result.
 - a. communication plan
 - b. communication goal
 - c. communication objective
 - d. All of the above
2. Communication objectives should be
 - a. Specific
 - b. Measurable.
 - c. Achievable
 - d. Realistic.
 - e. Time-focused.
 - f. All of above

Note: Satisfactory rating –3 points and above

Unsatisfactory – below 3 points

Answer Sheet

Score = _____

Rating: _____



Solar PV System Installation and Maintenance

Level-III

Learning Guide-7

Unit of Competence: Lead Workplace

Communication

**Module Title: Lead Workplace
Communication**

LG Code: IND WLD3 M02 LO1-LG7

TTLM Code: IND WLD3 TTLM 0920v1

**LO3: Identify and communicate
issues arising in the
workplace**



Instruction Sheet

Learning Guide #07

This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

- Selecting appropriate communication method
- Communicating multiple operations.
- Using questions
- Identifying correct sources of information
- Selecting and organizing information correctly
- Requiring verbal and written report
- Maintaining communication skills.

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:**

- Select appropriate communication method
- Communicate multiple operations.
- Use questions
- Identify correct sources of information
- Select and organize information correctly
- Require verbal and written report
- Maintain communication skills.

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below.
3. Read the information written in the information Sheets 1,
4. Accomplish the Self-checks



Information Sheet-1

Identifying issues and problem

1.1. Introduction to Identifying issues and problem

The first step in the problem solving and decision making process is to identify and define the problem. A problem can be regarded as a difference between the actual situation and the desired situation. This means that in order to identify a problem the team must know where it is meant to be and have a clear understanding of where it currently is in relation to the perceived problem. In order to clearly define the problem the following steps can be followed:

- Agree with the team where the team should be
- Describe and document the problem

Agree with the team where the team should be

The Team Purpose, the Team Performance Plan and the Operational Plan can be used to identify where the team should be. If an organized and structured planning process has been followed then the desired position and performance of the team should be clear. However, when a problem arises it is always worthwhile to involve the team members in identifying and understanding the gap between the actual situation and the desired situation. This helps to ensure that all team members understand that a problem exists and that they are an integral part in rectifying the situation.

Describe and document the problem

In this step it is important to clearly describe and document what you and the team considers the problem to be. This helps to ensure that agreement is reached as to the problem and provides a starting point for resolving the problem. Describing the problem also ensures that any confusion about the problem is identified and resolved.

A useful technique for describing the problem is to ask a number of questions which can help direct the team to actively think about the problem.

Some questions that can be usefully employed are:

- Why do you think there is a problem?
- What is happening?
- When is it happening?
- Where is it happening?
- Who do you believe is involved?
- Why is it happening?



Note: When asking the question who do you believe is involved? Ask the team to state facts and not to apportion blame. Once you and the team have worked through these questions the answers should be used to document the problem as specifically and accurately as possible. The description of the problem should be verified by and agreed with the team. This description can then be used as a starting point for the next step in the problem solves and decision making process: gather information relevant to the problem. Problem-solving and decision-making. Ask anyone in the workplace if these activities are part of their day and they answer 'Yes!' But how many of us have had training in problem-solving? We know it's a critical element of our work, but do we know how to do it effectively? People tend to do three things when faced with a problem: they get afraid or uncomfortable and wish it would go away; they feel that they have to come up with an answer and it has to be the right answer; and they look for someone to blame. Being faced with a problem becomes a problem. And that's a problem because, in fact, there are always going to be problems! There are two reasons why we tend to see a problem as a problem: it has to be solved and we're not sure how to find the best solution, and there will probably be conflicts about what the best solution is. Most of us tend to be "conflict-averse". We don't feel comfortable dealing with conflict and we tend to have the feeling that something bad is going to happen. The goal of a good problem-solving process is to make us and our organization more "conflict-friendly" and "conflict-competent".

