



# **Solar PV System Installation and Maintenance Level II**

## **Learning Guide-07**

<b>Unit of competency</b>	<b>Work In Team Environment</b>
<b>Module title</b>	<b>Working In Team Environment</b>
<b>LG code:</b>	<b>EIS PIM2 M03 LO1-LG-07</b>
<b>TTLM code:</b>	<b>EIS PIM2 TTLM 1019v1</b>

**LO1:- Describe team role and scope**



## Instruction Sheet :1

## Learning Guide 07

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

- Sources of information
- Role and objective of the team.
- Team parameters relationships and responsibilities from
  - ✓ Team discussions
  - ✓ Appropriate external sources

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

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

### **Learning Instructions:**

#### **1 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, Sheet 3, Sheet 4, Sheet 5 and Sheet 6” in page 3,9 and 17 respectively”.
4. Accomplish the “Self-check 1, Self-check 2, Self-check 3, Self-check 4 , Self-check 5 and Self-check 6” in page 8,16 and 20 respectively”.



<b>Information Sheet :1</b>	<b>Sources of information</b>
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### **1.1 Introduction**

Teamwork is defined as "a joint action by a group of people, in which each person subordinates his or her individual interests and opinions to the unity and efficiency of the group." This does not mean that the individual is no longer important; however, it does mean that effective and efficient teamwork goes beyond individual accomplishments. The most effective teamwork is produced when all the individuals involved harmonize their contributions and work towards a common goal.

Most companies realize that teamwork is important because either the product is sufficiently complex that it requires a team with multiple skills to produce, and/or a better product will result when a team approach is taken. Therefore, it is important that work in a team environment

Teamwork is rewarded and recognized. The lone ranger, even if she is an excellent producer, is valued less than the person who achieves results with others in teamwork. Compensation, bonuses, and rewards depend on collaborative practices as much as individual contribution and achievement

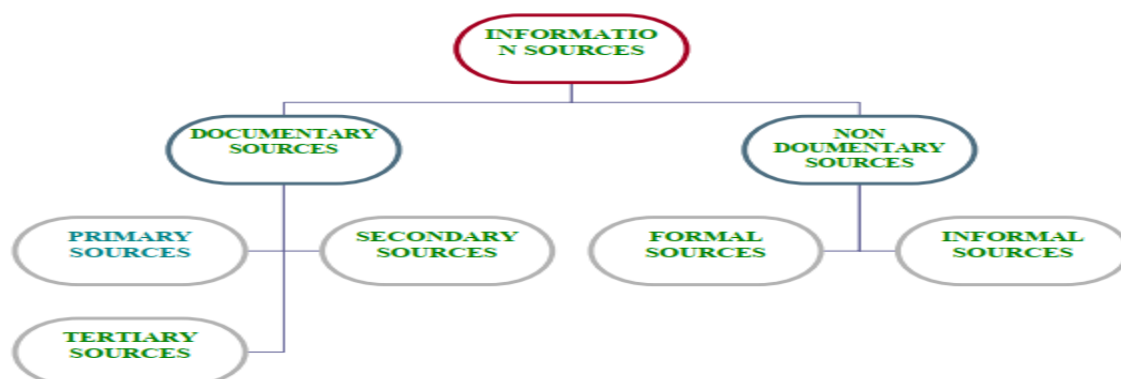
### **1.2 Accessing of information**

An information source is a source of information for somebody, i.e. anything that might be informs a person about something or provides knowledge to somebody. Information source may be observation, people, documents, pictures, organizations i.e. they may be primary, secondary and tertiary sources.

### **1.3 Types of information sources**

Different epistemologies have different views regarding the importance of different kind of information sources. Empiricism regards sense data as the ultimate information sources, while other epistemologies have different views (Kragh 1989) (4). The various types of information sources can be divided into two broad categories.

- ✓ Documentary Sources
- ✓ Non-Documentary Sources



**Figure 1: Types of Information Sources**

**Documentary sources-** These are generally published or recorded documents of knowledge. Documentary sources may be as under:-

**Table 1: DOCUMENTARY INFORMATION SOURCES**

PRIMARY		SECONDARY		TERTIARY
<ul style="list-style-type: none"> <li>➤ Periodical</li> <li>➤ Research Report</li> <li>➤ Conference Proceedings</li> <li>➤ Patents</li> <li>➤ Standards</li> <li>➤ Trade Literature</li> <li>➤ Thesis</li> </ul>	Condensation & Repackaging	<ul style="list-style-type: none"> <li>➤ Indexing Services</li> <li>➤ Abstracting Services</li> <li>➤ Review of Progress</li> <li>➤ Reference Works</li> <li>➤ Treatises</li> <li>➤ Monographs</li> <li>➤ Text Books</li> </ul>	Keys and aids to search	<ul style="list-style-type: none"> <li>➤ Yearbooks and Directories</li> <li>➤ Bibliographies</li> <li>➤ Location list of periodicals</li> <li>➤ List of Indexing and abstracting services</li> <li>➤ Guides</li> <li>➤ List of Research in progress</li> <li>➤ Guide to professional organizations</li> </ul>

- **Primary Sources-** Primary sources of information are the first published records of original research and development or description of new application or new interpretation of an old theme or idea. There are original documents representing unfiltered original ideas. Primary source is a term used in a number of disciplines to describe source material that is closest to the person, information, period or idea being studied.

**For Example:** - books, periodicals, conference papers, research monographs, research reports, patents, standards, thesis, industrial and trade literature, manuscripts, web sites, video recordings.



- **Secondary Sources-** Secondary sources of information are those which are either compiled from or refer to primary sources of information. The original information having been casually modified selected or reorganized so as to serve a definite purpose for group of users. Such sources contain information arranged and organized on the basis of some definite plan. These contain organized repackaged knowledge rather than new knowledge. Information given in primary sources is made available in a more convenient form. Due to their very nature, secondary sources are more easily and widely available than primary sources.  
The primary sources are the first to appear, these are followed by secondary sources. It is difficult to find information from primary sources directly. Therefore, one should consult the secondary sources in the first instance, which will lead one to specific primary sources.

**For example:** - encyclopedia, dictionary, hand book, manual, critical tables

- **Tertiary Sources:** - This is the most problematic category of all. However, people rarely expected to differentiate between secondary and tertiary sources. Materials in which the information from secondary sources has been digested- reformatted and condensed, to put it into a convenient, easy to read form. Sources which are once removed in timer from secondary sources and works which index, organize and compile citations to, and show you how to use, secondary sources.

**For example:** - bibliography of bibliographies, directories and yearbooks, guide to literature, list of research in progress etc.

**Non-documentary sources:** - Non documentary sources of information form a substantial part of communication especially in science and technology. User's studies have underlined importance of such sources. These sources provide information which other sources do not.

- **Types of Non-documentary sources:-** there is two kinds of sources:-
  - ✓ **Formal Sources:-**research organization, societies, industries, govt.dep't, universities, and consultants
  - ✓ **Informal Sources:** -conversation with colleges, visitors, attendance at professional meetings.

#### **1.4 Stages of Team Development**

Briefly ask people if they can recall any of these stages from their past-then move into a more detailed look at each stage.

- Forming
- Storming
- Norming
- Performing



How long a stage lasts depends on how long the group is together and the nature of the task. Teams are dynamic, not a fixed entity.

