Vehicle Body Repairing and Painting

NTQF **Level II**

Learning Guide -#4

Unit of Competence: - Work in Team Environment

Module Title: - Working in Team Environment

LG Code: EIS VRP2 M02 LO1-4

TTLM Code: EIS VRP2 TTLM 0919v1

LO 1:   Describe Team Role and Scope

Instruction Sheet	Learning Guide - #4

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

- Introduction to team work
- Identifying role and objective of the team
- Identifying team parameters, reporting relationships and responsibilities

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

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

Learning Instructions:

1. Read the specific objectives of this Learning Guide.

2. Follow the instructions described in **number 3 to 17**.

3. Read the information written in the "**Information Sheets 1**". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.

4. Accomplish the "Self-check 1" **in page 13.**

5. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-check 1).

6. If you earned a satisfactory evaluation proceed to "**Information Sheet 2**". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning "**Information Sheets 1**".

7. Read the information written in the "**Information Sheets 2**". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.

8. Accomplish the "Self-check 2" **in page 22**.

9. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-check 2).

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10. If you earned a satisfactory evaluation proceed to "**Information Sheet 3**". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning "**Information Sheets 2**".

11. Read the information written in the "**Information Sheets 3**". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.

12. Accomplish the "Self-check 3" **in page 26.**

13. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-check 3).

14. If you earned a satisfactory evaluation proceed to "**Operation Sheet-1 up to 4**". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning "**Information Sheets 3**".

15. Read and understand the information written in the "**Operation Sheet-1 up to 4"** Try to understand what are being discussed and make a practice with the help of the teacher. Ask you teacher for assistance if you have hard time understanding when doing a practical.

16. Accomplish the "LAP test" in **page 29.**

17. Submit your accomplished Self-check. This will form part of your training portfolio.

Information Sheet-1	Introduction to Team Work

1. Introduction to Team Work

Teams are groups of people with complementary skills who are committed to a common purpose and hold themselves mutually accountable for its achievement. Ideally, they develop a distinct identity and work together in a co-ordinated and mutually supportive way to fulfill their goal or purpose. Task effectiveness is the extent to which the team is successful in achieving its task-related objectives. Shared goals are most likely to be achieved through working together and pooling experience and expertise.

Successful teams are characterized by a team spirit based around trust, mutual respect, at best – friendliness and helpfulness.

Simply bringing people together does not necessarily ensure they will function effectively as a team or make appropriate decisions. Teams are composed of people who have a variety of emotional and social needs which the team can either frustrate or help to meet. Teamwork indifference – failing to take action to promote good teamwork – is a strategy likely to result in mediocre performance.

Effective teamwork results from:

- a team whose membership, size and resources match the task
- good leadership and attention to team-building
- commitment by team members to understand and identify with one another's goals
- the development of team goals – a shared vision
- a sense of common ownership of the task at hand and joint responsibility for its achievement
- co-ordinated effort and planned sharing of tasks evenly across the team
- the open exchange of information within the team
- Honesty and frankness among team members.

Effective teamwork may be undermined by a variety of problems, for example: disorganization, poor communication, misunderstandings or inadequate procedures for problem-solving. Team functioning can be weakened by obstacles faced by individual members within the team, as well as by difficulties linked to the task.

Benefits of successful teams

- Improvements in participants' confidence, attitudes, motivation and personal satisfaction
- greater clarity in expressing ideas through group discussion
- better understanding by individuals of the nature of their contribution – and of the needs of other team members
- more efficient use of resources – especially time
- greater optimism – by focusing on positive outcomes and putting less weight on problems
- a wider range of ideas rather than individuals working in isolation
- more effective responses to changes – improved trust and communication help a team to adapt to new circumstances.

Potential drawbacks of teamwork

So-called 'group think' can occur when a team is lulled into a false sense of satisfaction and loses its critical edge. Team members can waste time and energy in disputes and some members may opt out of the process – 'social loafing' – leaving others to do all the work. This can occur particularly when people feel they are dispensable

Why Use Teams

1. More knowledge and skill is brought to the problem.
2. Meetings are more productive and goal-oriented.
3. Better decisions are made.
4. Team problems are identified sooner and more clearly.
5. Team members learn from each other.
6. Overall morale improves.
7. More is accomplished than is possible by equivalent individual efforts.
8. Teams set and achieve tougher goals than individuals.

1.1.   Team structure and team work

Types of Teams [Advantages and Disadvantages]

Teams can be divided into four main groups**: Project Teams, Self-Managed Teams, Virtual Teams, and Operational Teams**. What type of team you have depends on its purpose, location, and organizational structure. Each type of team comes with its unique set of strengths and weaknesses. In order to fully utilize your team, you first need to understand where each type of teams works the best.

1.   Project Teams

Project teams are groups of employees who work collectively toward shared goals. This type of team allows you to structure work in a specific, measurable, and time-constrained way. You can assign clear roles, responsibilities, and deadlines. Also, by selecting both experienced and inexperienced workers, you enable them to do informal coaching and mentoring.

