



FOUNDRY WORK

Level-II

Learning Guide-#04

Unit of Competence: Work In Team Environment

Module Title: Working In Team Environment

LG Code: IND FDW2 M02 0919 LO1-LG-04

TTLM Code: IND FDW2 M02 TTLM 1019v1

LO1: Describe team role and scope



Instruction Sheet

Learning Guide #04

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

- Identifying role and objective of the team
- Identifying Team parameters
- Identifying reporting relationships and responsibilities

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:**

- The role and objective of the team is identified from available sources of information
- Team parameters, reporting relationships and responsibilities are identified from team discussions and appropriate external sources

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 6.
3. Read the information written in the information “Sheet 1, Sheet 2, and Sheet 3”.
4. Accomplish the “Self-check 1, Self-check t 2, and Self-check 3”.
5. If you earned a satisfactory evaluation from the “Self-check” proceed to “Operation Sheet 1, Operation Sheet 2 and Operation Sheet 3”.
6. Do the “LAP test” (if you are ready).



Information Sheet-1

Identifying role and objective of the team

1.1. Definition of team

A team is a group of individuals (human or non-human) working together to achieve their goal.

As defined by Professor Leigh Thompson of the Kellogg School of Management, "[a] team is a group of people who are interdependent with respect to information, resources, and skills and who seek to combine their efforts to achieve a common goal".

A group does not necessarily constitute a team. Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize their strengths and minimize their weaknesses.

• Characteristics of a team

- ✓ Common goal or purpose or objectives
- ✓ Awareness of membership and commitment
- ✓ Common operating norms
- ✓ A need for each other/interdependence
- ✓ Accountability to a higher level
- ✓ Acts in unity, almost like a single organism.

1.2. Clarify Roles

Knowing everyone's role and being familiar with the responsibility of those roles create efficiency and flexibility. Ideas for clarifying roles on the team include:

- Review team members' roles frequently.
- Relate team member expectations to the team's overall purpose.
- Clarify responsibilities when action planning.
- Learn what others do on the team.
- Figure out ways to help each other.

Setting aside time to really evaluate what you do and how that impacts (or not) the company you work for is important to understanding the value you and your role have with that organization. Are you a key player on your team? If not, does the role provide opportunities for you to advance toward this?

After fully understanding your current role, value within your company, and its possible benefits and setbacks for your future, it's time to take action. So many people become complacent in their careers and on the job.



If after evaluating your overall situation you discover that it's actually beneficial to step out of your current role—step out of it. Don't be afraid to follow after what your heart truly desires.

1.3. Relationship and Responsibility

Being a mutually evolving process, a relationship requires team members to be dependent on each other. Every individual should develop a level of trust for each other in order to be reliable for each other. Some of us just cannot find it easy to entrust a work with another team member or cannot seem to trust what a member can contribute. In order to build trust, the team can hold trust-building talks during meetings every now and then. Self-disclosure is a good strategy for establishing trust with each other. Learning how to open and share a little about you to your teammates will give them a chance to know you as a person. Inject humor and some fun to be comfortable with each other.

Once you start to trust each other as an important member of the team, you will also become easily dependent on each other. With this, a budding relationship is established.

Each individual in a team has talents and abilities that can contribute to a solid work relationship which is needed to be productive in the job. As a team, members have to identify who excel in technical expertise, who are keen in problem-solving and decision-making, and who are adept in active listening, giving good feedback, and conflict resolution.

Identifying these skills helps a team perform effectively. This is otherwise known as team synergy through a coordinated effort of performing these abilities. Diversities even in skills and talents are common. But sharing these skills for the benefit of the team can build a solid work relationship among the individuals.

For a relationship to become healthy, learn to appreciate each other's talents. Being recognized by fellow colleagues for the effort contributed for the team is heartwarming and rewarding.

1.4. Relationship with a Team



Typically, in a work setting, every working individual belongs to a team where a group of members work together with similar functions and work description, though not necessarily similar in interests.

Also, individuals in a team generate a collaborative effort to achieve common goals, and may need to give up individual autonomy in order to attain those goals. The organization as a whole can make up a team and this component is by far the largest to be called as such.

If you are paired up with another work colleague on a project, you are already called a team. Regardless of the population of the members and diversities in a team, building a relationship is a crucially important factor grounded on teamwork.

Team members who develop a common strategy in working such as using a discussion in the interaction process or assigning tasks are manifesting teamwork. Individuals work together by sharing individual objectives and eventually come up with a unified goal.

Being a part of a team also entails commitment in the job and the responsibility. In order for a team to be harmonious, a good working relationship has to be established.



Information Sheet- 2	Identifying Team parameters
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3.1. Team parameters

You should appraise your team members on '**Results**' and '**capabilities**'. Results are what they have achieved till the day of appraisal in the current financial year. Capabilities are evaluation parameters of what they will be able to deliver in the coming.

Success in the workplace depends on your ability to build a team, as well as to interact with others on that team. Together, people are able to accomplish what one person alone cannot. This is known as synergy.

3.2. The characteristics of a Good/Effective team:

- **A clear, elevating goal:** This is a goal which has been communicated to all.
- **A results-driven structure:** The goal has been jointly decided by all the team members. They are fully committed towards achieving it.
- **Competent members:** Each team member has the required skill set in order to achieve the team objectives.
- **Unified commitment:** There is nothing happening in silos. With the total commitment from team members, achieving organizational goals becomes easier.
- **A collaborative climate:** Commitment from team members and a good leadership leads to a collaborative team with a productive work environment.
- **Standards of excellence:** Quality orientation is vital to the success of any organization.
- **External support and recognition:** Appreciation as well as appraisal is required to keep the morale of the team high.
- **Principled leadership:** Leadership defines a team. An able-bodied leadership can chart the team's path to success.