- **Stage 1 - Forming a Team**

Discussion- Participants to identify the early stages/discomfort of team formation. This is reflected in the initial uncomfortable silence just like the first activity. Members are unsure what is expected of them and maybe unclear about the task. Make sure you have introduced yourselves and that everyone understands what the group's task is.

People feel uncomfortable when they first join a team or group?

How is this shown and what can we do about it?

How can we move on from this and help people unite and work together?

- **Stage 2 - Storming**

This stage needs to be acknowledged (recognize) and dealt with as part of normal team behavior:

- ✓ Be aware that conflict may emerge between sub groups or over leadership.
- ✓ There may be tension in the team because of some disagreement/dislike between members.
- ✓ Members may be reluctant to continue and so fail to reappear after a break (fight or flight)

- **Stage 3 – Norming**

As all orgs will be different in this respect, participants can identify generic labels and then seek these docs on returning to their org if they do not already have them Checklist of docs/legislation- discuss and white board

- ✓ A sense of team identity develops along with trust.
- ✓ Team members begin to share ideas and objectives.
- ✓ They agree on what is to be achieved and commitment develops.



- **Stage 4 - Performing**

- ✓ Energy is now directed towards the task.
- ✓ It needs to be channeled and coordinated well
- ✓ Vigilance re team processes is important
- ✓ Give credit where it is due
- ✓ Remember the introduction of any new members returns the team to the “forming” stage
- ✓ Some teams have a used-by date

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

**Directions: Answer the questions listed bellow**

**Instruction:** For each of the following question choose the best answer and circle the letter of your choice.

1. One of the following is Secondary Source.

- |                 |              |
|-----------------|--------------|
| A. Literature   | C. Hand book |
| B. Bibliography | D. All       |

2. One of the following is Primary Source.

- |                     |                     |
|---------------------|---------------------|
| A. research reports | C. Video recordings |
| B. web site         | D. All              |

3. It is generally published or recorded documents of knowledge.

- |                            |                     |
|----------------------------|---------------------|
| A. Non-documentary sources | C. Tertiary Sources |
| B. documentary sources     | D. Primary Sources  |

**Note: Satisfactory rating - 2 points**

**Unsatisfactory - below 2 point**

**Answer sheet**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_





## Information Sheet :2    Identifying role and objective of the team

### 2.1 Definition of team

A team is a two or more of people who share a common aim and in which the skills of each individual complements those of the others to be able to achieve that common aim/goal for which they hold themselves mutually accountable. (John Adair, 2004)

“A team is a two or more of people working together inter-dependently to achieve a shared objective” (University of Victoria, Developing Effective team, work book)

- **What makes 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.

- **What is a team role?**

A team role is a tendency to perform, contribute and interrelate with others in a particular way. Team role shows the different types of contribution that is made to the team. Team role: describe your "soft product" contribution to team discussions and interactions. For example, when a team meets to resolve a team problem, each team member contributes a different type of perspective to the discussion, and tries to achieve a different effect. One person may want to clarify the problem being discussed; another may suggest ideas for resolution; a third may try to analyse the situation and produce an explanation of how the problem came about.

### 2.2 How to set objectives for a team

You can't get there, if you don't know where it is you are going. It all begins with a vision of how you want things to be. Establishing clear objectives begins with a vision, and then continues with goals and then objectives to meeting each of the goals. Some refer to objectives as benchmarks, others call them targets, but regardless of how you refer to them, establishing objectives for a team, are



steps that need to happen to meet each goal. The objectives identified should meet the following criteria. The acronym SMART can help you remember how to write goals, and objectives, to meet each goal.

- **Objectives should be SMART**

- ✓ **Specific:** Objectives need to precisely define the necessary steps to meet the goal. **If the objective is vague, lacking in clarity, the goal will not be accomplished.** Therefore all objectives should be specific. "We need to create a work plan", is a goal but it isn't specific, as it doesn't identify the type of plan, that needs to be created, or the purpose of the plan. The more specific the objective is in accomplishing the goal, the better able the team will be to accomplish the goal.
- ✓ **Measurable:** All objectives need to be evaluated to determine progress. How will you know when you accomplish the objective? What criteria need to happen? Make the objective measurable.
- ✓ **Attainable:** You need to create objectives that you can achieve. Establishing an objective that cannot be attained, is establishing an incorrect objective, as you won't be able to reach it, no matter how specific, or measurable it is.
- ✓ **Realistic:** The objective must be realistic. It must be identified as something the team can accomplish. If you establish writing a computer program as a goal, and nobody on the team has computer programming skills, this is not a realistic goal for this team to achieve.
- ✓ **Timing:** What is the time frame allotted for meeting each step toward achieving the objective? Identify a date to accomplish each step of the goal.

When you follow the SMART formula for establishing objectives, you will be able to evaluate progress towards the goal. Missing any one of these steps is leaving out a crucial aspect of goal setting, and will hinder the achievement of this goal. When you want to achieve smart goals, follow the SMART formula.

## 2.3 Seven Key Elements to a Successful Team Coordination

One of the most exciting tasks for a leader is to achieve a successful coordination within her or his team.

There is a list of elements that every leader should take into account:

- **Having a global picture of all the work that has to be done.** The leader must have a long term vision of the tasks that have to be performed. Her or his attitude



should be more “visionary” in order to be ahead of the needs of the company and the team, in that way she or he can provide quick responses to changes and unforeseen aspects that can appear in the future.

- **Setting a common goal.** There is no point in coordinating a team if we don't know what we want to achieve.
- **Knowing your team.** The members of a team are, in most cases, very different between them. Everyone has her/his own way of thinking or acting. That's why, for a project leader, it's very important to know each team member. It allows assigning tasks according to the strengths of each member, reinforcing their motivation and supporting their specialization in a direct and positive way.
- **Defining team roles** is a task tightly linked to the previous point. Each team member plays a particular role within the organization and we can only create a strong and consolidated team if we achieve that each person has the role that better fits their flairs and skills.
- **Planning.** Once the team is formed and the role of each team member defined, we should make a planning that includes all the tasks to perform, the estimated time and, where is needed, the available budget. Surely, this planning will have to be reviewed in the future according to the development of events.
- **Communicating.** As you can imagine, all the previous points will lose their sense if we haven't been able of transmitting them to the team. In order to achieve this, it will be necessary to hold meetings. It's important to make meetings as productive as possible, that's why one should clearly define their contents beforehand, so stalled situations or backwards steps are avoided.
- **Finding the correct tools.** It's evident that we should make use of all tools that can make the work of coordination easier. In particular there are applications which let us define what tasks are to be performed, who is assigned to them and when they have to be finished. In addition, if we communicate the information to the team, we'll reduce unproductive and unnecessary meetings.

#### .4 Team role model (Belbin's Model)

Belbin identified nine team roles and he categorized those roles into three groups: Action Oriented, People Oriented, and Thought Oriented. Each team role is associated with typical behavioral and interpersonal strengths.

The nine team roles are:



**Table 2: Team role**

<b>Action Roles</b>	<b>Oriented</b>	Shaper	Challenges the team to improve.
		Implementer	Puts ideas into action.
		Completer Finisher	Ensures thorough, timely completion.
<b>People Roles</b>	<b>Oriented</b>	Coordinator	Acts as a chairperson.
		Team Worker	Encourages cooperation.
		Resource Investigator	Explores outside opportunities.
<b>Thought Roles</b>	<b>Oriented</b>	Plant	Presents new ideas and approaches.
		Monitor-Evaluator	Analyses the options.
		Specialist	Provides specialized skills.