There are **four main types of project teams**:

i.   Functional Teams

These teams are permanent and always include members of the same department with different responsibilities. A manager is responsible for everything, and everyone reports to him. These types of teams are more likely to be found in companies that incorporate traditional project management.

Figure 1: Functional Teams

Sometimes, in order to complete a project, several departments need to work together. For example:

- Work on the new product starts with the idea from the marketing department;
- The idea is passed down to research and development to determine its feasibility;

This type of approach is known as 'baton passing'. It requires a manager that has oversight of the entire project and ensures that there are no obstacles when it comes to transferring work from one team to another.

Advantages and Disadvantages of Functional Teams

Advantages:

- Handles routine work
- Line management has control of projects
- Pools technical and professional expertise

Disadvantages:

- Difficult communication across areas
- Pushing the decision-making process upwards
- Inflexible

ii. Cross-functional Teams

Cross-functional teams are made up of members from various departments. These teams tackle specific tasks that require different inputs and expertise. Even though cross-functional teams are becoming increasingly popular worldwide, a recent study has proven that a whopping 75% of all cross-functional teams are dysfunctional.

Figure 2: Cross-functional Teams

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Advantages and Disadvantages of Cross-functional Teams

Advantages:

- Greater speed of task completion
- Can handle a wide array of projects
- Source of unconventional ideas

Disadvantages:

- Takes long to develop cohesion
- Management can prove to be challenging
- Diversity can cause conflict

iii. Matrix Teams

These teams are characterized by a **"two-boss system"**, where an individual report to a different manager for various aspects of his work. This type of team is the product of Matrix management approach.
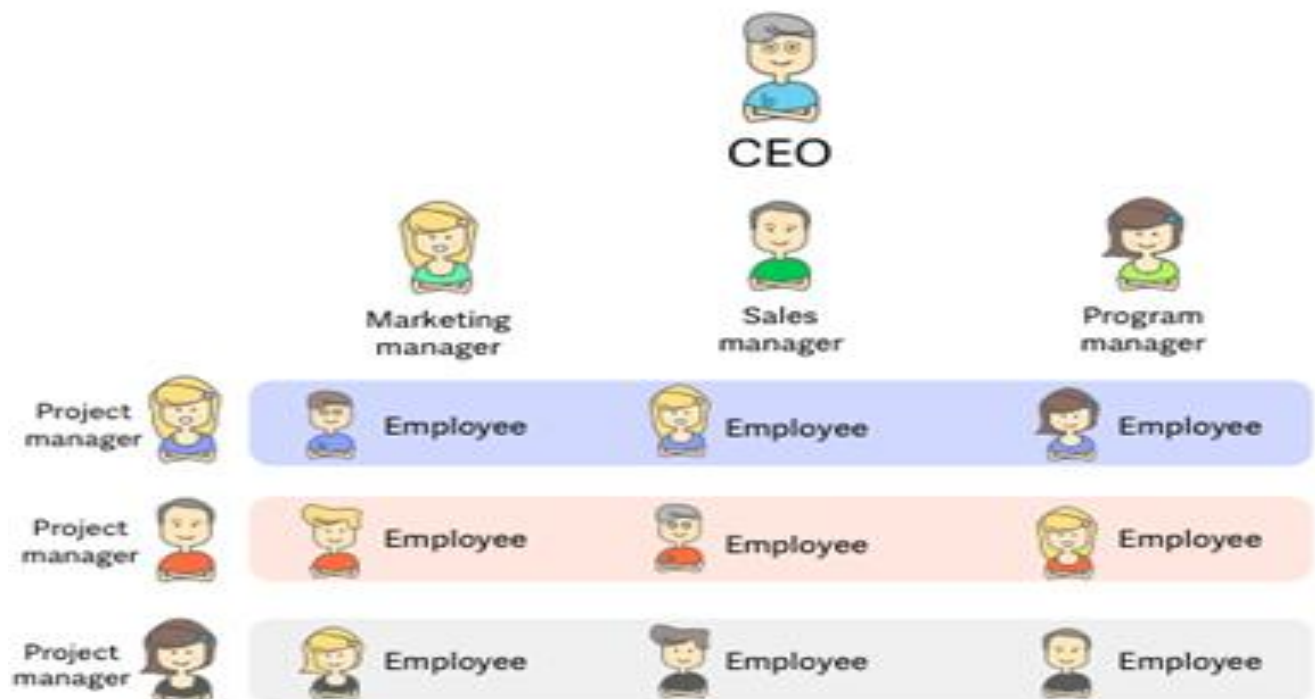

Figure 3: Matrix Teams

While this approach helps the top management retain control over the project without being included in day-to-day decisions, employees are often faced with challenges of dual command: Jeff now has to report to two managers, whom might give him conflict instructions, which causes confusion and frustration.