- Each team member participates actively and positively in meetings as well as projects. This shows a person's commitment as well as understanding towards a project.
- **Team goals are clearly understood by all:** Communication is vital for achieving successful completion of any project.
- Individual members have thought about creative solutions to the team's problem. Thinking out of the box is vital in today's economic scenario.
- Members are listened to carefully as well as given a thoughtful feedback. Listening is an important skill for any team. Each team member is important. The thoughts and ideas of each team member have to be listened to, with respect, no matter how silly they may sound at first.
- Everyone takes the initiative in order to get things done. There is no concept of passing the buck. This is an indication of clear communication leading to understanding of individual responsibilities.
- **Each team member trusts the judgment of others:** Mutual trust and respect is highly important for the team. This is the only way to achieve the organization goals.
- **The team has to be willing to take risks:** Risk taking is an attitude which comes with confidence. Confidence on yourself as well as on the team, besides the ability to face all consequences.
- Everyone has to be supportive of the project as well as of others. A team is one unit. Unless these cohesive forces are there, the team will never be able to work efficiently enough.
- There is ample communication between the team members.
- Team decisions are made by using organized as well as logical methods.
- **Dissenting opinions are never ignored:** In fact, they are always recorded in order to be revisited in case the future situations dictate so.
- **Teams are given realistic deadlines:** External support as well as aid is vital to the success of any team.
- An efficient team needs support from both inside and outside. It needs to meet the individual needs of its members in order to achieve the organization's goals.



3.1. Definition of Report

A report is written for a clear purpose and to a particular audience. Specific information and evidence are presented, analyzed and applied to a particular problem or issue. The information is presented in a clearly structured format, making use of sections and headings so that the information is easy to locate and follow.

When you are asked to write a report, you will usually be given a report brief, which may outline the purpose, audience and problem or issue that your report must address, together with any specific requirements for format or structure.

This guide offers a general introduction to report writing; be sure also to take account of any specific instructions provided.

3.2. characteristics a good report?

An effective report presents and analyses facts and evidence that are relevant to a specific problem or issue. As with an essay, all sources used should be acknowledged and referenced throughout, in the format set out in the course referencing guide. The style of writing in a report is less of a continuous piece of writing than an essay, with a more direct and economic use of language. A well written report will demonstrate your ability to:

- understand the purpose of the report
- gather, evaluate and analyze relevant information
- structure material in a logical and coherent order
- present a report in a consistent manner according to the instructions provided
- make appropriate conclusions that are supported by the evidence and analysis of the report
- make thoughtful and practical recommendations where required

A team may have reporting relationships with its own member, other teams, staff and administrative organs.



3.3. Clarification of working instruction

what is the definition of work instruction? A document describing specific activities and tasks within the organization. It contains the greatest amount of detail.

3.4. Group development

There is strong evidence that groups pass through a sequence of five stages of development. These are sometimes defined as:

- Forming, or coming together
- Storming or conflict
- Norming, or working out the rules
- Performing, or getting the job done
- Mourning, or breaking up.

The length of time different groups takes to pass through each of these developmental stages will vary, but it is generally not possible to achieve high team performance until the group has passed through at least the first three stages. The duration of each stage will depend on factors such as individual and team maturity, task complexity, leadership, organizational climate, and external climate.

Forming: During this stage of group development new team members discover what being a member of this group means.

- You may find that you and/or other group members need:
 - ✓ clear goals and objectives
 - ✓ definition of tasks and roles
 - ✓ clear work plans
 - ✓ identifying group behavior, standards and norms
- You and/or other group members may:
 - ✓ demonstrate excitement
 - ✓ participate hesitantly
 - ✓ show tentative attachment to the group
 - ✓ discuss problems peripheral to the task
 - ✓ be uncomfortable and anxious about the new situation
 - ✓ accomplish minimal work



This stage is complete when new members start thinking of themselves as part of a group.

Storming: During this stage of group development, team members may become hostile or overzealous as a way to express their individuality and resist group formation.

- You may find that you and/or other group members exhibit:
 - ✓ Infighting, defensiveness and competition
 - ✓ Doubts about success
 - ✓ Low group morale
 - ✓ Polarization of group members
 - ✓ Concern over excessive work
 - ✓ Disunity and increased tension
- You and/or other group members may:
 - ✓ set unrealistic goals
 - ✓ resist the task demands
 - ✓ establish a pecking order
 - ✓ criticize group leaders or other group members
 - ✓ complain.

Many groups do not develop beyond this stage because they lack the ability to listen to each other and find mutually acceptable resolutions to the major issues.

Norming: During this stage of group development, members accept the team, the team norms, their own roles and the idiosyncrasies of fellow group members. Emotional conflict is reduced by patching up previously conflicting relationships.

- You and/or other group members may:
 - ✓ attempt to achieve maximum harmony by avoiding conflict
 - ✓ develop a high level of trust and respect for others in the group
 - ✓ discuss group dynamics constructively
 - ✓ form friendships
 - ✓ develop a sense of team cohesion with a common spirit and goals
 - ✓ have high group morale



- ✓ establish and maintain group boundaries
- ✓ accomplish a moderate amount of work

During this stage, if the formally appointed leader is not effective, or there is no formal leader, a leader will emerge or should be agreed upon who can focus the group resources to solve problems.

Performing: Now that the team has established its interpersonal norms, it becomes an entity capable of diagnosing and solving problems, and making decisions. This stage is not always reached by all teams.

- You and/or other group members may:
 - ✓ be willing to sort through group problems
 - ✓ develop high conflict resolution skills
 - ✓ understand members' strengths and weaknesses
 - ✓ undertake constructive self-change
 - ✓ identify closely with the group
 - ✓ accomplish a great deal of work

Groups reaching this stage will be effective and will devote energy to maintain good group relations.

Mourning: This final stage of group development applies more to temporary teams like task groups or committees. However, these days, with reorganizations occurring frequently this stage is not uncommon.

You and/or other group members may:

- ✓ feel elated at the successful attainment of goals
- ✓ feel disappointed at unattained goals
- ✓ feel a sense of loss when the group is disbanded
- ✓ feel relief at the end of the process
- ✓ congratulate each other celebrate.