#### **.4.1 Action Oriented Roles:**

- **Shaper**
  - ✓ Shapers are people who challenge the team to improve. They are dynamic and usually demonstrative people who enjoy stimulating others, questioning norms, and finding the best approaches for solving problems.
- **Implementer (IMP)**
  - ✓ Implementers are the people who get things done.
  - ✓ They turn the team's ideas and concepts into practical actions and plans.
- **Completer-Finisher (CF)**
  - ✓ Completer-Finishers are the people who see that projects are completed thoroughly.
  - ✓ They ensure there have been no errors or omissions and they pay attention to the smallest of details.
  - ✓ They are very concerned with deadlines and will push the team to make sure the job is completed on time.
  - ✓ They are described as perfectionists who are orderly, careful, and concerned.



#### **.4.2 People Oriented Roles:**

- **Coordinator (CO)**

- ✓ Coordinators are the ones who take on the traditional team-leader role and have also been referred to as the chairmen.
- ✓ They guide the team to what they perceive are the objectives.
- ✓ They are often excellent listeners and they are naturally able to recognize the value that each team members brings to the table.
- ✓ They are calm and good-natured and delegate tasks very effectively.
- ✓ Their potential weaknesses are that they may delegate away too much personal responsibility, and may tend to be manipulative.

- **Team Worker (TW)**

- ✓ Team Workers are the people who provide support and make sure that people within the team are working together effectively.
- ✓ These people fill the role of negotiators within the team and they are flexible, diplomatic, and perceptive.
- ✓ These tend to be popular people who are very capable in their own right, but who prioritize team consistency and helping people getting along.
- ✓ Their weaknesses may be a tendency to be unsure, and to maintain uncommitted positions during discussions and decision-making.

- **Resource Investigator (RI)**

- ✓ Resource Investigators are innovative and curious.
- ✓ They explore available options, develop contacts, and negotiate for resources on behalf of the team.
- ✓ They are enthusiastic team members, who identify and work with external stakeholders to help the team accomplish its objective.
- ✓ They are outgoing and are often demonstrative, meaning that others are often interested to them and their ideas.
- ✓ On the downside, they may lose enthusiasm quickly, and are often overly positive.



#### **.4.3 Thought Oriented Roles:**

- **Plant (PL)**

- ✓ The Plant is the creative innovator who comes up with new ideas and approaches.
- ✓ They succeed on admire but criticism is especially hard for them to deal with.
- ✓ Plants are often introverted and prefer to work apart from the team. Because their ideas are so novel, they can be impractical at times.
- ✓ They may also be poor communicators and can tend to ignore given parameters and constraints.

- **Monitor-Evaluator (ME)**

- ✓ Monitor-Evaluators are best at analyzing and evaluating ideas that other people (often Plants) come up with.
- ✓ These people are sharp and objective and they carefully weigh the pros and cons of all the options before coming to a decision.
- ✓ Monitor-Evaluators are critical thinkers and very strategic in their approach.
- ✓ They are often perceived as detached or unemotional.
- ✓ Sometimes they are poor motivators who react to events rather than initiating them

- **Specialist (SP)**

- ✓ Specialists are people who have specialized knowledge that is needed to get the job done.
- ✓ They pride themselves on their skills and abilities, and they work to maintain their professional status.
- ✓ Their job within the team is to be an expert in the area, and they commit themselves fully to their field of expertise.
- ✓ This may limit their contribution, and lead to a worry with technicalities at the expense of the bigger picture.



## 2.5 Role and objective of team



To solve problems in unconventional ways



To provide a logical eye, make neutral judgments where required and to weigh up the team's options in a dispassionate way.



To draw out team members and delegate work appropriately.



When the team was at risk of becoming isolated and inwardly-focused, Resource Investigators provided inside knowledge on the opposition and make sure that the team's idea will carry to the world outside the team.



Implementers plan a practical, workable strategy and carry it out as efficiently as possible.



Completer Finishers check errors, subjecting it to the highest standards of quality control.



Team workers help the team to identify the work required and complete it on behalf of the team.

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

**Directions:** say true or false

**Instruction:** For each of the following question choose the best answer and circle the letter of your choice. **(2 point each)**

1. It includes all the tasks to perform, the estimated time and, where is needed, the available budget is called
  - A. Setting a common goal
  - B. Team role
  - C. Planning
  - D. Communicating
2. A process of working two or more people together is?
  - A. Team work
  - B. Team
  - C. Team role
  - D. All
3. It shows the different types of contribution that is make to the team.
  - A. Team role
  - B. Attainable
  - C. Team work
  - D. Realistic

**Note: Satisfactory rating - 2 points**

**Unsatisfactory - below 2 point**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_





### Information Sheet :3

### Identifying team parameters reporting and responsible

#### 3.1 Team parameters relationships and responsibilities

- **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

- **Team report**

The team manager is required to submit a weekly progress report for the team.  
Follow the same general writing guidelines

- ✓ **Name:[ Manager Name and Date Submitted: ]**  
Put team manager/coordinator name and the submission date at the top.
- ✓ **Team Accomplishments:**  
Summarize what the team accomplished in the last week.
- ✓ **Unfinished Tasks:**  
List things you were supposed to have finished but didn't.
- ✓ **Schedule Revisions:**  
Describe any changes that have been made to your teamwork Project Schedule.
- ✓ **Group Problems:**  
Describe any difficulties your team is experiencing, whether technical, personal, or interpersonal. Describe any ideas or plans you have for addressing these problems.
- ✓ **Late Status Reports:**  
List any team members who did not submit their individual status report on time.
- ✓ **Submission:**  
Submit the progress report to the concerned body via email or any means of transmission by the due date stated in the Project Plan.
- ✓ **Use as a subject line: Progress Report: team name**
- ✓ **In a separate message, forward all the individual status reports (including your own).**
- ✓ **Use as a subject line: Status Reports: team name**



- **Responsibility of team**

In a way, every person on a team is a leader and will demonstrate leadership at different times. Among other things, every person in a team has a responsibility to:

- ✓ Improve quality
- ✓ Instill pride of workmanship
- ✓ Increase output
- ✓ Find better ways of working and make continuous improvements
- ✓ Remove the causes of failure
- ✓ Provide training
- ✓ Help others do a better job with less effort
- ✓ Make it possible for everyone to do a better job with greater satisfaction

Most teams are pretty clear about the principal roles and responsibilities of each member. But there are often responsibilities that span two or three people's areas where things can get blurred.

An example: the director of the television program has the final say artistically; the production accountant has the day-to-day responsibility for the budget. When the director asks the set designer to improve the set, the designer assumes (conveniently) that the director has found the necessary extra money from somewhere else in the program budget. Only after the money has been spent, and the program made, is there a discussion about who is responsible for the program over spend.