Advantages and Disadvantages of Matrix Teams

Advantages:

- Acceptable to traditional managers
- Flexibility for assigned personnel
- Top management controls projects, stays out of daily activities

Disadvantages:

- Dual reporting
- The team leader is usually unable to choose who will be on the project
- Difficult performance appraisal

iv. Contract Teams

Contract teams are outsourced teams that are tied down by a contract and brought in to complete a part of a project. After the project is completed and the contract has ended, the client can cut all ties to the team, no questions asked.
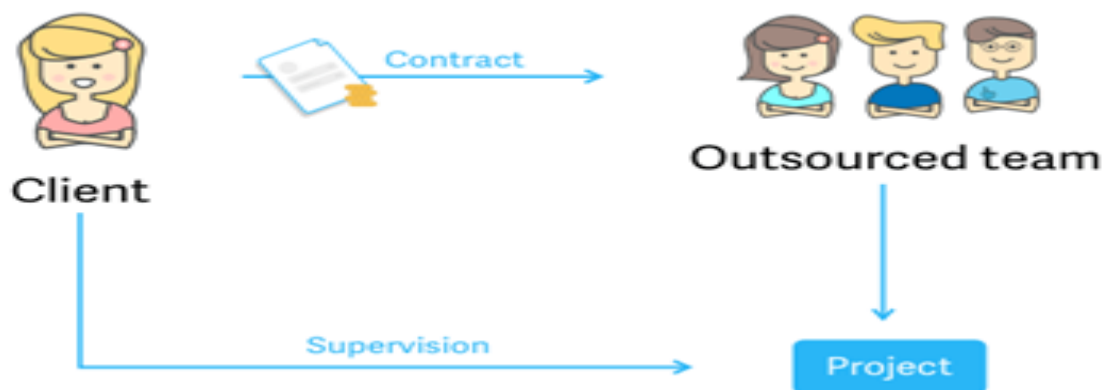

Figure 4: Contract Teams

The project manager is the key to success when it comes to contract teams. The project manager has to:

- maintain constant communication between the team and the client,
- compensate for the lack of a team's physical presence (given that most contract teams work remotely),
- bear full responsibility for the success or failure of a project

Advantages and Disadvantages of Contract Teams

Advantages:

- Easy employment of experts
- A team can use the existing management structure
- No need for client training

Disadvantages:

- Difficult assessment of project progress for the client
- Difficult to resolve political and organizational issues
- The client is the only judge of success

2. Self-managed Teams

Typically, members of self-managed teams are employees of the same organization who work together, and even though they have a wide array of objectives, their aim is to reach a common goal. There is no manager or authority figure, so it is up to members to determine rules and expectations, to solve problems when they arise, and to carry shared responsibility for the results.
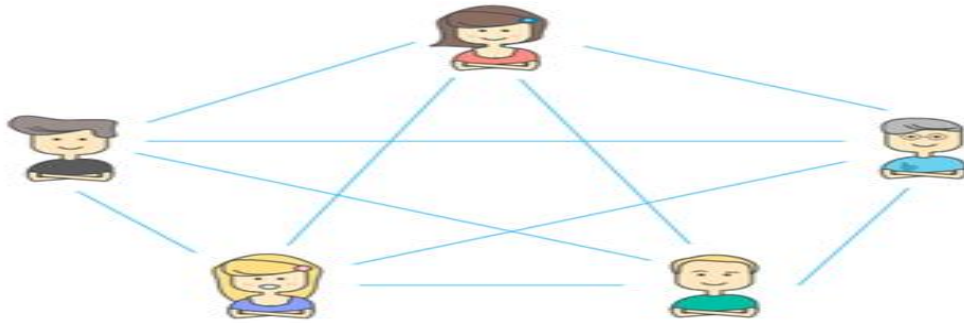

Figure 5: Self-managed Teams

One of the first major companies that decided to implement self-managed teams was software company Valve in 2012. Around 300 employees have neither bosses nor a formal division of labor. Instead, they are expected to organize themselves around individual or group projects and are obligated to take care of customer support themselves. The work ethic at Valve relied heavily on individual responsibility.

When setting up a self-managed team, you have to define two parameters:

- Levels of responsibility
- Autonomy that is given to the self-managed team

Research has shown that employees in self-managed teams feel more useful on the job and find their jobs more challenging, although there is no proof that they are actually more productive.

Advantages and Disadvantages of Self-Managed Teams

Advantages:

- Autonomy improves employee motivation;
- Team members can manage their own time and handle tasks when it suits them;
- You don't have to pay for an office;
- Shared responsibility instills pride in team accomplishments.

Disadvantages:

- The lack of hierarchical authority can put personal relationships over good judgment;
- It can lead to conformity that suppresses creativity and critical thinking;
- An added layer of responsibility is time-consuming and requires skills that some people simply don't have;
- Training time and costs are higher due to a broader scope of duties.