There are two important things to remember about problems and conflicts: they happen all the time and they are opportunities to improve the system and the relationships. They are actually providing us with information that we can use to fix what needs fixing and do a better job. Looked at in this way, we can almost begin to welcome problems! (Well, almost.) Because people are born problem solvers, the biggest challenge is to overcome the tendency to immediately come up with a solution. Let me say that again. The most common mistake in problem solving is trying to find a solution right away. That's a mistake because it tries to put the solution at the beginning of the process, when what we need is a solution at the end of the process. Here are seven-steps for an effective problem-solving process.

Identify the issues.

- Be clear about what the problem is.



- Remember that different people might have different views of what the issues are.
- Separate the listing of issues from the identification of interests (that's the next step!).

Understand everyone's interests.

- This is a critical step that is usually missing.
- Interests are the needs that you want satisfied by any given solution. We often ignore our true interests as we become attached to one particular solution.
- The best solution is the one that satisfies everyone's interests.
- This is the time for active listening. Put down your differences for awhile and listen to each other with the intention to understand.
- Separate the naming of interests from the listing of solutions.

List the possible solutions (options)

- This is the time to do some brainstorming. There may be lots of room for creativity.
- Separate the listing of options from the evaluation of the options.

Evaluate the options.

- What are the pluses and minuses? Honestly!
- Separate the evaluation of options from the selection of options.

Select an option or options.

- What's the best option, in the balance?
- Is there a way to "bundle" a number of options together for a more satisfactory solution?

Document the agreement(s).

- Don't rely on memory.
- Writing it down will help you think through all the details and implications.



Agree on contingencies, monitoring, and evaluation.

- Conditions may change. Make contingency agreements about foreseeable future circumstances (If-then!).
- How will you monitor compliance and follow-through?
- Create opportunities to evaluate the agreements and their implementation. ("Let's try it this way for three months and then look at it.")

Effective problem solving does take some time and attention more of the latter than the former. But less time and attention than is required by a problem not well solved. What it really takes is a willingness to slow down. A problem is like a curve in the road. Take it right and you'll find yourself in good shape for the straightaway that follows. Take it too fast and you may not be in as good shape.

Working through this process is not always a strictly linear exercise. You may have to cycle back to an earlier step. For example, if you're having trouble selecting an option, you may have to go back to thinking about the interests. This process can be used in a large group, between two people, or by one person who is faced with a difficult decision. The more difficult and important the problem, the more helpful and necessary it is to use a disciplined process. If you're just trying to decide where to go out for lunch, you probably don't need to go through these seven steps!

**Self-Check -1****Multiple Choice**

Test I: Multiple Choice Questions

Directions: Choose the correct Answer (each question have 3.pts)

1. What are the steps In order to clearly define the problem?
 - a. Agree with the team where the team should be
 - b. Describe and document the problem
 - c. a & b
 - d. All of the above

2. The first step in the problem solving and decision making process
 - a. Information collecting
 - b. Finding a solution for the problem
 - c. identify and define the problem
 - d. All

Note: Satisfactory rating –3 points and above Unsatisfactory – below 3 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____



Information Sheet-2	Organizing information regarding problems and issues
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2.1. Introduction

Scattered conversations are toxic to the workplace. If you don't organize communication, there is no chance for organization anywhere else. You and your employees have to be on the same page. Otherwise, projects won't move forward and mistakes will happen frequently. This is especially true if you work in a large organization or with a virtual team. So, don't get caught in the wrong conversation. Make your year to organize communication and you'll see your productivity skyrocket.

Organize Communication and Boost Productivity

If team communication was as simple as having a conversation, the internet wouldn't be filled with collaboration tools. There's so much more to it when projects are on the line. You know it's time to organize communication when people aren't meeting deadlines. The best way to keep people on track is to create a simple system and make sure everyone understands how it works. But, how do you do that when your business is already in full swing? Here are some simple tips that will help you get started:

- Take an overview of your projects
- Note where different departments need to coordinate
- Work with your employees to learn their current processes
- Find communication tools that meet the needs of your employees
- Set standards for how to use those tools
- Train your employees so they use the tools correctly
- Create a system for employee feedback
- Use this feedback to further organize communication over time
- It will Take Time to Streamline the Collaboration Process

Nothing happens overnight, and getting organized with your communications is no different. It will take time to build an effective system. However, this is one of the best things you can do for your business. Look at it this way, every day your system to organize communication is in place it will improve. Employees will become more comfortable using your new methods, they will begin to provide feedback that will help



you improve it, and you will create better ways to monitor and track progress on different projects. It may not happen overnight, but it will happen.