### **3.1.1 Team discussions**

- A team performance discussion let's all team members:
  - ✓ Get the same information, at the same time
  - ✓ Contribute to planning, reviewing and assessing the performance of their team
  - ✓ Understand how their work fits into and supports the 'big picture' of strategic goals.Performance and development can be undertaken with teams in the following situations:



**Table 3: Appropriate external sources**

<p>In large teams where everyone does similar work</p>	<p>When there is a large team, which is supervised by comparatively few Managers/ Supervisors the team based discussion can replace individual performance discussions. The outcome of a team performance planning discussion is a team performance plan which:</p> <ul style="list-style-type: none"> <li>✓ sets expectations of behavior across the team,</li> <li>✓ helps everyone be clear on what tasks, projects or responsibilities the team has</li> <li>✓ allows everyone to decide if they need any development to help the team 'get where it needs to go'</li> <li>✓ is signed by all team members.</li> </ul> <p>Once a plan is developed, the team can meet to review it (after 6 months is suggested) and then meet again (after another six months) to assess how successful they were at achieving what was agreed in the plan.</p>
<p>In addition to individual performance plans</p>	<p>Team members can be involved in planning the team's work and priorities or reviewing its performance. This usually happens before individual performance discussions. The outcome may be a team plan which is used as the basis for developing individuals' performance plans.</p>



### Self-Check -3

### Written Test

**Instruction:** - The following are true or false items, write true if the statement is true and write false if the statement is false.

1. Team decisions are made by using organized as well as logical methods.
2. The ability to work as part of a team is one of the most important skills in today's job market
3. An efficient team needs support from inside.

**Note: Satisfactory rating - 2 points**

**Unsatisfactory - below 2 point**

Score = \_\_\_\_\_

Rating: \_\_\_\_\_



# **Solar PV System Installation and Maintenance Level III**

## **Learning Guide-08**

<b>Unit of competency</b>	<b>Work In Team Environment</b>
<b>Module title</b>	<b>Working In Team Environment</b>
<b>LG code:</b>	<b>EIS PIM2 M03 LO2-LG-08</b>
<b>TTLM code:</b>	<b>EIS PIM2 TTLM 1019v1</b>

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



## Instruction Sheet :1

## Learning Guide 08

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

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

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

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

### **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 in page 23, 28 and 32 respectively”.
4. Accomplish the “Self-check 1, Self-check 2 and Self-check 3 in page 27, 31 and 36 respectively”.



## Information Sheet :1

### Identifying individual role and responsibilities

#### 1.1. 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.

## **1.2. Individual responsibilities in a team**

- ✓ For team achieving the desired project outcomes.
- ✓ Exhibit leadership by suggesting actions and raising tough issues.
- ✓ Productivity help the team operate effectively throughout the project.

- **Ways to develop team objectives**

Team goals should be developed through a group process of team interaction and agreement, example- focused team workshop. There are five ways to develop team objectives:

- ✓ By sharing ideas and thoughts
- ✓ Using materials effectively
- ✓ Using appropriate language
- ✓ Using further information



- ✓ Contracting with the concerned body

### **1.3 What are the roles of individual in effective teams?**

- ✓ Members work interdependently and work towards both personal and team goals, and they understand these goals are accomplished best by mutual support.
- ✓ Members should feel a sense of ownership towards their role in the team.
- ✓ Members should work together and use their talent and experience to contribute to the success of the team's objectives.
- ✓ Members base their success on trust and encourage all members to express their opinions, varying views, and questions.
- ✓ Members make effort to be honest, respectful, and listen to every person's point of view.
- ✓ Members should offer their skill, knowledge, and in turn each member is able contribute to the team success.
- ✓ Members participate equally in decision-making, but each member understands that the leader might need to make the final decision if the team cannot come to a consensus agreement.



Self-Check -1	Written Test
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**Instruction:** - The following are true or false items, write true if the statement is true and write false if the statement is false. **(2 point each)**

1. Members should feel a sense of ownership towards their role in the team.
2. Accountability means to complete own rather than deny.
3. Responsibility is an agreement to be held to account for some result

**Note:** Satisfactory rating – 3 and above

Unsatisfactory - below 3

Score: \_\_\_\_\_

Rating: \_\_\_\_\_

Answer sheet



## Information Sheet-2

## Identifying roles and responsibility of other team members.

### Introduction

#### 2.1 Identifying roles and responsibility of other team members

- **Team member's role:** - 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 problems others may be facing. Tolerance and good communications are essential ingredients of successful project teams.

**2.2 Project Team Member's Responsibilities:-**The responsibilities assigned to individual team members may vary but typically will include:

- 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.
- **Team structure**

Teams work best when there is a balance of primary roles and when team members know their roles, work to their strengths and actively manage weaknesses. To achieve the best balance, there should be:

  - ✓ One Co-coordinator
  - ✓ A Plant to stimulate ideas
  - ✓ A Monitor/evaluator to maintain honesty and clarity
  - ✓ One or more Implementer, Team worker, Resource investigator or Completer/finisher
- **Questions to individuals in a team**
  - ✓ What team role am I playing at work?
  - ✓ What contribution am I making to the team?
  - ✓ Does your team role match your personality preferences or stretch you?
  - ✓ Do I have a clear understanding of what is expected of me? Do I know my boundaries?
  - ✓ Do the people around me understand my role? Do they understand the relationship between my role and theirs?
  - ✓ Does each member of my team clearly understand their roles and responsibilities?
- **The following are some of the points that a team must full fill**
  - ✓ The team must have a clear goal. Team goals should call for a specific performance objective, expressed so concisely that everyone knows when the objective has been met.
  - ✓ The team must have a results-driven structure. The team should be allowed to operate in a manner that produces results
  - ✓ The team must have competent team members. In the education setting this can be taken to mean that the problem given to the team should be one that the members can tackle given their level of knowledge.
  - ✓ The team must have unified commitment. This doesn't mean that team members must agree on everything. It means that all individuals must be directing their efforts towards the goal
  - ✓ The team must have a collaborative climate. It is a climate of trust produced by honest, open, consistent and respectful behaviour. With this climate teams perform well...without it, they fail.



- ✓ The team must have high standards that are understood by all. Team members must know what is expected of them individually and collectively.
- ✓ The team must receive external support and encouragement. Encouragement and admire works just as well in motivating teams as it does with individuals.
- ✓ The team must have principled leadership. Teams usually need someone to lead the effort. Team members must know that the team leader has the position because they have good leadership skills and are working for the good of the team. The team members will be less supportive if they feel that the team leader is putting him/her above the team, achieving personal recognition or otherwise benefiting from the position.

- **Work role preference**

- ✓ The role you are expected to play by your boss/employer
- ✓ The demands of the job
- ✓ The roles played by other team members, and a need to compensate for what the rest of the team lacks
- ✓ Your training or education
- ✓ The working environment

In general, the closer your work role to your preferences, the more likely it is that you will enjoy work, though this is not a definitive rule. The greater the disparity between your team role and personality preference, the more likely it is that you may be finding the work

- **Selecting Team members**

Team members of high ability contribute most to a team when other members are also of high ability. However, in forming and managing a team, it is important to consider not only individuals' technical skills, knowledge and experience but also their ability to co-ordinate actions and their interpersonal qualities. In selecting potential members, it is important to look for people who will work constructively with others and have a willingness to grow and develop within the team. Preferably, team members will be selected who are able to:

- ✓ commit to a shared goal
- ✓ listen and respond to others in an objective and productive way
- ✓ take on different roles in the group in order to accomplish shared ends
- ✓ be open and honest with their ideas, concerns and values
- ✓ Avoid carrying hidden agendas into team meetings



Self-Check -2	Written Test
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**Instruction: -** The following are true or false items, write true if the statement is true and write false if the statement is false.