3. Virtual Teams

Virtual teams are made up of people who work in different physical locations and who rely heavily on collaboration tools to get things done together. Virtual teams provide members with better life-work balance and allow business owners to employ the best experts in the field, regardless of the fact that they live on another continent.
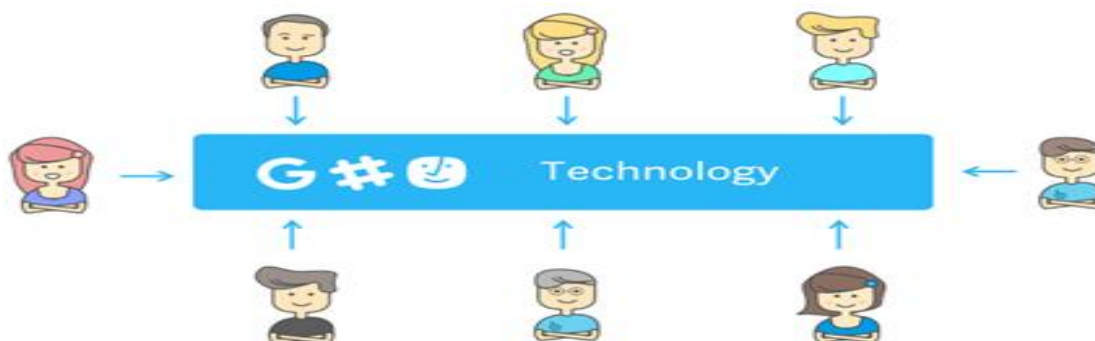

Figure 6: Virtual Teams

One of the organizations that had the most success with its virtual teams is **AUTOMATTIC**, best known by their company, **WORDPRESS**. Over 100 employees in 43 different countries use **WORDPRESS** plugin P2 that enables them to communicate with each other in real-time. Also, when a new employee gets on board he receives $2.000 stipend to improve his home office, gets the latest Macbook, and an open "time off" policy to use take free time whenever they need.

Types of virtual teams

According to the Manager's guide to virtual teams, virtual teams are characterized by three dimensions:

- **Time** - WHEN people work. They could work during different hours, on different shifts, or in different time-zones.
- **Space** - WHERE people work. They could be working right next to each other or hundreds of miles away.
- **Culture** - HOW and WHOM people work for. 'Culture' dimension includes factors such as gender, race, language, profession, education, nationality, as well as political, social, religious, and economic factors.

4. Operational Teams

Operational teams support other types of teams. They are formed to make sure that all back office processes go smoothly. For example, the Human Resource department doesn't handy any projects but it has to perform candidate screening, interviewing, and recruiting. If one of the key players decides to leave, HR has to find a substitute so the respective team can carry on its work.

Figure 7: Operational teams

Also, operational teams can have their own projects and function like a project team because they have well-defined roles and responsibilities. For instance, if accounting department received a task to make an annual financial report by a certain date, they will most likely devise a timeline, delegate tasks, and keep track of deadline just like any other project team.

1.2. Stages of Group Process & Development

So, you've hired new employees or put together a well-rounded team to work on a particular project. Now what? Groups do not automatically become a team just because you desire it. Rather, they have to go through bedding-in phase where they resolve interpersonal conflicts and figure out the best ways to work together. This process is common to all teams.

What Happens When You Start a Group?

Entering a new group is rather like an identity crisis because you're never quite sure what your role is or how you're going to fit in. How the group will work, communicate, allocate tasks, share ideas, hold people accountable, handle the plurality of viewpoints, make decisions and address conflict are all unknown at this point. It's inevitable that each group member will bring his own personality and past experiences to the table, and each will have his own ideas about how the group should work.

This means that there's a lot of groundwork to be done, especially at the beginning of a group. People need to develop a base level of group cohesion and build mutual trust before they can focus on the team's goals. They need to allocate responsibilities, open channels of communication and temper some of the dominating voices that may override the rest of the group. Ultimately, the group needs to find ways to be productive together so the group can achieve more than the members would on their own.

This process of group development happens naturally, although some groups are more successful than others in learning how to function effectively together. Many researchers believe that all groups go through exactly the same group processes and intergroup relations when growing to the point where it can deliver quality results.

The Four Stages of Group Work Process

In 1965, the American psychologist Bruce Tuckman created a four-phase model to describe how groups navigate the team-building process and resolve conflicts constructively. This model is known as Tuckman's stages or more often by the names of its four distinct phases: forming, storming, norming and performing.

In 1977, Tuckman added a fifth and final stage: adjourning. The adjourning stage occurs when the team is dissolved, and group member's move on to other work in different teams.

Stage One: Forming

The forming stage covers the first days or week in the office or on a new work team. The group members are getting to know each other and are learning to orient themselves to the group. Each person has her own ideas and expectations for the team and may remain distant as she sizes up the others and the project at hand. There will be some early discussion about the project's goals and objectives and about each other. Some members may contribute more than others at this stage.

Generally, everyone wants to be liked and accepted by the other group members. People play nicely with each other in the forming stage and try to make a good first impression.

However, they do not yet know each other well enough to focus on productive work. They likely will need strong guidance from a group leader to define the project and provide clear direction regarding the team roles and responsibilities. Without this early guidance, the team may never get off the ground.

Stage Two: Storming

In stage two, the first storms arise. The group members know each other better, and sympathies and personality clashes have emerged. People start competing for team roles, for status and for their ideas to be accepted. You start to see a pecking order emerge as certain members jostle for the top spots on the team.