The Effort is Worth the Reward

A company is only as good as what it produces. If your communication is scattered across multiple platforms, memos, emails, and conversations, information is going to get lost. Things are going to be mis communicated, and productivity will suffer. Not only that, but your finished product may not be as good as it could have been. Good communication is the heart of working together. So, if you don't organize communication you stand to lose out on the rewards of effective team collaboration.

2.2. How to organize information

How you organize your material determines, to a large extent, whether you effectively communicate your main points to your readers. People want to get to your main message without wading through lots of extraneous material, and they like to know where they can find information they're expecting, whether it's figures, a list of issues, or your opinions. If your readers believe the information is important to them, they may read your report even if it's poorly written. If it's poorly organized, they won't.

That's why warm-up paragraphs can usually be deleted (or at least moved from the beginning of a memo, report, or letter). Frequently, the warm-up paragraph presents background material that, while relevant, does not contain the main news or item of interest and therefore is unessential. Background material may be valuable, but don't lead with it, or you'll lose your reader. Your first paragraph should engage the reader by arousing curiosity or presenting important news in a clear, compelling fashion. This means (1) starting with what's important to readers, not what's important to you, (2) organizing the material like a newspaper article—in order of most important to least important, and (3) knowing the way your reader thinks about the subject. All of this also means, of course, knowing your audience. Stand in the Audience Shoes How do you organize your information according to the way your audience thinks about the subject? By putting yourself in the reader's shoes and asking, What about this subject concerns my readers most and would gain their interest? Consider what you would do if assigned to write an overview of your organization. If you were aiming the presentation primarily at new employees, you might start with a history of the company, present an overall corporate philosophy or mission statement, and then discuss the various divisions or



subsidiaries and the role or purpose of each. Within each division, you would cover the major products and the market for each.

On the other hand, if the primary audience was investors, you would begin with an overview of the current year's sales and financial performance, compare it with previous years to show growth and progress, and then break down sales and contributions to the bottom line by division or product line. In some situations, you may not be familiar with the audience you'll be writing for, or you might be writing a single document appealing to multiple audiences. If you are unsure as to how your reader thinks about the subject, choose an organizational structure that logically fits the material. Some common formats include:

- **Order of location.** A memo on the status of your company's offices could be organized by state or by region.
- **Chronological order.** This format presents the facts in the order in which they happened. Many case histories, feature stories, annual reports, corporate biographies, and minutes of major meetings are written this way.
- **Problem/solution.** Another format appropriate to case histories and many types of reports, this one begins with "Here's what the problem was" and ends with "Here's how we solved it, and here are the results we achieved."
- **Inverted pyramid.** This is the newspaper style of news reporting in which the lead paragraph summarizes the story, giving the reader the who, what, when, where, why, and how; the paragraphs following present the key facts in order of decreasing importance. You can use this format in journal articles, company newsletters, press releases, memos, letters, and reports.
- **Deductive order.** Start with a generalization—a theme you want to support or a point you want to make—then support it with as many facts and observations as possible. Scientists use this format in research papers that begin with the main thesis or finding and then state the supporting evidence. Sales managers and copywriters use it in preparing persuasive sales letters.
- **Inductive order.** Begin with specific instances and examples and then lead the reader to the idea or general principle the evidence supports or suggests.
- **Priority sequence.** Rank recommendations, problems, concerns, issues, or other items from the most important to the least important—an ideal format for writing a letter or memo recommending a series of steps or actions.



- An overall way to organize material that is meant to inform readers is to use a five-step sequence: **Executive Summary, Background, Findings, Conclusions, and Recommendations.** This sequence forces you to get to the news quickly, position background as secondary material, separate fact from opinion, and move to the next step instead of just fading out.