1. Core team members are usually having their regular job to do, or they may be from an outside of the company.
2. Extended team Member means a full time role on the project but not necessarily for the duration of the project.
3. Team member's responsibilities for reporting progress against plan.

**Note:** Satisfactory rating – 3 and above

Unsatisfactory - below 3

Answer sheet

Score: _____
Rating: _____



<b>Information Sheet-3</b>	<b>Identifying Reporting relationships within the team and external to team</b>
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### 3.1 What is a 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.

- **What makes 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. Environmental Standards:-Is a police guideline that regulates the effort of human activity up on the environment. Environmental standards area set of quality conditions that are adhered or maintained for a particular environmental components and function.





Teamwork involves building relationships and working with other people using a number of important skills and habits:

- ✓ Working cooperatively
- ✓ Contributing to groups with ideas, suggestions, and effort
- ✓ Communication (both giving and receiving)
- ✓ Sense of responsibility
- ✓ Healthy respect for different opinions, customs, and individual preferences
- ✓ Ability to participate in group decision-making

- **Team report**

The team manager is required to submit a weekly progress report for the team. Follow the same general writing guidelines

- ✓ Name:[ Manager Name and Date Submitted: ]  
Put team manager/coordinator name and the submission date at the top.
- ✓ Team Accomplishments:  
Summarize what the team accomplished in the last week.
- ✓ Unfinished Tasks:  
List things you were supposed to have finished but didn't.
- ✓ Schedule Revisions:  
Describe any changes that have been made to your teamwork Project Schedule.
- ✓ Group Problems:  
Describe any difficulties your team is experiencing, whether technical, personal, or interpersonal. Describe any ideas or plans you have for addressing these problems.
- ✓ Late Status Reports:  
List any team members who did not submit their individual status report on time.
- ✓ Submission:  
Submit the progress report to the concerned body via email or any means of transmission by the due date stated in the Project Plan.  
Use as a subject line:
- ✓ Progress Report: team name



In a separate message, forward all the individual status reports (including your own).

Use as a subject line: **Status Reports:** team name

### 3.2. Relationships within team

Effective teams are rewarding and share many common characteristics. Respect for other team members is essential for team effectiveness. Valuing the strengths of teammates, while minimizing their weaknesses, promotes team cohesion. Cooperating as a team requires trust, focusing on—and believing in—the end goal, arguing less and exploring more.

At a minimum, there are five keys to a productive team: positive interdependence, individual accountability, primitive interaction, appropriate use of social skills and group processing. Positive interdependence is achieved when members of the team rely on each other to complete the project. They understand that their individual success is inherently linked with that of their other team members and with the success of the team as a whole. Group member's focus on two objectives to achieve positive interdependence: maximizing their own productivity and working to maximize the productivity of all other group members.

Individual accountability means that each team member is held responsible for his or her contribution to the completion of the project. Team members do not “slack off” and allow other team members to assume their responsibilities.



Primitive (face-to-face) interaction implies that group members recognize the contribution of others in the team and give positive feedback for their accomplishments. They encourage and facilitate each other to achieve team goals, recognizing the tremendous motivational power of positive feedback.

Appropriate use of social skills is necessary because interpersonal and small group skills are critical to team success. Group communication skills contribute to building positive relationships between team members and promote higher achievement and productivity.

Through group processing techniques, team members reflect on how well their team is functioning and how well members are using their social skills to help all members of the team achieve collaborative success. The entire team is committed to team success and recognizes that effective teamwork does not just “happen”; it is the result of investment, commitment and continuous maintenance of the team.

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

**Instruction:** - The following are true or false items, write true if the statement is true and write false if the statement is false.

1. Effective report presents and analyses facts and evidence that are relevant to all specific problem or issue.
2. Report is a written form of clear purpose to a particular audience.
3. Progress Report means list any team members who did not submit their individual status report on time

**Note:** Satisfactory rating – 3 and above

Unsatisfactory - below 3

**Answer sheet**

Score: \_\_\_\_\_

Rating: \_\_\_\_\_



# **Solar PV System Installation and Maintenance Level II Learning Guide-09**

<b>Unit of competency</b>	<b>Work In Team Environment</b>
<b>Module title</b>	<b>Working In Team Environment</b>
<b>LG code:</b>	<b>EIS PIM2 M03 LO3-LG-09</b>
<b>TTLM code:</b>	<b>EIS PIM2 TTLM 1019v1</b>

**LO3:- Work as a team member**



## Instruction Sheet :1

## Learning Guide 07

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 with team members.
- ✓ Identifying individual competencies and workplace context.
- ✓ Making effective and appropriate contributions to team.
- ✓ Observing Protocols in reporting.
- ✓ Making contribution to the development of team work plans

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.
- ✓ Undertake interactions with team members.
- ✓ Identify individual competencies and workplace context.
- ✓ Make effective and appropriate contributions to team.
- ✓ Observe Protocols in reporting.
- ✓ Make contribution to the development of team work plans

### 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, Sheet 3, Sheet 4, Sheet 5 and Sheet 6” in page 39,46,55,59,63 and 65 respectively”.
4. Accomplish the “Self-check 1, Self-check 2, Self-check 3, Self-check 4 , Self-check 5 and Self-check 6” in page 45,54,58,62,64 and 66 respectively”.
5. If you earned a satisfactory evaluation from the “Self-check” proceed to “Operation Sheet 1 and Operation Sheet 2” in page 58 and 59 respectively.
6. Do the “LAP test” in page 67



Information Sheet-1	Using effective and appropriate forms of communications
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### 1.1. Using Effective Communications with Team Members.

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. Open communication also 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.



**Figure 2: Effective Communications**

### 1.2 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.

- **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.

- **What Are the 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.

- **How to Display 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.



**Figure 3: *Displaying Outstanding Leadership***

- **How to 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.





**Figure 4: *Communicating With a Large Team***

### **1.3 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.



**Figure 5: *Effective Ways of Communication with a 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.

- **What Are the 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**

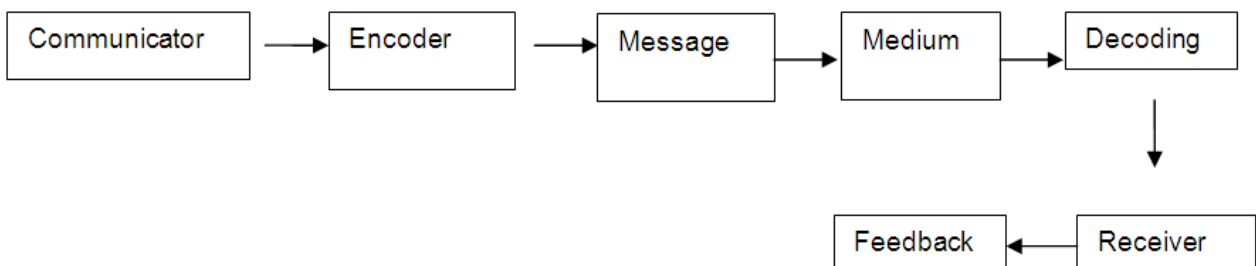
Building an effective team allows an organization to work more efficiently and productively. Team effectiveness training typically helps teams learn how to function better by providing instruction on using clear communication, appreciating differences, building relationships and empowering individuals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



## 1.4 Communication process

### Elements in the communication Process

There are six elements in communication process. These are Communicator, Encoding, Message, Medium, Decoding, Receiver and feedback.