**Self-Check -3****Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

Instruction: match items in column “A” with column “B” (2 points each)

“A”

“B”

_____ 1. Mourning

a) You and/or other group members may demonstrate excitement

_____ 2. Storming

b) You and/or other group members may doubt about success

_____ 3. Performing

c) You and/or other group members may form friendships

_____ 4. Norming

d) You and/or other group members may accomplish a great deal of work

_____ 5. Forming

e) You and/or other group members may feel elated at the successful attainment of goals

Note: Satisfactory rating - 5 and 5 points

Unsatisfactory - below 5 and 5 points

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

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



List of Reference

1. <http://www.humanconcepts.com>
2. <https://gselodelmsapp.wordpress.com>
3. <https://www.atlassian.com>
4. www.collaborativejustice.org
5. <https://aaronelodelms.wordpress.com>
6. <https://www.skillsyouneed.com>
7. <https://study.com>
8. <https://smallbusiness.chron.com>
9. <https://www.indeed.com>
10. www.constructingexcellence.org.uk



FOUNDRY WORK

Level-II

Learning Guide-#05

Unit of Competence: Work In Team Environment

Module Title: Working In Team Environment

LG Code: IND FDW2 M02 0919 LO1-LG-05

TTLM Code: IND FDW2 M02 TTLM 1019v1

**LO2: Identify own role and
responsibility within team**



Instruction Sheet	Learning Guide #05
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics:

- Identifying individual role and responsibilities
- Identifying roles and responsibility of other team members
- Identifying reporting relationships within team and external to team.

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:**

- Identify individual role and responsibilities within the team environment
- Identify and recognize roles and responsibility of other team members
- Identify reporting relationships within team and external to team

Learning Instructions:

7. Read the specific objectives of this Learning Guide.
8. Follow the instructions described below 3 to 6.
9. Read the information written in the information “Sheet 1, Sheet 2, and Sheet 3”.
10. Accomplish the “Self-check 1, Self-check t 2, and Self-check 3”.
11. If you earned a satisfactory evaluation from the “Self-check” proceed to “Operation Sheet 1, Operation Sheet 2 and Operation Sheet 3”.
12. Do the “LAP test” (if you are ready).



Information Sheet-1

Identifying individual role and responsibilities

1.2. Individual Role and Responsibilities

Contrary to popular belief, teamwork is not just a group process -- it's a personal responsibility and skill. Today all work is teamwork, and the challenge is to get something done with others over whom you have no authority. Here are nine keys for working responsibly with others no matter who reports to whom:

- **Develop your ability to respond**

It's helpful to make a distinction between accountability and responsibility. Accountability is an agreement to be held to account for some result. Responsibility is a feeling of ownership. You can assign accountability between yourself and others, but responsibility can only be self-generated.

Responsibility means to completely own--rather than deny, blame, or rationalize--your situation. Think of the cause-effect equation. Instead of seeing yourself as the effect and something else as the cause, responsibility means seeing yourself as both cause and effect for your situation. Accept that your past choices place you in your current situation. Also accept that you are in complete charge of your learning, improving and growing in order to produce the results you want.

- **Retain your personal power**

Individuals make huge differences in the dynamics of a team, however most of them don't accept their power to make or break a collaborative relationship.

- **Increase your provoke ability**

To apply this key for personal responsibility, first practice on yourself by becoming increasingly intolerant of the difference between what you say and what you do. Then, expect collaborators to act only in your collective best interest and to honor all agreements you've made with one another.



- **Experience judgments fully, and then let them go**

When you completely understand where your judgment comes from, then and only then can it dissipate? Then you can release it. Let it go. Sometimes it helps to physically assist with the mental process of letting go.

- **Learn from every upset**

High performers realize that an upset is an opportunity to learn. You can harvest value from an upset by asking yourself how your choices and actions landed you in this upsetting situation. Determine how you can change your behavior to strengthen the team. If you need to ask for new agreements with your teammates, do it.

The key is not to avoid, eliminate, or cover up mistakes and upsets, but to learn, correct, and improve each time.

- **Master your intentions**

Clear intentions are the secret behind extraordinary performers. The key skill is simple enough to explain: Know and picture your outcome. Hear the desired sounds. Feel the intended feelings. And specify the results you expect to achieve. Such clear intentions guide your behavior to deliver the desired results.

Use this awareness to develop integrity in your relationships. Make your collaborative intentions known to your teammates.

- **Live and work "on" purpose**

If mastering your situational intentions provides power, consider the power of a clear and sustained purpose in your life. By working with the conscious intention that comes from determining and knowing your purpose in life, not only will all of your actions be integrated, you will also attract individuals who will help you achieve your purpose and who are served by it.

- **Open a new relationship with a contribution**



Heads of state always present gifts when calling on leaders of a foreign land. These gifts symbolize the diplomats' willingness to invest in the relationship before expecting a payoff. Consider how this is different from the instructions given to many task force members by their superiors: "Listen politely, but don't share or commit to a thing." Even less responsible are those who approach a new relationship demanding an immediate answer to the question "What's in it for me?"

Responsible collaborators start a new relationship by contributing intention, information, energy, access, or resources.

- **Be a "present hero" by serving yourself and your team simultaneously**

"Present heroes" are individuals like John who are mindful of the abundance they enjoy as members of their families, teams, and communities. They assume it's in their own self-interest to invest a little personal energy to help the group. To put this key to work for you, choose one of the dozens of annoyances that you've been wishing "someone" on your team would take care of—from confronting a teammate's difficult behavior to redesigning an inefficient work process—and take care of it yourself.



Information Sheet- 2	Identifying roles and responsibility of other team members
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5.1. Role and Responsibility of Team Members

Team members are selected because they have particular skills that are required to complete project tasks. Examples include specialists in business or technical disciplines, or an outside supplier.

The Team Member's role is to successfully perform the tasks that have been allocated, keeping the project manager informed of progress as well as any issues that may arise.