Self-Check -2	Multiple Choice
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Test I: Multiple Choice Questions

Directions: Choose the correct Answer (each question have 3.pts)

1. What are the tips to organize communication and boost productivity?
 - a. Note where different departments need to coordinate
 - b. Work with your employees to learn their current processes
 - c. Find communication tools that meet the needs of your employees
 - d. Set standards for how to use those tools
 - e. Train your employees so they use the tools correctly
 - f. All

2. Which one format used to fit the material under an organizational structure?
 - a. Chronological order
 - b. Problem/solution
 - c. Inverted pyramid
 - d. Deductive order
 - e. Inductive order
 - f. All

Note: Satisfactory rating –3 points and above

Unsatisfactory – below 3 points

Answer Sheet

Score = _____

Rating: _____

Short Answer Questions



Information Sheet-3

Initiating dialogue

3.1. Introduction to dialogue

Dialogue is a communication tool that allows people to understand other views without pitting themselves against different perspectives. Dialogue is not a back and forth discussion, a debate or rebuttal, it's a chance to frame a problem collectively by both independently voicing your perspectives on issue. The logical beginning of every relationship is conversation. Initiating dialogue is an important first step; without the onset of a conversation, how will you get to know someone? When we were young, our parents taught us to not talk to strangers. For many, this remains imbedded in their attitudes as they set out to build a network. To build your ultimate network, you're going to have to let this rule go and start talking with people you don't know yet. The best way to initiate dialogue is to simply make eye contact and say "Hello." Rarely will people turn away from you, provided you present a professional, confident, and inviting image. If you do, and they still snub you, that's their problem, not yours. When you use this approach, prepare to lead the conversation somewhere. It's uncomfortable to stop a conversation after hello. When looking for a conversation partner in a crowded room there are three likely scenarios that make it easy to initiate dialogue:

- Fun, inviting groups
- White-knuckled loners who look uncomfortable and will welcome your attempt to initiate dialogue
- Familiar faces

When it comes to initiating dialogue, accept that for the most part, conversation openers will not be that original or exciting. It's the formality of the beginning of any relationship. True connections develop thanks to the direction of the dialogue after it's been initiated. Use your surroundings to strike up a conversation. Situational dialogue offers.

**Self-Check -3****Multiple Choice****Test I: Multiple Choice Questions**

Directions: Choose the correct Answer (each question have 3.pts)

1. _____ is a communication tool that allows people to understand other views without pitting themselves against different perspectives.
 - a. Dialogue
 - b. Conversation
 - c. a and b

2. For a conversation partner in a crowded room what are likely scenarios that make it easy to initiate dialogue:
 - a. Fun, inviting groups
 - b. White-knuckled loners who look uncomfortable
 - c. Familiar faces.
 - d. All

Note: Satisfactory rating –3 points and above Unsatisfactory – below 3 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____



4.1. Introduction to Raising communication problems and Issue

Problems and issues within the workplace is a growing concern, There are numerous kinds of jobs that individuals from various backgrounds are engaged in. All kinds of jobs require individuals to possess certain qualifications, traits, abilities and skills. Individuals do experience problems and issues at the workplace, these problems and issues would be concerning various factors such as, working environmental conditions, problems with time management, resolution of conflicts and disputes, lack of knowledge and information, stress in the workplace, diversity in the workplace, communication at the workplace, and sexual harassment of women at the workplace.

The main problems which employees increasingly experience within the working environment are the conditions of overwork, job insecurity, job dissatisfaction and lack of autonomy. The problems and the stress that individuals experience within the working environment has shown to have a detrimental effect upon the health and the wellbeing of the employees. In most of the companies and organizations, the working hours are long, individuals do feel that most of the time they are spending at the workplace, and it is difficult for them to take out time for other tasks. There are measures that individuals and organizations can put into operation to alleviate the negative impact of the problems and issues and to curb them from assuming the foremost position. It is vital to communicate to the employers about the problems and issues in order to devise measures to curb them.