**Figure 6: elements in the 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 -1	Written Test
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**Instruction:** For each of the following question choose the best answer and circle the letter of your choice. **(2 point each)**

1. It refers to the conversation of the message by the receiver into meaningful terms so as to make it understandable  
A. Feedback  
B. Receiver  
C. Message  
D. Decoding
2. One of the following is a communication medium?  
A. Face to face  
B. Verbal communication  
C. Telephone  
D. All
3. The actual response of the receiver to the message communicated to him/her is known as  
A. Encoding  
B. Feedback  
C. Receiver  
D. Message

**Note:** Satisfactory rating - 3 and above

Unsatisfactory - below 3

Answer sheet

Score: _____
Rating: _____



## Information Sheet-2

## Undertaking interactions with team members.

### 2.1 Developing Team interactions

A sense of team identity and cohesiveness among team members is a key factor in group satisfaction and productivity. Any team will be more productive when it spends at least a short period of time getting acquainted before jumping into its task. In a large, formal team situation, a well-run kick off meeting is an excellent forum to meet each other and begin to develop a sense of common goals and team. Even if your team is a short-term, informal group, spend some time communicating with each other in a “social” way to get acquainted with each other’s’ goals, talents, and personalities. No work can be done until individuals know enough about each other to coordinate their efforts. Members should know each other well enough to predict each other's behavior with some accuracy. They need to be aware of each other's strengths, weaknesses and preferences with respect to the work. Know your individual strengths, resources and preferences, which will save you enormous amount of time.

No better way of getting acquainted has ever been devised. Your team members should get together for a strictly social event before trying to do any task work. Food is good

Since this is a work team, not a play team, you can't just communicate about what movies or music you all like. Getting acquainted in a work situation also includes finding out about work goals, expectations of team members, and decision-making methods. Members see conflict as a part of human nature and they react to it by treating it as an opportunity to hear about new ideas and opinions. Everybody wants to resolve problems constructively.

Most teams experience conflict when members find they disagree on goals or priorities, which are based on fundamental assumptions about what is "valuable" in a situation. Talking about each other's' values can allow the team to find a foundation for compromise and conflict resolution before the situation arises.



- **Ethical Dimension**

The word "ethics" refers to how a person should behave. Ethics are a product of society that deals with the individual and the group at large. Establishing ethics is the moral foundation that creates a socially responsible individual. If each individual does his part and positively contributes to society, the nation will continue to succeed. An ethical agreement is usually set to moral guidelines for conduct within an organization, at an event, or during a transaction. A person is usually presented with the agreement before they are allowed to join or continue with the transaction. Organizations often publish their ethical agreements and standards as means of promoting trust and a declaration of intent. An ethical agreement is usually set to moral guidelines for conduct within an organization, at an event, or during a transaction. A person is usually presented with the agreement before they are allowed to join or continue with the transaction.

What are the central concepts, principles and issues that define the ethical?

What are the most important challenges to ethical practice in organizations today?

- **Ethical Issues in Management**

Many organizational issues are directly related to management and how they deal with ethical situations and decision-making. Managers typically make ethical decisions using their inner conscience, which is why ethics in the workplace is difficult to define.

- ✓ Do what others are doing, regardless of moral value.
- ✓ Place emphasis on the wrong doings of other members of the organization in order to turn the negative attention

- **Ethical Committees**

Sometimes organizational members are put in a position where they must make difficult decisions. Unfortunately, many of these individuals feel that they do not receive support from others for choosing to do the right thing in these situations in order to monitor and support ethics and morals more effectively in organizations, companies need to create ethical committees.

- ✓ What are ethics?
- ✓ How does one define ethics, morals, and their interrelationships?

- **Defining Ethical and Unethical Behavior**

A trend in the organizational climate today is a predominate focus on the misconduct of individuals and a lack of concern with how moral problems arise in the first place. If



greater emphasis were placed on preventing these situations from occurring, there would be less of a need to discipline employees. If an organization focuses only on product and performance while ignoring process, the company will create space for unethical behavior. Some authors believe that it is impossible to avoid anomie. Since the central goal of an organization is a positive return on investment. Sometimes to reach profit goals, companies feel the need to act unethically. It is an unfortunate truth that profit can sometimes mean more to individuals and organizations than moral and ethical business practices.

- **Resolve Conflicts within team**

The point of using good team communication skills is to prevent conflict from getting in the way of success. All of the steps you've taken so far have been designed to minimize misunderstandings, to facilitate communication about all the necessary topics, and to create an atmosphere of creative, competent cohesiveness. If you've done them well, there probably won't be any serious conflict within your team. With the groundwork you've laid, you should be able to recognize problem issues as they come up, resolve them constructively, and remain productive all semester.

- **Recognize Issues**

Some teams become totally unproductive because they are so anxious to "avoid conflict" that they refuse to talk about work at all. Others avoid dealing with issues until the conflict is so serious that it can't be resolved in the time remaining during a semester. Perhaps the worst situation is the group that thinks it's doing well because everyone "gets along" but is doing poor quality work because no one admits to any disagreements, differences, or criticisms. A successful team will actually engage in more disagreements and even arguments than a poor team. Its members will lovingly and openly criticize each other's work. The team will be solid in its agreements because it has found and resolved its disagreements.

A crucial communication skill in group work is the ability to articulate "issues" before they turn into the emotional impasse of "conflict." It's an employee's job to tell a team member when he or she does something unexpected, wrong, or dangerous. As a group, it is your responsibility to watch for issues that might create problems in completing your task.





Every group will face different issues, but some typical situations do come up often enough that you should watch for them:

During the forming stage, when the group is getting acquainted, watch for misunderstandings of each other's goals, interests, or assumptions. You have little information about each other's previous courses, cultural background, general personality or academic skills. If you think someone holds a view or an assumption that is "unworkable" in a group situation, don't simply judge that person as a "jerk" or a "slacker." Instead, ask more questions until you find some area of commonality on which you can build your collaboration.

While a good forming stage will minimize the storming phase, you will still find that you disagree about how the group should be run and how the work should be done. You'll discover that you have different priorities and different ways of managing your time. You'll discover that the group doesn't have enough internal or external resources to do your task easily (or at all). People will think they understand each other, but then one will do something the other didn't expect. Don't think your group is dysfunctional because it takes a meeting or two to settle into a routine. Tell each other when you are surprised or annoyed, but your goal is to be able to predict each other's behavior, not to make everyone act the same way.

Once you are performing as a group, you will still find issues that have to be resolved. You might discover an unexpected lack of resources (including time). Individuals might make errors or fail to meet goals. Someone might forget to report on the status of a task, or you'll find differences between the way something was done and another's expectations. You might discover that you aren't getting information you need from your client, your professor, or from each other. In spite of an agreement to be open with each other, someone might fail to report an error, voice objections or request a change in procedures. In fact, norm violations could bring the group all the way back to the storming stage again, and misunderstandings could even arise because you don't actually know each other as well as you thought you did.

- **Resolve Issues**

Once you have identified something that is in the way of getting the job done, take steps to resolve the issue. Again, good interpersonal skills are the basis for good group communication. You need to be able to clearly explain what you thought was going to happen, and to constructively describe the actual events. You must discuss the various



barriers and choices that are preventing progress, without becoming judgmental or defensive. You need to actively listen to each other to find out what your goals, interests, assumptions, and knowledge actually are on the subject.

- **Team Meeting**

A meeting is any time two or more people come together to give or gather Information, take action, plan, problem solve, and make decisions.