The role often requires team members to work on their own initiative in areas where they are the 'experts'. This places the responsibility on them to manage their own day to day work, recognize the authority of the Project Manager and report to the Project Manager as appropriate.

Team membership often changes as a project moves through its development. This means there are frequently two types of team member:

- **Core Team Member** - a full time role on the project but not necessarily for the duration of the project.
- **Extended Team Member** - a part time role on the project. These team members will usually have their regular job to do, or they may be from an outside company.

Part of the Team Member's role is to pay attention to the problem's others may be facing. Tolerance and good communications are essential ingredients of successful project teams.

5.2. Team Member's Responsibilities

The responsibilities assigned to individual team members may vary but typically will include:

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- understanding the purpose and objectives of the project.
- ensuring a correct balance between project and non-project work.
- working to timescales and within cost constraints.
- reporting progress against plan.
- producing the deliverables/products to agreed specifications.
- reviewing key project deliverables/products.
- identifying issues.
- identifying risks associated with the project.
- working together as a team.
- contributing towards successful communication.



Information Sheet- 3	Identifying reporting relationships within team and external to team.
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3.1. types of work relationships

#1 Co-Workers

Type: N/A

Description: Co-worker relationships are neither professional nor personal, but merely circumstantial. They are acquaintances through your company, but beyond working for the same organization, you have very little interaction with them.

Role: Co-workers serve little role professionally or personally, but serve a valuable role in that they are often the pool of people from which other, more meaningful relationships will be established.

#2 Team-Member

Type: Professional

Description: Team-members are fellow employees who work on the same team as you. This could be the team you work with on a daily basis, a committee you've joined or a group working together for a single activity.

Role: Team-members are important because they are the people you actually accomplish work with. Together, you plan, design, develop, execute and track work related to your role. The better your relationship with your team, the easier it is to get this work completed.

#3 Work Friends

Type: Personal

Description: Work Friends are people who you interact with socially at work—you sit by them in meetings, go to lunch together, talk to them at work events and happy hours, and possibly even see them outside of work every now and then.

Role: Work Friends fill our social need and keep us sane from the daily grind. You likely



wouldn't be friends with them if not for your mutual employment of each other at the same company, but they serve as our support system during the corporate hours.

#4 Manager/Direct Report

Type: Professional

Description: Your Manager is the one assigning you the work, helping you succeed and ultimately impacting the work you do (and don't do). Your Direct Reports are the ones who report to you (you are *their* manager). They also determine whether or not you succeed.

Role: The relationship between you and your manager is vital because they often play an important role in determining your rating, salary and workplan. They are also a large factor in your workplace satisfaction (as they say, you don't leave a company, you leave your manager). For your Direct Reports, you serve these functions, while they serve as a way to accomplish more with your organization without you doing all of the work.

#5 Office Spouse

Type: Personal

Description: Your Office Spouse is that person you spend a significant amount of time with; they are your go-to for venting and advice, and there have probably been rumors about the two of you at one time or another (even though it is platonic).

Role: The role of the Office Spouse is to serve as your "workplace bestie" or go-to friend when you have a work predicament. They keep you from jumping off the ledge, are the person you trust with sharing your emotions and frustrations, and know you the best out of any of your workplace relationships.

#6 Mentor/Mentee

Type: Professional

Description: Mentor/Mentee is the highest professional relationship you can have. It's similar in intimacy to that of an Office Spouse, but it serves you professionally. Your mentor is that person you go to for career guidance and help on the toughest-of-the-tough problems. Your mentee is the one coming to you for that advice.

Role: Your Mentor helps you traverse the landscape at your job. They help you think



through the most challenging problems, give you perspective on how to handle your most challenging relationships, and generally guide you to success. You serve the same purpose for your Mentee, while they keep you grounded and connected to the pulse of the organization.

#7Life Friends

Type: Personal

Description: The most intimate work relationship you can have is one that you don't even consider specific to work—that of a friend IRL (in real life). They would be your friends even if you no longer worked at the company.

Role: These are friends who fill the same role as your normal social friends, because that's what they are. You have fun together, laugh together, cry together, and possibly become romantically involved together. They aren't friends you know at work, they are friends you happen to work with.

7 Types of Work Relationships

Obviously the real-world isn't as structured as what is depicted with these differentiations in relationships. Some people fall into multiple categories (a manager and a mentor) and some blur the lines between two or three of them. However, having an understanding of the basic types of work relationships can help you determine the purpose of the relationship and how to best leverage it for helping you succeed, not just at work, but in life.

3.1. Reporting Relationships Within Team

When you form a team at a small business, it is helpful to assign roles to the members so that all tasks are covered. One of those roles should be external liaison. This member not only participates in team meetings, but also communicates with groups and individuals outside the team. This vital role ensures that the team has the support of the company, and it helps the team have an impact on other teams.

Team members help each other succeed to accomplish the company's goals and provide their expertise on different projects and **duties**.



Reporting structure refers to the authority relationships in a company -- who reports to whom. For small businesses with only a couple of employees, that structure is often self-evident: Everyone reports to the owner. With enough new employees, though, coordinating everyone's efforts will likely demand a formal organizational structure. This framework establishes who is in charge of different tasks, departmental areas and the organization as a whole. These authority boundaries and the relationships among people in authority serve to create the reporting structure.

Vertical

The vertical aspect of organizational structure creates a power hierarchy. Employees only have the authority to do their individual jobs, so they're at the bottom of the hierarchy. They report to operational supervisors, who may themselves require supervision by middle managers. This increasing power continues up to the top of the reporting structure, stopping at the owner or chief executive officer. On an organizational chart, lines connect positions to their respective managers. Operational, middle and top management are all said to have line authority over those they directly supervise. The vertical relationships in the reporting structure are the chain of command.

Horizontal

The horizontal aspect of the reporting structure establishes peer relationships and those among departments. Lateral relationships affect a business's well-being, because people and sections from across the organization must coordinate efforts to further the company. It would create confusion, for instance, if a subordinate of one manager approached another manager to work on an interdepartmental project. Instead, the two peer managers, each holding decision-making authority, need to align their resources. A structure's horizontal aspect also lays out each manager's span of control. The number of subordinates who report to a manager comprise that manager's span.