Communication at the Workplace

Communication is regarded to be the life line in the operation of any kind of organization or an institution. Without effective communication between the individuals, things cannot be implemented or put into operation in any manner. Speaking to each other is also considered to be a verbal communication. Sending of emails, letters, faxes, notices, articles, documents and so forth are considered to be written forms of communication. There are organizations where employees may not possess the abilities to learn, understand and make use of good communication practices, in such instances, it is vital to impart to them adequate training, so that they are able to develop effective communication skills. Within the organizational structure, workplace communication is made use of to provide training, suggestions, ideas, instructions, viewpoints and so forth



by the superiors to their subordinates. When the communication process is not adequately developed and there exist number of barriers to effective communication, then it becomes difficult for the individuals to implement all the tasks and operations in an adequate manner.

Problems and issues do take place concerning communication at the workplace. These problems may be break down of technology, when emails could not be sent, occurrence of emergency situations, busy schedule of the employers, when employees are not able to interact with them, inability to understand the instructions which leads to inadequate job performance and so forth. It is imperative to formulate ways to implement effective communication practices within the organization, the reason being, without effective communication, proper instructions cannot be given, equipment and supplies cannot be ordered, progress cannot be measured and products and services cannot be delivered to the customers. The five main managerial functions of planning, organizing, staffing, leading and controlling are entirely dependent upon effective communication (Conrad, 2014). Individuals do acquire knowledge and information through research and other aspects, but how this knowledge and information is communicated to the workforce matters the most, as it would contribute in the development of the organization. It is vital to develop appropriate interpersonal relationships within the organization to achieve the desired goals and objectives.

Other Problems at the Workplace

The other problems at the workplace have been stated as follows:

Working Environmental Conditions –The working environmental conditions are regarded to be of utmost significance that influence the performance of the workforce. Cleanliness within the working environment, availability of proper civic amenities and facilities, furniture, machinery and equipment matter to a great extent in the performance of job duties, as individuals within the organizations make use of technologies, therefore, it is important that technologies should be well maintained. The working environmental conditions should be largely amiable and suitable.

Resolution of Conflicts and Disputes – The occurrence of conflicts and disputes within the organizations may assume a major form or a minor form. The occurrence of disputes and conflicts may become a major impediment within the course of the implementation of tasks and duties, on the other hand, the occurrence of minor conflicts and disputes may



get solved and may not be very disadvantageous. When communication takes place between two or more individuals in an inappropriate manner, then their speaking terms may come to an end. It is important that when conflicts have taken place between two or more individuals, they should be pacified with the help of their leaders or supervisors, as they are the ones who are in charge and can bring about solutions to the problems.

Lack of Knowledge and Information – For all the individuals who are employed, it is important for them to possess adequate knowledge and information about the performance of work duties. For instance, if an individual is engaged in an educational institution or a company then it is vital that he should possess the required knowledge and skills that are necessary to implement the job duties in an adequate manner. There are employees who are new to the organization and they need some time to develop their skills and abilities, in such cases, it is vital for them to get involved in continuous practice sessions, so that they are able to enhance their productivity. On the other hand, lack of knowledge, information and practice would affect the performance of the employees in a negative manner. Skills, knowledge, abilities and information is imperative for the adequate performance of job duties.

Time Management – Adults who are engaged in full time jobs, have several other responsibilities too, which they have to take care of. There are family responsibilities, an individual has to manage his family and household, in some cases, individuals are engaged in more than one job, hence, there are various work responsibilities that he has to manage and so forth. In such cases, an individual is required to implement the time management strategies in an adequate manner so that he does not feel work pressure. Excessive work load leads to a negative impact upon the health of the individuals, therefore, appropriate time management skills are essential for an individual to possess.

Prevention Strategies at the Workplace

The implementation of adequate prevention strategies would contribute in the alleviation of problems and issues. There are some problems that individuals cannot do away with, on the other hand, there are problems which can be solved by prevention strategies (Solving the Problem, 2005).

Organize Regular Team or Group Meetings – Group meetings provide individuals with the chance to explain individual roles, responsibilities and powers, identify individual goals, objectives and expectations, give recognition, social support and feedback, the



individuals will be able to find out ways that would help them in identifying the flaws and inconsistencies and implement measures to improve them, the individuals are able to share activities about the organization, discuss problems and devise solutions, stimulate dialogue with the supervisors and with the colleagues and assess whether employees are satisfied with the work, as work pressure leads to a decrease in employee morale.