- **How to conduct meeting**

- ✓ Purpose
- ✓ Date, time, and place
- ✓ Name of facilitator and recorders
- ✓ Attendee's name

- **Ways for an Effective Team Meeting**

- ✓ Make an Agenda during a team meeting, begin by stating the agenda. An agenda is an outline of all the points or topics that need to be discussed in the given amount of time. Agenda can be plain solicitation of ideas to resolution of conflicts to presentation of updates to brainstorming.
- ✓ Be Time Sensitive
- ✓ Assign Someone to Take Notes A manager must assign someone from the team to take minutes of the meeting and these should be sent to all members to remind them of their tasks and responsibilities.
- ✓ Listen to the Team
- ✓ Assign Tasks and Responsibilities Meetings are nothing if members don't know their tasks and responsibilities. Before a manager closes a meeting, he must assign all the tasks required for the project and each member should have a role to play. Every member must have a clear understanding of what he or she must do.
- ✓ Ask Feedback is important in any team and managers must regularly get feedback not only with the status of the projects but also in how meetings are conducted.
- ✓ Determine Frequency of Meeting It may be an overkill to have daily meetings for just one project. Managers must make efficient use of their time and make sure that their team spends more time working on projects. Managers don't need to organize team meetings to get updates from their team.



- **Planning a meeting**

A clear understanding of objectives to be accomplished is essential to an effective meeting. Once the purpose is apparent, questions as to who will attend, and where (and when) the meeting will take place can be dealt with.

Agendas may include time for

- ✓ review of notes from past business;
- ✓ discussion of new issues; and
- ✓ Evaluation of progress toward goal achievement. Supervisors are cautioned not to be overly optimistic about what can be accomplished in a single meeting.

- **Conducting the meeting**

The role of the individual conducting the meeting is to

- ✓ Keep the discussion on target (task function) while at the same time
- ✓ Making sure everyone gets heard and people's needs are met (maintenance function)

- **Steps on How to Conduct Effective Meetings**

Before you call your next meeting, the FIRST step is to decide if it is really essential. To determine that, ask yourself the following:

Is this meeting essential? · Can we do without it? · Can we accomplish the task without a meeting? · Can it wait another week? · Can we get things done with few meetings?

Then, if you have decided a meeting is the best way to accomplish your objective, the following tips can help you conduct more effective meetings:

- ✓ Start and end meetings on time. Make sure everyone knows what time you are to start and to end. If you have an ending time, you will find your time is more productive in the time allotted.
- ✓ Have an open agenda on the chalkboard or flip chart. Participants can add an item before the meeting. However, they must be prepared to lead the discussion if they put an item on the agenda.
- ✓ If an item isn't on the open agenda, reschedule it for discussion at a later time.
- ✓ Give each item on the agenda a time limit. If action or discussion cannot be completed during the allotted time, it must be delayed until the end of the meeting.



- ✓ After all agenda items have been discussed, address the delayed items and estimate how long it will take to discuss them. Decide if the item can be discussed today or needs further action before a decision can be made.
- ✓ Any delayed item should be the first item on the next open agenda.
- ✓ Summarize and record action items before adjourning the meeting. Identify who is responsible for which action.

- **Follow up the meeting Minutes**

- **Minute**

All meetings should have minutes. Minutes assist the group in recording actions and preventing wasting time repeatedly discussing the same issue.

Minutes should include:

- Introduction
  - ✓ Name of the team
  - ✓ Purpose
  - ✓ Date, time and place
  - ✓ Name of facilitator and recorder
  - ✓ Attendees' names
- **Body**
  - ✓ Brief summary of reports
  - ✓ Decision on any action items. Care should be taken in the wording of the agreed-upon decision. If uncertain, check with the team to be sure the wording of the decision is accurate
  - ✓ Additional decisions
  - ✓ Assignments made include name of person assigned an item needing follow up, its completion date, and the expected reporting date
- **Conclusion**
  - ✓ Time meeting concluded
  - ✓ Date of next meeting, if known
- Minutes Should Not Include
  - ✓ An account of what was said at the meeting
  - ✓ Opinions, interpretations, or judgmental statements by the person recording the minutes
  - ✓ Between meetings, make that sure that action items are being completed
  - ✓ Immediately after the meeting, begin the agenda for the next meeting using the parking lot



**2.6 Work Team communication:-**is an active process in which information including idea, goals, feelings, work orders and so on is exchanged among team members. It gives an opportunity to send their thoughts and feelings, and to have these thoughts and feelings received by someone else.

Team communication is any form of communication among members of the same group or organization that is crucial for a healthy and effective dynamic. Many frustrations, misunderstandings and questions can easily be addressed with the proper team communication.

Team communication is essential for a healthy team. When team members appear to be at odds with one another and lacking direction, it is due to the fact that effective communication is absent. Good communication creates an environment where all team members are inspired to reach a common goal. Effective communication within a team keeps everyone on the same page and allows for open expression and direct feedback.

Team communication is used to guide and direct the team as a whole. It is used to address general questions, issues and agendas in a group setting, either in a lecture or round-table format. Team communication is used to keep potential issues from arising and to avoid misunderstandings.

Specific communication required for team productivity will depend on the specific needs of the team's task. Just defining the team's task often requires considerable communication: any team's success depends on planning its action. Do NOT "jump right into the task" without spending the time it takes to figure out HOW to do the task. Instead, follow these steps: Once the team has planned its work, productivity requires that the work be managed. This involves a whole series of communication events. No single person can make the project work well, not even a designated "team leader." Every member of the team will be communicating with others and everyone has a role in team productivity.



## Self-Check -2

## Written Test

**Instruction:** - The following are true or false items, write true if the statement is true and write false if the statement is false.

1. Ethics are a product of society that deals with the individual and the group at large
2. Effective team meetings not include time sensitive.
3. Communication is an active process used to exchange information among the team members.

**Note:** Satisfactory rating – 3 and above

Unsatisfactory - below 3

Score: \_\_\_\_\_

Rating: \_\_\_\_\_

**Answer sheet**



### Information Sheet-3

### Identifying individual competencies and workplace context

#### 3.1 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**

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

- **Work Station**

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



- **People**

- ✓ Do you prefer to work with a certain gender, age group or other qualifier?
- ✓ Do you prefer a supervisor with specific qualities?

- **Dress Code**

- ✓ Do you prefer business casual, casual or business formal work wear?
- ✓ Do you prefer to wear a uniform?

- **Compensation and Benefits**

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

- **Work Life Balance**

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

- **Structure**

- ✓ Do you prefer a large or small company or organization?
- ✓ 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?
- ✓ Do you prefer a highly structured hierarchy or more of a matrix structure?
- ✓ Do you prefer a union environment or are you anti-union?
- ✓ Do you prefer freelance contracts or permanent work?
- ✓ Do you prefer to work part or full time?





- **Pace**

- ✓ Do you prefer to work at a slow or fast pace?
- ✓ Do you prefer to have deadlines set for you or set your own?

- **Supervision**

- ✓ Do you prefer little or no supervision or lots of guidance and support?
- ✓ 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 -3

### Written Test

**Instruction:** - The following are true or false items, write true if the statement is true and write false if the statement is false.

1. Meeting preferences for work environment can lead to high job satisfaction and engagement.
2. Work environment must be conducive to the working.