3.2. Reporting Relationships Within External to Team



Reporting relationships still matter. Sure, there's a lot of buzzwords about flat hierarchies, dotted-line org charts, and network structures. If those words are confusing, you're not alone.

reporting relationships matter

The jargon can get annoying. The word "Hierarchy" can be perceived as oppressive. The word "Network" can be perceived as modern. But if you get back to basics, successful organizations have clarity in their reporting relationships, no matter what word they use to describe it.

Problems with unclear reporting relationships

Think about your colleagues. Imagine asking them, "Who do you report to when you finish your top priority task?" Could you build a coherent org chart based on their answers? If not, then you might have problems with unclear reporting lines.

Organizations often come to us because of a major problem with their structure. They often have an org chart that was created in their board room. And then they have a very different undefined org chart based on how their people truly work together. What's the problem with this situation?

Management isn't connected to how people report to each other

Employees don't understand the official hierarchy, so they get things done their own way

Either way, there is a fundamental disconnect that needs to be fixed before the business can improve

Reporting relationships to avoid

Reporting relationship loops

Abebe reports to Ahmed who reports to Elias who reports to Abebe.

Or to put it another way: A-B-C-A

Disembodied reporting relationships

Abebe reports to Ahmed who doesn't report to anyone

This would be: A-B-?



Reverse reporting relationships

Ahmed is the boss, but ends up reporting to Abebe about her tasks most of the time
Clearly this type of relationship is: B-A

Painful reporting relationships

Abebe reports to Ahmed sometimes, Elias other times, Sara now and then, and Hawa often asks what's going on

In other words: A-B,C,D,E

Back to basics reporting relationships

How your people report to each other should be good for everyone. An employee should feel like his tasks matter for a goal bigger than himself and be proud to tell his manager what he accomplished. A manager should be eager to measure the output of her employees and bundle it all together to meet an even bigger goal. Instead of focusing on power and fear, your organization's reporting lines should focus on completing and measuring meaningful work.

Here's a quick list to help you get started with better reporting relationships:

Focus on one task for one person at time. Clarify who she should report to.

Next, draw the reporting relationship (or use an org chart software to save time)

Then, show the drawing of the reporting relationships to everyone. Verify it makes sense.

Never stop updating the reporting relationships. Your organization is a living ecosystem.

**Self-Check -3****Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write two types of reporting structure. (5 points)

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

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

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



List of Reference

11. <http://www.humanconcepts.com>
12. <https://gselodelmsapp.wordpress.com>
13. <https://www.atlassian.com>
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FOUNDRY WORK

Level-II

Learning Guide-#06

Unit of Competence: Work In Team Environment

Module Title: Working In Team Environment

LG Code: IND FDW2 M02 0919 LO1-LG-06

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LO3: Work as a team member



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

- Using Effective and appropriate forms of communications
- Undertaking interactions
- Complementing team activities
- Identifying workplace context
- Protocols in reporting
- Understanding team's role and objectives

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:**

- use effective and appropriate forms of communications and undertake interactions with team members who contribute to known team activities and objectives
- make effective and appropriate contributions to complement team activities and objectives, based on individual skills and competencies and workplace context
- Observe protocols in reporting using standard operating procedures
- Contribute to the development of team work plans based on an understanding of team's role and objectives and individual competencies of the members

Learning Instructions:

13. Read the specific objectives of this Learning Guide.
14. Follow the instructions described below 3 to 6.
15. Read the information written in the information "Sheet 1, Sheet 2, and Sheet 3".
16. Accomplish the "Self-check 1, Self-check t 2, and Self-check 3".
17. If you earned a satisfactory evaluation from the "Self-check" proceed to "Operation Sheet 1, Operation Sheet 2 and Operation Sheet 3".
18. Do the "LAP test" (if you are ready).



Information Sheet-1	Using Effective and appropriate forms of communications
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1.1. Introduction

A lack of clear communication can create obstacles for team success. Open communication and regular avenues for communication lead to long term cohesiveness within the team and enables timely problem solving. Implementation of problem resolution strategies is more effective when there is clear communication among team members. Teams can use different methods to communicate.

1.2. Using Effective and appropriate forms of Communications

- **Visual Communication**

Visual communication is an interactive form of communication, which relies on basic observation skills of employees. Various techniques of visual communication can be used in an organization. Presentations, displaying charts, figures and graphics on the notice board are some forms of visual communication in the workplace. A message can also be conveyed by showing an audio-visual clip of the subject matter.

- **Written Communication**

Written communication is the most commonly utilized type of communication at office. This also happens to be the most primitive form of workplace communication. However, with time, hand written communication has been replaced by typed communication to a great extent. Written communication can assume the form of formal communication as well as informal communication at the workplace. Formal written communication involves exchange of emails, electronic or physical memos, documents, training materials and so on. Informal written communication comprises text messages, instant messaging etc. The flow of written communication can be from management to employees and vice versa or between peers.

Verbal Communication

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Verbal communication is the most important aspect of workplace communication. It can be further subdivided into two categories which are as follows.

✓ **Formal**

Formal verbal communication includes meetings, seminars, conferences, address, training etc. The exchange of ideas can take place at various levels. It can be a small group communication such as board meetings, team meetings, department meetings or it can be at an organizational level. This type of communication requires a facilitator to initiate and direct the proceedings. The attendees usually come with their own agendas, opinions for such meetings. Formal communication can take place face to face or exchange of ideas can take place remotely by the means of advanced technology such as video conferencing.

✓ **Informal or Grapevine**

Grapevine communication is the most interesting part of workplace communication. It does not conform to the usual norms of workplace communication. Besides, it flows in all possible directions upward (employee to management), downward (management to employee), across (within peers), diagonal (within departments) etc. Informal or grapevine communication is usually the source of all rumors and gossip in the office. This type of communication must be controlled effectively, else it may hamper the work culture of an organization and deter its growth.