Encourage Participative Management – The meaning of the term participative management is when the management listens to the concerns, problems and issues of the workforce and help them in providing solutions to their problems. The management is supposed to be co-operative, supportive and helpful to the employees. The role of the management is considered to be of utmost significance in the solution of various kinds of problems. Management plays an important part in improving the relationships with the supervisors and the employees. They make provision of enough room for the employees to give their suggestions and ideas and when employees feel free to communicate with their supervisors and share their ideas and suggestions, they feel a sense of belonging.

Training Programs for the Employees –The main aim of the training programs is to develop new knowledge and skills amongst the employees so that they are able to implement their work duties in a proper manner. Training is always beneficial and productive for the employees, they are able to avoid immense work pressure, are able to advance in their careers, eventually assume more responsibilities, power and autonomy. The training programs, provide information to the employees who may be experienced or are new to the organization, they are provided information mainly about the goals and objectives of the organization, their job duties, how to perform their job duties adequately, and measures that would prove to be productive to the organization.

Determine the Content of Various Job Duties –The individuals are positioned in various kinds of job duties in accordance to their educational qualifications, skills, abilities and knowledge. It is vital to determine the content of various job duties; the important areas of content are, to determine whether there is a work overload, clarification of the roles, functions, tasks and responsibilities related to various positions, the expectations out of the positions and the goals and objectives of particular positions should be made clear to the employees. It is vital to devise measures to reduce certain risks that are connected to the work environment and the working conditions. The employees should always perform their work duties with carefulness, thoughtfulness, and attention.



Evaluation of the Employees – It is vital to evaluate the performance of the employees. The main purpose of evaluation is to determine how one performs, to identify the flaws and inconsistencies and measures to improve them. The evaluation methods, enable the employees to become more focused towards their work; they become more achievement oriented, and work meticulously towards their job duties. Upon completion of evaluation, the employees who do not perform well, their problems are discussed and they are provided with additional sessions regarding the job that would lead to their improvement. Evaluation techniques help in the development of knowledge so that the employees stay relieved from experiencing any kinds of stressful situations at work.

The occurrence of problems and issues within the organization are with regards to various aspects. The major areas that highlight the problems and issues within the workplace are stress, diversity, communication, sexual harassment of women, working environmental conditions, resolution of conflicts and disputes, lack of knowledge and information and time management. There are differences in the structure of every organization and all workplaces are different from each other, regarding the performance of job duties, availability of resources, materials, physical environmental conditions, number of employees, their qualifications, backgrounds, skills and abilities, work timings, goals and objectives of the organization, location and formulation of rules and policies.

The problems and the issues that employees experience at the workplace are with regards to their employers, job duties, working environment and the availability of resources, materials and equipment. There are preventive measures, which lead to the solution of some of the problems at the workplace, these are, organize regular team or group meetings, encourage participative management, training programs for the employees, determine the content of various job duties, and evaluation of the employees. There are some issues and problems to which solutions can be devised, such as when employees have problems in working on a task or an assignment, they are facing difficulties, then they can consult their supervisors in order to solve their problems. It is vital to treat all the individuals and women with respect and kindness and there should not be any kind of discrimination on the basis of caste, creed, race, religion, ethnicity or socio-economic background. There are some issues and problems within the organizations, which cannot be solved and individuals are required to be patient. For instance, the directors and the heads normally have busy schedules. They are occupied to such a major extent with their work, that it is difficult for them to take out time for the other



employees, who feel necessary to consult them, in such cases, the employees are required to remain patient and need to wait for the right time. Possession of adequate knowledge and information, effective communication with the other individuals, proper time management and treatment of the individuals with respect, kindness and benevolence are considered to be the essential factors in solving the problems and issues at the workplace.

How to Overcome Communication Problem in the Workplace

When you are working in a company, you have to deal with your co-workers and bosses so that things would be fine and in order. But there are cases when some problems arises which causes conflict in the workplace. There are times when a communication problem in the workplace takes place due to little misunderstandings and misinterpretations. This is due to the fact that each and every one of us is different and has different view on things. Also, problems might occur due to a very stressful environment at work. But you can overcome communication problem in the workplace.