**Note:** Satisfactory rating – 2 and above

Unsatisfactory - below 2

**Answer sheet**

Score: \_\_\_\_\_

Rating: \_\_\_\_\_



## Information Sheet-4

## Making effective and appropriate contributions to team

### 4.1 Effectiveness Teamwork

Effective team communication results in a collective body in which all team members understand the vision and feel as if they each have a voice. Effective communication among team members also generates an atmosphere of unity, safety and free expression. A team that communicates effectively is able to think on the spot as a unit and not miss a beat during an unexpected turn of events.

Effective team communication is something that needs to be developed. Communication may come easily to one individual on the team but may be difficult for others. The best way to practice effective communication is to perform various communication team-building exercises, such as various scenarios in which team members practice conflict resolution, clarification and interviewing techniques.

Within any organization are projects that require a team's effort. While working in a group has benefits, such as the ability to forge new friendships and equal distribution of work, it can often be a source of tension and stress among its members. Problems can come about when deadlines aren't met, for instance. However, most problems can be solved or prevented with effective communication among members. Effective communication involves open-mindedness, active listening and the ability to focus.

Members should come into the team with understanding and acceptance of the fact that they are working with other people who will have different ideas and different ways of looking at things. No one should come to the group with personal prejudices but with a willingness to listen to ideas no matter where they come from. Team members should keep in mind that the bottom line is reaching the goal(s) they have set.



Those who aren't listening are out of the loop. No one in the group should assume that he does not need to listen until he is being directly addressed. Those who do will miss on vital information such as how their assignment relates to the others or even deadlines

Each member should refrain from daydreaming while someone else is talking. They should also avoid "rehearsing" or thinking about what they will say when it's their turn to talk. They should have a notepad and pen or pencil ready to write relevant ideas, dates, times, etc.

Team members who have been actively listening will usually have no problem contributing relevant or innovative ideas when called upon. When you are talking, stay mindful of the project and keep focused. It is better to limit jokes, personal anecdotes and over explaining, which can derail from the subject.

Honest feedback and exchange among all members of the team is better. Finally, at the beginning of the project and throughout, everyone should be able to clearly communicate with one another about things such as individual assignment progress, problems that arise and when and where help is needed.

An important characteristic of effective teams is that they spend some time evaluating their own processes and outcomes. In most work situations, a team stays together for a long time, working together as a work unit or project team. A team that is able to evaluate and improve its own work processes will become increasingly effective over time.



#### 4.2 Team effectiveness may be summarized as:

Team Effectiveness = Quality of Inputs + (Process Gains - Process Losses)

Criteria for assessing the maturity of a team:

**Table 4: effective team**

	<b>Very poor</b>			<b>Very good</b>	
1. Trust among members	1	2	3	4	5
2. Feedback mechanisms	1	2	3	4	5
3. Open communications	1	2	3	4	5
4. Approach to decisions	1	2	3	4	5
5. Leadership sharing	1	2	3	4	5
6. Acceptance of goals	1	2	3	4	5
7. Valuing diversity	1	2	3	4	5
8. Member cohesiveness	1	2	3	4	5
9. Support for each other	1	2	3	4	5
10. Performance norms	1	2	3	4	5
	Where you don't want to be			Where you do want to be	



Self-Check -4	Written Test
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**Instruction: -** The following are true or false items, write true if the statement is true and write false if the statement is false. **(2 point each)**

1. Effective communication among the team members can manes generates an atmosphere of unity.
2. Effective team members used honest feedback and exchange information among all members.
3. An important characteristic of effective teams used spend little time for evaluating their own processes and outcomes

**Note: Satisfactory rating – 3 and above**

**Unsatisfactory - below 3**

**Answer sheet**

Score: _____
Rating: _____



## Information Sheet-5

## Observing Protocols in reporting.

### 5.1 Noticing 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.

- **Reporting Requirements**

Every client and every professor will have a different set of reporting requirements, but you can expect to let someone know what your group has accomplished on a regular basis. At the very least, your group will probably be making some kind of final report or presentation to let others know what you've done. Regardless of the format or frequency, reports include the same basic information:

- ✓ What were you trying to accomplish within this reporting period?
- ✓ What did you actually accomplish during this reporting period?
- ✓ What barriers prevented you from meeting your expected goals exactly as planned?
- ✓ What changes did you have to make in the project plan to meet your goals?
- ✓ What changes need to be made in the project or organization? (E.g. what new issues have come up that no one had thought of?
- ✓ What changes has the client requested? What resources will be needed to complete the job on schedule? What did your team find out that the rest of the organization needs to know?)
- ✓ What do you plan to accomplish before the next reporting period?



Self-Check -5	Written Test
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**Instruction:** - The following are true or false items, write true if the statement is true and write false if the statement is false. **(2 point each)**

1. At the very least, your group will probably be making some kind of final report or presentation to let others know what you've done.
2. Every client and every professor will have a different set of reporting requirements.

**Note: Satisfactory rating – 2 and above**

**Unsatisfactory - below 2**

**Answer sheet**

Score:_____
Rating: _____





Information Sheet-6	Making contribution to the development of team work plans.
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### 6.1 Development of Team work Plans

Team work develops your interpersonal skills in coping with conflict

- **Fires and emergencies:** - All employees should be familiar with the extension number of the guard station for the building in which they work. In the events of an emergency (injury, fire, crime) you should call for the appropriate emergency service, an emergency situation should be reported to the concerned body as soon as possible.
- **Life threatening illness:** - we are committed to providing equal opportunity to all employees, including those who have a life threatening illness or communicable disease to providing a safe work environment.
- **Security:** - It is everyone's responsibilities, when safe to do so. Please report any suspicious people or activity in or around our facilities to campus safety by calling to patrol officers. All employees are required to obtain a photo ID, from time to time, trainees and others visit our college campus. In most cases they must be accompanied by a college representative or wear a visitor pass.
- **Media relation:** - college personnel are prohibited from making comments to the media, including, print, internet, TV, without first obtaining approval from the communication department.
- **Closing during inclement weather:** - Changing during weathering conditions may require up dates at any time due to deteriorating conditions.
- **Housekeeping:** - cleanliness is essential for the safety and comfort of our staff, therefore you are expected to keep our college facilities and property clean and in good working order at all times. You should notify your supervisors if any damage occurs to college property, such as chairs, windows, furniture, equipment's, so that repair or replacement can take place. A neat and orderly environment increases efficiency and helps to make your day more pleasant
- **Rules of housekeeping**
  - ✓ Keep your work areas as neat and orderly as possible
  - ✓ After using conference rooms, class rooms, remove all working materials
  - ✓ Using the break areas, ensure the areas are neat and clean
  - ✓ Use your filing cabinets and desks drawers to store your working materials
  - ✓ Turn off lights when leaving class rooms and offices.

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

**Instruction:** For each of the following question choose the best answer and circle the letter of your choice. **(2 point each)**

1. One of the following is a rule of housekeeping?

- A. Using the break areas, ensure the areas are neat and clean
- B. Turn off lights when leaving class rooms and offices.
- C. Keep your work areas as neat and orderly as possible
- D. All

2. \_\_\_\_\_ is everyone's responsibilities, when safe to do so.

- A. Housekeeping
- B. Security
- C. Life threatening illness
- D. Fires and emergencies

**Note:** Satisfactory rating – 2 and above

Unsatisfactory - below 2

**Answer sheet**

Score: _____
Rating: _____