• **Non-Verbal Communication**

Although, this form of communication is rarely used in the workplace, it may have a significant impact upon the exchange of ideas and views at workplace. Generally, signs, touch are two basic aspects of nonverbal communication. However, touch is not considered as an appropriate form of workplace communication. Nonetheless, a lot can be shared and conveyed with the help of a body language which is one of the most important aspect of communication. Verbal communication accompanied with appropriate body language can prove to be a very effective medium of communication at workplace.



All these forms of communication can be effectively used for the growth of an organization. Improper communication may lead to misunderstanding between various groups and individuals, which may have a bad impact upon organization as a whole. Ideas and messages must be conveyed clearly and without any ambiguity. This will leave no scope for errors, misunderstandings and similar issues.

**Self-Check -1****Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

6. What are forms of communication? List them. (5 points)
7. _____, and _____ types of verbal communication. (5 points)

Note: Satisfactory rating - 5 and 5 points

Unsatisfactory - below 5 and 5 points

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

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



Information Sheet- 2	Undertaking interactions
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7.1. Undertaking interactions

The number-one workplace fact of life is that you have to get along with everyone you work with. Whether it's the CEO, your line supervisor, or your cubicle mate, you must interact pleasantly, effectively, and appropriately.

And “getting along” doesn't mean just keeping quiet and doing your job. Today's employees are required to be active participants in the workplace. This workshop examines the importance of using effective communication to maintain good interpersonal relations at work. More than any other talent or ability, strong communication skills could be the key to advancing your career.

7.2. It's Not What You Say, It's How You Say It.

Your coworkers will be more receptive to what you have to say when you take care to deliver your message appropriately.

Be a “strong” listener. Your fellow employees will be interested in your ideas when you show genuine interest in their ideas—it's a two-way street.

Check your body language. A smiling face and open posture convey interest, while crossed arms and a frown send negative signals. Lean forward and make eye contact as often as possible.

Use “I” language. Using the word “you” to point out problems puts people on the defensive. Instead of saying, “You made me feel like a fool when you pointed out my mistake,” try saying, “I was embarrassed when my mistake was pointed out in that way.”

Validate the other person's ideas. Show others that you understand and respect what they're saying. For example, try restating what you've just been told: “It seems that answering the telephone is taking too much of your time.” Validation helps minimize conflict and encourages others to be more receptive to what you have to say.



Use the same medium. Communicate in the medium favored by the other person. If a coworker prefers to e-mail you, e-mail them. If a coworker prefers to use the phone, call them.

Be mindful of what you put in writing. It's important to remember that written communication is permanent—you can't take it back! Whether you're writing a fax, e-mail, memo, or letter, make sure your tone is friendly and professional.

Avoid using profanity and derogatory terms. It should go without saying, but some people forget that using offensive language is the quickest way to turn someone off. Many businesses have specific policies against using offensive language in the workplace.

7.3. The Importance of Getting Along

When you feel good about your relations with others, you'll not only do your job better, you'll find it more satisfying. Being aware of counterproductive behaviors that make your job more difficult—and anticipating ways to prevent them—will improve your workplace interactions.

Keep conflict to a minimum. Focus on finding solutions to the problems you encounter with other people instead of trying to “win” or concentrating on personal differences.

Avoid power struggles. Instead of proving to a coworker or supervisor that you are better, smarter, or more deserving of authority, work on how you can help each other achieve common goals.

Be proactive. Watch for problems that could hinder workplace relationships. Head them off before they become unmanageable.

Avoid gossip. Avoiding gossip will save you time and emotional energy. Speak to others directly about your concerns, and you will likely get the same treatment in return.

Work as a team. Nothing is more valuable to an employer than a person who is willing to minimize personal interests in order to achieve a common goal.

7.4. Interacting on Different Levels



Different workplace relationships call for flexible communication skills. Your manner toward a supervisor, for example, will most likely differ from the way you communicate with a coworker or with someone who reports to you.

Adapt to your environment. In some “traditional” work environments, employees are expected to keep their mouths shut, take orders from above, and do their jobs. In most modern workplaces, however, workers are expected to be creative problem solvers, and to work as teams to achieve common goals. In these environments, a greater amount of two-way communication about ideas takes place between employees and supervisors.

Be respectful. Showing respect to every person you interact with in the workplace is vital for smooth communications. It’s not unusual to show even more respect to a supervisor. For example, you might address your supervisor as “Ms. _____,” “Dr. _____,” “sir,” or “ma’am,” if that is how your supervisor wishes to be addressed.

Practice “employee empowerment.” When workers know that their abilities and contributions are valued, they feel motivated and willing to contribute. Share responsibilities and encourage ideas from coworkers and those who report to you.

Adjust your conversation. Although it is always good to keep talk that is not related to work to a minimum, casual conversation is more appropriate when shared among coworkers. Conversations with supervisors should be mainly work-related.

**Self-Check -2****Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

2. Write at least five principles while interacting at workplace (6 points)

Note: Satisfactory rating - 6 points

Unsatisfactory - below 6 points

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

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions**Information Sheet- 3****Complementing team activities**



3.1. Complementing Team Activities

Communication within groups can be as varied as the people who make up the group. Individuals bring their own egos, points of view, cultures and agendas to the group dynamic. It is important to identify the different types of communication in action, so you will be better prepared to navigate the group. The following four factors will provide you with parameters to better assess these communication types.

- **Virtual Team Challenges in Communication**

Virtual environments break down space barriers and make it possible for executives, managers, vendors and suppliers to effectively communicate from distant locations through computer and mobile technologies. Multinational companies such as VeriFone and Microsoft are assisted by computer-mediated asynchronous and synchronous communication networks in operating global enterprises that demand greater flexibility, responsiveness and cost efficiencies.