There are different nature and consequences for every communication problem. But whatever that is, you have to find a way to get away from it for it can only cause workplace conflict and interpersonal difficulties. This can even affect your work and you might no longer be efficient and effective as a job. Hence, here are some tips on how you can overcome communication problem in the workplace.

1. Speak to them.

If you think that there are problems with a certain co-worker, talk to that person. This way, you will be able to determine the root of the gap of communication. It is always important to hear the voices of every person. That is why, conducting regular meetings is essential in order give each one a chance to open up their ideas and thoughts.

2. let them speak and you listen.

If you want things to be good, then, you have to listen to that person. Do not speak while he is speaking. Aside from looking for ways to convey information, there should also be ways to let them express their own thoughts. You should pay heed to what other people will say and respond to them in a respectful manner. This can make things a lot easier for everyone knowing that each one has the chance to talk and be listened to. It is always vital for you to learn how to listen.



3. Have a mediator.

If you think that the problem cannot be settled if you are the only ones working on it, you might consider a mediator. If the other party does not listen to your words and might even make up stories which worsen the situation, then call someone to help you both understand the situation. This could be a great help.

4. Do not make it too personal.

When you are faced with a conflict in the workplace due to misunderstanding, do not treat in a manner that you will damage not just your work relationship but yourself as well. Look at it as a problem between the persons involved and the situation, not as a problem between you and the other person. Bear in mind that both of you are just victims of misunderstanding. Settle it in a good way and do not take things personally.

5. Be open-minded.

When you are open-minded, you have the ability to look at things in a wider perspective. This makes things a lot easier for you. You can see angles that other people are not able to see. This way, you will realize that what is happening is not really a big problem. Communication problems can be solved by good communication. When you have good communication, you need an open mind so that you will be able to listen to other people's thoughts.

6. Be specific in your words

A good way to get rid of communication problems is by saying things in a clear and specific manner. When you say something, do not allow any misinterpretations by making it direct and understandable. Do not leave messages that have double meanings. Make sure that you will say exactly what you want to say. Also, do not generalize things. Just be specific with what you are trying to tell someone. This can greatly contribute to easy communication.

7. Do not generalize

When you are voicing out complaints or speaking about your thoughts, make sure that you are only pointing towards a specific conflict. Also, do not involve other people to it and do not pinpoint other aspects of a person's character. Despite one misunderstanding, you still have to keep a good relationship with co-workers. So, deal with it in a good manner without making matters big.



8. Do not be involved in other's problems.

If you have co-workers who are having problems, let them deal with it. You do not have to join them. If you are not directly involved to it, then keep quiet. Also, do not talk about it with other co-workers. Just leave them alone and let them settle the problem themselves.

9. Have proper place and time for confrontation.

If you want to discuss a problem with your co-worker, set a time and place to do that. Do not meet that person while he or she is still working in the office. That would be unsuitable and unprofessional. Do not discuss in front of many people who are not part of the problem. This will only cause talk in the office.

10. Communicate regularly.

Due to the advancement of technology, it leads to the fast processes of things. People become even busier with work because of this. But it doesn't mean that you will stop communicating with each other in the workplace. Some design companies made it a point that they find a manner of communication for each one of them. They do this by using some applications for chatting online while in the office. This is very convenient for it is time and energy saving. One doesn't have to go to the other's working area just to speak with him. Regular meetings are also held so that each one is given the chance to share their ideas

**Self-Check -4****Multiple Choice**

Test I: Multiple Choice Questions

Directions: Choose the correct Answer (each question have 3.pts)

1. What are the Prevention Strategies at the Workplace problems
 - a. Organize Regular Team or Group Meetings
 - b. Encourage Participative Management
 - c. Training Programs for the Employees
 - d. Determine the Content of Various Job Duties
 - e. All of the above

2. What are the problems raise at the work place?
 - a. Resolution of Conflicts and Disputes
 - b. Lack of Knowledge and Information
 - c. Time Management
 - d. Working Environmental Conditions
 - e. All



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