For the group members who do not tolerate conflict, this is a difficult stage to go through. Nonetheless, it is inevitable. While a good team leader can help the team learn to resolve conflicts quickly and fearlessly, the members must do a lot of the work on their own. Some people must learn to be more assertive, while others must learn to hold back and listen more. This stage will come to an end when the team becomes more accepting of its individual members and starts transitioning toward some effective decision making.

Sadly, some teams never make it past the storming stage. This may be because the team composition is wrong, with too many similar or conflicting personalities that cause the team to be continually engaged in conflict.

Stage Three: Norming

As the team moves into the norming stage, a group identity emerges. The team has developed a clear set of roles and responsibilities, open lines of communication and its own rules for coexistence. Conflicts may still pop up from time to time, but the group has figured out a way to handle them purposefully.

To outsiders, the group will finally look like a team. The members are noticeably respectful of each other and are focused on a common objective rather than pursuing their own self-interests. The team leader may start to take a back seat at this point, stepping in only when the team gets stuck.

Stage Four: Performing

With the groundwork laid and the wrinkles ironed out, the team can now function at a very high level. The group is productive and efficient, and the team members support and rely on each other to achieve the group's objectives in the best way possible. Business leaders want their teams to operate in the performing stage for as long as possible.

Not every team makes it to this stage. Some will stop at stage three, functioning reasonably well but not performing as highly as it could be. A stage-four team is special because it is highly motivated to get the job done. It no longer needs any external assistance with problem solving or managing personal relationships.

The difficulty is keeping a performing team in this state of perfect balance. If a team member leaves and a new person joins or if any other change throws a wrench in the works, then the team could easily slip back into one of the earlier stages: forming or storming. It's best to leave a performing team as untouched as possible for as long as possible to get the best out of the group.

Stage Five: Adjourning

In the context of group process and practice, adjourning occurs when the project ends and the team is dissolved. The members may meet for a final celebration to mark the success of the project. They may share lessons learned and best practices for future use. Ultimately, though, the team members will be moving on to different teams and projects. They're looking for closure before they all go their separate ways.

For teams that reached the performing stage, it's likely that the team members will stay in touch with each other and may even seek out opportunities to work together in the future. A performing team is a very close-knit group. The focus shifts to the individual experience at this stage since team members may be feeling sad or even despondent as the group breaks up. Adjourning is sometimes known as the mourning phase because individuals feel a deep bereavement once the experience is over.

Self-Check -1	Written Test

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

1. What's the team? (2 point)

2. Discuss on different types of team? (4 point)

3. What are the Stages of Group Process & Development? (5 point)

4. What are the benefits of Successful team? (2 point)

5. What is the difference between four main types of project teams? (4 point)

Note: **Satisfactory rating - 10 points**　　　　**Unsatisfactory - below 10 point**

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

1. _____

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_____

2. _____

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3. _____

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4. _____

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5. _____

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Information Sheet-2	Identifying role and objective of the team

2.1.　Role and Objective of the team

2.1.1. Objective of the Team Building

Businesses turn to work teams as a way to improve communication and ideas and to take advantage of their collective employee talents. Teams face significant challenges from group conflict and individual differences, but they often produce better results.

Let us check out the various objectives of team building in an organization.

1) Address interpersonal problems within the group

This is one of the major objectives of team building. In a team, there are people of various personalities, backgrounds, experience, etc. In such a diverse ecosystem, there are bound to be interpersonal problems within the group. This includes intellectual or ideological differences.

Such interpersonal problems within the group can be addressed effectively by taking up team building activities. For example, consider that a particular team in your organization has two members- one ha previous job experience in a large multinational company whereas the second guy has worked extensively at an early stage startup.

There is a situation in the team where a particular third person is absent who has to do an urgent, important task, the startup guy pitches in and get the work done. However, the guy with experience in a large multinational company thinks that it is not a part of his assigned responsibilities and denies doing the work of the third person.

2) Improve Inter-team Communication

It is important that all the members of a team work in conjunction to achieve the set goals and targets. However, every organization has various functions, and there are multiple teams to handle the same.

This calls for communication between multiple teams to be very smooth and flexible so that the teams do not just work individually for their goals but also the bigger organizational goals at large. Let us illustrate this with an example. An organization has an accounts team whose job is to handle all finance related matters in the organization.

Also, there is a sales team in the organization whose job is to get business for the company. There has to be proper coordination among these two teams so that the revenue reported by the sales team and the actual amount received by the organization is matching.

Incorrect reporting or lack of coordination between these teams will directly impact company revenues.

3) Enhance the productivity of employees

Employees need to work with enhanced productivity to achieve results faster & with lesser efforts. Team building can help you boost the productivity of your employees. There are quite a few team building techniques that help enhance the productivity of employees.

Some of them include implementing a peer to peer feedback structure, group discussions, etc. After continuous working, employees also need sufficient rest and recreational activities to freshen themselves up and then their tasks with new vigor and energy.

For this, team outings or parties can be planned occasionally as its employees get a much-needed break from their regular duties but also helps them bond with their other team members.