- **Cultural Variables in Team Communication**

Cultural variables in team communication include examining both similarities and differences. Diversity in team communication extends beyond demographic factors, such as gender, age, ethnicity, religious beliefs and social status. Variables more often include expected organizational behavior, individual personalities and collective experiences. Managers must learn to navigate the layers of cultural variables to create a positive work environment.

- **Communication Challenges to Team Leadership**

Effective communication within a team is important in ensuring the flow of information and the exchanging of ideas. But the leaders of a team can often experience challenges to effective team communication that can threaten to reduce the effectiveness of the team. Good team leaders can identify and develop ways to circumvent the communication challenges in a team.

- **Outstanding Leadership**

Many businesses have leaders, but not all businesses have outstanding leaders. An outstanding leader is one who can inspire others, and who leads by example. A



successful leader is someone who is trusted by his team, and who delivers on his promises.

- **Communicate with a Large Team**

Knowing how to anticipate your audience's needs and reactions before attempting to communicate with them is an important aspect of effective communication. When you fail to hold the interest of a large group, your message becomes lost and your efforts to communicate fail. Instead of preparing a lengthy presentation without interactive, engaging material, prepare a speech or presentation that keeps your team members involved and allows them to voice their opinions.

- **Effective Ways to Communicate with a Team**

Effectively communicating with a team means making each teammate feel included, engaged and valued. This means preparing well, listening reflectively, responding clearly and asking for feedback. Then you have to take that feedback and make good adjustments, remembering to always under-promise and over-deliver for your team.

- **Survey Questions on Team Communication**

A manager depends on a work team's effective communication to realize its goals. Good communication means the team's members can share ideas without wasting time or sending confusing messages. Developing a survey with questions relevant to the team will help a manager assess how team members perceive group communication. A manager must review notes from recent team meetings and meetings with individuals and identify issues that appear to impede communication. Questions related to these issues are best to include on the survey.

- **Team Communication Tools**

Teams need to find ways to keep the communication channels open among team members without it being overbearing. It is very easy for team members to get caught up in their day-to-day workloads and forget to interact with another team member for a variety of reasons. There are some basic tools you can put in place that will naturally help the communication process without it feeling intrusive.

- **Ways to Improve Communication in Teams**



Teamwork is a major factor in success within sports, businesses and academic environments. Individuals learn useful communication and interpersonal conduct lessons by working alongside one another toward a common goal. Communication is not always effortless among teammates in any environment; a few useful tactics will improve the conditions for common understanding and achievement for all involved.

- **Outcomes of Bad Team Communication**

Coordinating with a team is one of the most underestimated yet challenging skills in a work environment. The challenge mainly comes from the ability of people to work on an impartial, professional setting with a variety of people. However, improper communication etiquette and techniques can mean disastrous results. Bad team communication will result in the following inefficiencies in your work and will hold back potential results.

- **Team Effectiveness Training on Communication Empowerment & Rewards**

Building an effective team allows an organization to work more efficiently and productively. Team effectiveness training typically helps teams learn how to function better by providing instruction on using clear communication, appreciating differences, building relationships and empowering individuals to act decisively. When teams work together poorly, everyone suffers. Training that develops the skills and knowledge needed to maximize productivity usually involves role-playing exercises that let participants practice how to influence others, listen actively and ask relevant questions, present a clear message, build trust and motivate others to achieve the company mission and strategic objectives.

- **Communication process**

There are six elements in communication process. As shown in the figure below.

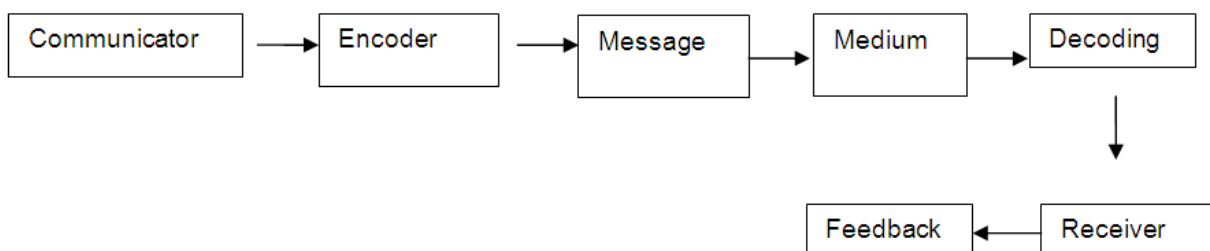


Fig. 3.1: communication process



- **Communicator can be manager** is the communicator, source, speaker, issuer or writer who intends to convey or transmit a message, subordinates, customers, clients, workmates as well as external parties. Communicator plays an important role in the communication process
- **Encoding:** This is the second element in the communication Process. It refers to preparing the subject of communication (idea, fact, information etc) in a very convenient or suitable language.
- **Message:** The encoded message needs to be transmitted by appropriate means. It may be in verbal or written form depending on the purpose.
- **Medium:** The medium of communication carries the message from the communicator to the receiver. Face to face, verbal communication, use of telephone, inter-com facilities, issue of memorandum, notice, circulars, statements, telegraphs, telex, etc are the various means of communication.
- **Decoding:** Decoding refers to the conversation of the message by the receiver into meaningful terms so as to make it understandable. This is another important element of communication because the receiver's response depends upon his/her understanding of the content and purpose of the message.
- **Receiver:** The receiver of the message has an equally very important role to play as the communicator. Communication to be effective must be receiver oriented, for it is the receiver, his/her ability to encode the message and understand it that contributes to a positive response from the receiver.
- **Feedback:** communicator is the originator of the message. The actual response of the receiver to the message communicated to him/her is known as feedback. This is an important element to the communication process because it reduces the possibility of a difference between the intention of the communicator and the interpretation of the message by the receiver. Two - way communication requires feedback to the initial message sent and enables the sender to check whether the message received has been properly understood by the receiver

**Self-Check -3****Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

- 1) What are outcomes of bad team communication? (5 points)

- 2) Write the communication process elements. (5 points)

Note: Satisfactory rating - 5 and 5 points

Unsatisfactory - below 5 and 5 points

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

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



Information Sheet- 4	Identifying workplace context
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4.1. Identifying Work Place Context.

- **Determining a Good Fit with Workplace Conditions**

Meeting preferences for work environment can lead to high job satisfaction and engagement. Creating a list of these preferences can help guide career decisions.

Finding a working environment that fits with other elements of your good job fit profile such as your personality and your career values will increase job satisfaction, engagement and retention. Consider these questions and create a detailed list of your ideal workplace conditions. When you consider a new path in your career development, for example a promotion, transfer or taking training, look at how this new direction will fit with your work environment preferences.

- **Location**

1. How much time are you willing to spend on your commute to and from work?
2. If you prefer to use transit, is public transit an option and readily available?
3. If you prefer to drive, is parking reasonable and available?
4. Do you prefer a central location around other commercial development or a remote location away from the city?
5. Are you willing to relocate if asked?

- **Work Station**

1. Do you prefer a private office or a cubical or desk in an open concept office?
2. What type of lighting do you prefer (bright, natural, task only etc.)
3. Do you prefer a window that opens or air conditioning?
4. Do you prefer a certain type of desk or chair?
5. Do you prefer to work in the field?
6. Do you have health concerns that need to be accommodated (e.g. allergies, disabilities)?



- People

1. Do you prefer to work with a certain gender, age group or other qualifier?
2. Do you prefer a supervisor with specific qualities?

- Dress Code

1. Do you prefer business casual, casual or business formal work wear?
2. Do you prefer to wear a uniform?

- Compensation and Benefits

1. What is your preferred base salary? What is your minimum salary requirement?
2. What are your preferences around benefits – medical, dental, life insurance, vacation, expenses, tuition reimbursement and so on.
3. What is your preference on salary increases – automatic increase? Negotiate annually? Based on performance review?

- Work Life Balance

1. Do you prefer to work at home exclusively or on certain days?
2. Do you prefer to work overtime and receive time off in lieu or no overtime?
3. Do you prefer onsite daycare, gym or other amenities?

- Structure

1. Do you prefer a large or small company or organization?
2. Do you prefer a company or organization that is structured as a not for profit, government (direct or at arm's length) department or for profit?
3. Do you prefer a highly structured hierarchy or more of a matrix structure?
4. Do you prefer a union environment or are you anti-union?
5. Do you prefer freelance contracts or permanent work?
6. Do you prefer to work part or full time?

- Pace

1. Do you prefer to work at a slow or fast pace?
2. Do you prefer to have deadlines set for you or set your own?



- Supervision

1. Do you prefer little or no supervision or lots of guidance and support?
2. What qualities do you prefer in your supervisor?

Work environment must be conducive to working. It must provide an environment conducive for doing innovative work and for working on challenging projects. Working conditions pertains to the workers' job environment, such as hours of work, safety, paid holidays and vacations, rest periods, free clothing or uniforms, possibilities of advancement, etc. The working conditions of an organization shall be such that workers or employees are able to contribute their best efforts and bring about quality output.

**Self-Check -4****Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Finding a working environment that fits with other elements of your good job fit profile such as your personality and your career values will increase job satisfaction. (5 points)

A. True

B) False

Note: Satisfactory rating - 5 and 5 points

Unsatisfactory - below 5 and 5 points

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

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions

**5.1. Observing protocols In Reporting.**

- Reporting accidents

All accidents in the workplace should be reported to the employer, who should record the details of the incident. Reporting the accident will help to safeguard social welfare and other rights which may arise as a result of an occupational accident. An employer is obliged to report any accident that results in an employee missing 3 consecutive days at work (not including the day of the accident) to the Health and Safety Authority.



DAILY ACTIVITY REPORT

DATE: _____

NAME: _____

**TASK(S)
PERFORMED:** _____

#:

NAME	JOB TITLE	HOURS		HOURLY RATE		NOTE
		REG	OT	REG	OT	

Notes:

SUPERVISOR		DATE
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Summary

Question

Suggestion

Today's Tasks

Task	From	To	Estimate work amount (hrs)	Actually work amount (hrs)	Status	Description
Task Name	9AM	12PM	3	3	Done	
Task Name	01PM	04PM	2	3	90%	
Task Name	4PM	5PM	1	1	85%	
Task Name	5PM	6PM	2	1	20%	

Tomorrow's Plan

Task	Date	From	To	Estimate work amount (hours)	Description
Task Name		9AM	12PM	5	
Task Name		01PM	06PM	3	

**Self-Check -5****Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are components of daily activity report format? (5 points)

Note: Satisfactory rating - 5 and 5 points

Unsatisfactory - below 5 and 5 points

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

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



Information Sheet- 6	Understanding team's role and objectives
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6.1. Team Roles and Responsibilities

Team Roles and Responsibilities is an element of the high-performance team charter. Team Roles and Responsibilities are a summary of the team's main activities and what the team is intended to do, and describe the various functions the team plays in the organization.

Roles and responsibilities should be consistent with the team's mission and its goals. Roles and responsibilities are further defined by goals and performance measures, and by business process Review and codification of Roles and Responsibilities are useful for all teams and essential for new project teams. Teams usually find this task fairly easy. Roles and Responsibilities are generally summed up by activities: what the team does on a day-to-day basis.

A team brainstorming session can easily produce dozens of activities, if not more. The hard part comes when the team has to determine which are "core" or essential and which are less important, or priorities their daily work. People seem to take it personally when the work they are doing is assessed as having less value or importance than work others in the team are doing.

**Self-Check -6****Written Test**

Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Team Roles and Responsibilities is an element of the high-performance team charter. (5 points)
 - A. False
 - B. True

Note: Satisfactory rating - 5 and 5 points

Unsatisfactory - below 5 and 5 points

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

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



List of Reference

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25. <https://aaronelodelms.wordpress.com>
26. <https://www.skillsyouneed.com>
27. <https://study.com>
28. <https://smallbusiness.chron.com>
29. <https://www.indeed.com>
30. www.constructingexcellence.org.uk



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