4) Increased motivational levels among team members

Constant motivation needs to be provided to your employees so as to make them work harder, push their boundaries and achieve the targets assigned to them. Motivated employees not just work hard themselves but also bring an aura of positivity in the whole organization.

Team building activities need to be planned out so as to make sure that employees are motivated at all times. External motivational speakers or internal staff members of the organization themselves can be brought in to motivate employees to work hard.

Rewards and recognition including awards, promotions, incentives & cash bonus to hard-working employees also play a big role in motivating employees and making sure they perform well.
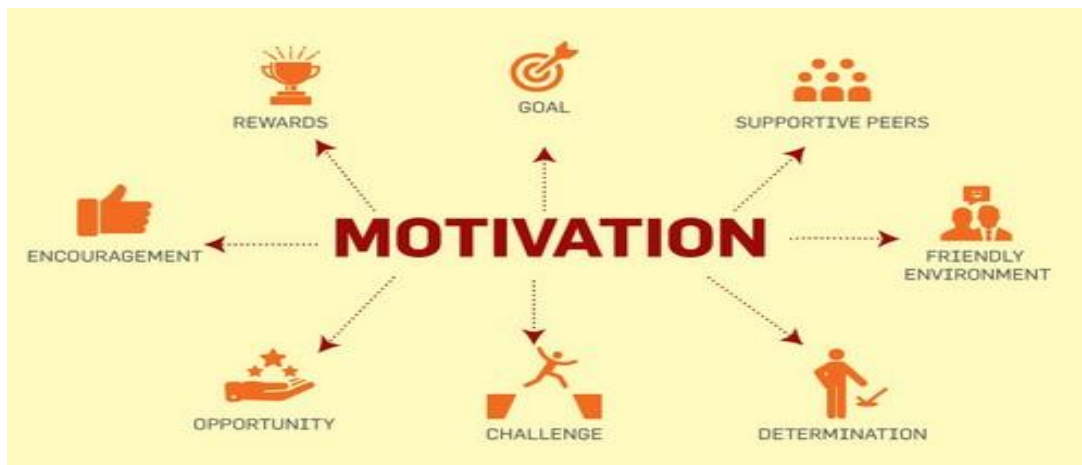
5) Inculcate leadership skills among employees

This is a sort of secondary objective of team building. Every team requires an able team leader who has great leadership skills to guide the team members and lead the team towards success.

Team building activities help an organization find out future leaders within the team or the organization. This is very much important since if an existing team leader decides to quit or in unavailable to guide the team due to any particular reason, you have sufficient backup person within the team with strong leadership skills to fill that void and make sure that work is not affected.

6) Encourage out of the box & creative thinking

Employees need to constantly think out of the box to make sure they spread their horizon and come up with creative ideas to get their work done faster with more efficiency and also help other team members in doing their tasks so that the whole team works in conjunction to achieve the specified goals.

Team building activities help you develop out of the box & creative thinking among team members. Organizing special contests, workshops or special events for the same can help you encourage employees to think out of the box & creatively.

This information sheet covered all the major objectives of team building. It is important to note that every organization needs effective team building processes in place to make sure that the teams and team members work towards the goals assigned, thus helping the organization reach greater heights.

2.1.2. Roles of Team

Roles — Generally, roles are the positions team members assume or the parts that they play in a particular operation or process. (For example, a role an individual might assume is that of facilitator, or communications liaison).

Team Roles at Work offers managers a practical guide to improving their teams within the workplace to deliver significantly better results for their company, reflecting well on them as a manager, whilst also saving them time and energy, by using each team member to their best advantage to achieve overall team goals.

Researcher R. Meredith Belbin came up with **nine team roles** through a study conducted at Henley Management College. He identified the team roles after observing the behavioral tendencies of individuals within a group. The **team roles consist of three categories**: action-oriented roles, people oriented roles and thought-oriented roles. Teams formed on the basis of Belbin's categories are effective in achieving their objectives because there are no overlapping roles or missing qualities in the team.

Action-oriented Role: Shaper

In a team, the shaper role is performed by people who are dynamic and relish challenges. Rather than quit when faced with challenges, shapers maintain a positive mental attitude and strive to find the best ways to overcome challenges facing the team. Shapers are extroverts and possess great interpersonal communication skills and work toward motivating other team members.

Action-oriented Role: Implementer

People who play the implementer role in a team are those who actually get things done in the team. They are practical, efficient and well-organized. Implementers turn the team's ideas and thoughts into actual plans. Because of their conservative nature, implementers are rather rigid and slow to accept change in a team.

Action-oriented Role: Completer/ Finisher

Finishers have an eye for detail. In a team, they're regarded as perfectionists because they're the ones who detect errors or omissions and strive to ensure that the team adheres to deadlines. They're neat and self-conscious and worry at the slightest sign of a problem. Finishers also have a problem with delegation; they would rather be overwhelmed than share their work with others.

People-oriented Role: Coordinator

Coordinators are seen as possessing the traditional team role. They're mature and confident in nature and possess great listening skill. They guide the activities of the team to what they identify to be the team's obligations. Coordinators are good at delegating duties, but they may be manipulative when it comes to directing the team toward what they perceive to be its goals.

People-oriented Role: Team Worker

Team workers are the people who ensure the team remains united. They work toward resolving conflict or issues affecting the team's dynamics. Team workers are very supportive of other team members and are thus popular within the team. Team workers are known to be non-committal during decision making because they don't want to be seen as taking sides: they put team cohesion ahead of their decision-making abilities.

People-oriented Role: Resource Investigator

Resource investigators are inquisitive and enthusiastic in nature and possess great negotiating and networking skills. They are extroverts, which makes it easy for others to relate to them. Through their networking skills, resource investigators develop external contacts and negotiate for the team's resources. They are quick thinkers and good at getting information from other people.

Thought-oriented Role: Monitor-Evaluator

These are the critical thinkers in a team. They're serious minded and cautious in nature. Rather than rush into decision making, they prefer to critically analyze information before making any conclusions. Monitor-evaluators lack the energy to motivate other team members and are deemed to be slow in decision making.

Thought-oriented Role: Specialist

Workers with expert knowledge in a particular area comprise the specialist role. Their contribution to the team is limited only to their area of expertise. Their priority is in maintaining their professional standards. Though they show great pride in their area of expertise, they show little or no interest in the expertise of others. Because of their expert knowledge, they're indispensable members of a team.

Thought-oriented Role: Plants

Plants are innovative members of the team. They come up with original approaches and ideas that help the team in solving problems or overcoming challenges. Plants are introverts in nature and possess poor communication skills. Plants prefer to work alone. They react well to praise but are greatly affected by negative criticism.

Table 1: Summary of Belbin's Team Roles

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

The **Application** of the Belbin's Team Roles theory includes:

- How to manage yourself in a team
- How to create working partnerships
- How to recognize potential for the 'surprise' fit
- How to encourage interdependence between members of a team
- How the team should fit into the organization

2.1.3. Work activities in a Team Environment

A team environment is essential to a workplace. A team is defined by its composition, culture, and goals. It is made up of people with complementary skills who have common goals. To find out, it is important to look at the **team environment**, which is the milieu in which the team operates. This is comprised of three elements: the composition of the team, the culture of the team, and the goals of the team. The **composition** of the team is the people and skills that comprise the team, the **culture** is the shared values of the team, and the **goals** of the team are the overarching aims that the team is trying to accomplish. Each of these contributes to the definition of team and the ways in which a team can be effective.

Work Effectively in a Team Environment

A team environment is one in which brainstorming, collaboration and joint projects are the norms. This type of dynamic can be beneficial and rewarding if everyone communicates well and pulls their weight. Working effectively in a team environment requires tact, patience, and a willingness to work in concert with your colleagues.

Get Into the Right Mindset

When you work independently, you typically set your schedule, tackle projects in a manner that suits your preferences, and are solely responsible for outcomes. In a team environment, ideas are shared, workloads divided, and group consensus is required to act effectively when determining project scope and direction. Understanding and committing to this group dynamic puts you in the right frame of mind for a teamwork environment.

Agree to Agree

Teams are expected to produce results, so team members must all be on the same page when it comes to common goals and objectives. Effective approaches involve an identified project, an agreed-upon agenda of work, and a division of labor. It is often helpful to designate one member of the team as the group leader to facilitate organization and provide direction.

Be Respectful of Each Other

You're never going to agree with everyone in a team environment. However, it's important to be respectful of others' opinions and to recognize that in a group, there is not one single right way to approach a project. Raise legitimate questions or concerns, but don't belittle colleagues or call them out for what you consider to be bad ideas. It's majority rule in most team environments, so chances are if an idea is off base, others in the group will speak up as well.

Don't Be a Slacker

Even when specific roles and responsibilities are assigned to team members, there's going to be some overlap. Someone will work a little more and someone will work a little less than the others. While you shouldn't jump in to pick up every dropped ball on a project, make an effort to contribute at 100 percent, meet deadlines, and be willing to lend a hand to advance the team's initiatives when needed.

Don't Gossip About Others

Gossiping about team members only leads to a sense of distrust, which can potentially derail the good work you're trying to accomplish. If you have a problem with a team member, discuss it privately or involve your team leader. Don't segregate into smaller groups within the team. This action only fragments efforts and creates an uncomfortable and unproductive working environment.

Recognize the Contributions of Others

There's no "I" in team, but that doesn't mean members don't like to be singled out for their positive efforts and contributions. Acknowledge the work of others and express your appreciation for their creativity and insight. It infuses the team with enthusiasm and creates a sense of camaraderie that is valuable as you work collectively as a unit.

An environment of teamwork has the potential to produce exceptional results, as well as provide dynamic and interesting work experiences. Approach this type of opportunity with tact, diplomacy and professionalism to ensure optimal results

Self-Check -2	Written Test

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

1. What are the objectives of team building? (3 point)

2. What is a role? (2 point)

3. Write nine Belbin team roles. (4 point)

4. Where are applications of Belbin roles? (3 point)

5. Write the three elements of team environment? (3 point)

Note: **Satisfactory rating - 10 points   Unsatisfactory - below 10 points**

Answer Sheet

| Score = _____ |
| Rating: _____ |

Name: _____   Date: _____

Short Answer Questions

1. _____
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2. _____
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3. _____
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4. _____
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5. _____
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Information Sheet-3	Identifying team parameters, reporting relationships and responsibilities

3.1.   Identifying Team Parameters

Parameter a set of facts or a fixed limit which establishes or limits how something can or must happen or be done .No team can work ethically or efficiently without defined and consistent parameters. Parameters keep the team focused and provide a policy block that help difficult decisions be made most efficiently. Parameters keep a team identity strong and keep rogue team players in the game when they are having a bad day. Parameters protect the team. Of the parameters Ethics is the overarching theme followed by Policy followed by Expectations of representative behavior.

Once parameters are defined a leader must enforce the boundaries or risk weakening the team. Keeping in mind that strong and capable personalities will buck micromanaging or stringent behavior controls which results in defiance or apathy behaviors. Allowing individual means and methods within the parameters is both efficient and builds team trust. Regarding behavior errors, making on the spot corrections is critical to maintaining strong boundaries. The team must not question where these boundaries are at any time or they will continuously challenge the rules. Modeling the type of team member you want to work with and staying within established boundaries will help the team members do the same. If as a leader you find the parameters to stringent you can bet your team does too and open communication with all personalities present is necessary to reestablish more reasonable parameters. Keeping the focus on the work rather than on the rules allows unpopular restrictions to blend behind the mission.

Four Key Elements to Managing Teams

As explained by Patrick Lencioni in "The four Dysfunctions of a Team", senior executives, middle management and assigned team leaders, must foster and expect that team member activities include the following characteristics:

1. Trust among team members

Building trust takes time. If trust is lacking it must be the responsibility of the team leader to focus first on building trust, i.e. getting team members to open up (among the team) and expose their weaknesses and fears to each other. In some cases, a team building exercise can be utilized. In certain business cases, due to time pressures, the leader may have to take responsibility for building trust or change the team to achieve the necessary level of trust for team success. Until everyone is willing to trust the other members of the team, progress towards team success will be limited.

2. Prepare to engage in debate around ideas.

Disagreements can lead to conflict, but conflict can be good. If ideas are not presented and debated, the team will miss opportunities to find the best solutions to problems. Respect for the thoughts and ideas of the other team members will be developed through healthy debate.

3. Learn to commit to decisions and plans of action.

Team results will only come about as a result of team commitment to team decisions, this includes agreeing on the specifics of action plans. If some team members are not consistent with their commitments, the team will not succeed. Hold one another accountable against their plans. Team members must be prepared to check among themselves to assure progress and overcome obstacles to progress. Ad hoc meetings may be necessary to coordinate actions between departments or groups to assure progress.

4. Focus on achieving collective results.

The vision and/or mission of the team must be accepted by all the team members and critical goals viewed as the collective responsibility of the team. If a return to profitability is a critical goal of an executive team, priorities and time commitments must be pulled from elsewhere. Focusing on results that in any way does not support the critical goal(s) of the team will lead to team failure.

Mr. Lencioni's diagnosis is helpful in understanding team dynamics. Yet, a straight forward prescription for building successful teams is to A. Build attitudes of trust among team members, B. Communicate openly among team members, and C. Focus on common goals that are related to a clear purpose. The purpose, of course, must be based on the business vision, values and mission of the company or, at the very least; the specific mission assigned the team by company management.

3.2.   Reporting

Reporting is used to give a description of something or information about it to someone or to be described by people as being or doing a particular thing although there is no real proof. Reporting of teamwork it may include the status of the project, meeting, hazard condition etc. In this learning guide practice project status reporting on Operation Sheet-1

Self-Check -3	**Written Test**

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

1. What is team parameter? (2point)
2. What are four key elements of managing team?(4point)
3. What is Reporting? (2point)

Note: **Satisfactory rating - 5 points**   **Unsatisfactory - below 5 points**

Answer Sheet

Score = _____
Rating: _____

Name: _____   Date: _____

Short Answer Questions

1. _____

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2. _____

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3. _____

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Operation Sheet 1	Project Status reporting format

Team Status Report Format for Project

Take one of your projects from major learning guide fill this format.

Company/ Project Name				
Monthly Team Status Report				
For the Month of October 2019				
Completed Items				
Project	**Task**	**Team Member(s)**	**Date Completed**	**Notes**
In Progress				
Project	**Task**	**Team Member(s)**	**Estimated Completion Date**	**Notes**
Assigned But Not Started				
Project	**Task**	**Team Member(s)**	**Estimated Start Date**	**Notes**
Additional Information				

| LAP Test | Practical Demonstration |

Name: _____   Date: _____

Time started: _____   Time finished: _____

Instructions: Given necessary templates, tools and materials you are required to perform
the following tasks within --- hour.

Task 1: **Project Status reporting format**

List of Reference Materials

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