# Vehicle Body Repairing and Painting

## NTQF Level II

# Learning Guide -#5

**Unit of Competence: - Work in Team Environment**

**Module Title:**          **- Working in Team Environment**

**LG Code:**                **EIS VRP2 M02 LO2-5**

**TTLM Code:**              **EIS VRP2 TTLM 0919v1**

# LO 2:   Identify own Role and Responsibility within Team

| Instruction Sheet | Learning Guide - #5 |
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This learning guide is developed to provide you the necessary information regarding the following **content coverage** and topics –

- Identifying individual role and responsibility
- Identifying and recognizing roles and responsibility of other
- Identifying reporting relationships within team and external to team

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

- Individual role and responsibilities within the team environment are identified.
- Roles and responsibility of other team members are identified and recognized.
- Reporting relationships within team and external to team are identified

**Learning Instructions:**

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described in **number 3 to 11**.
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 5.**
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 12**.
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).
10. If you earned a satisfactory evaluation proceed to "**Learning Guide 6**". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning "**Information Sheets 2**".
11. Submit your accomplished Self-check. This will form part of your training portfolio.

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| Information Sheet-1 | Identifying individual role and responsibility |
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## 1. Identifying individual role and responsibility

Team role Belbin and his team began to identify separate clusters of behavior, each of which formed distinct team contributions or "Team Roles." They defined a team role as: "A tendency to behave, contribute and interrelate with others in a particular way."

Responsibilities — On the other hand, responsibilities are the specific tasks or duties that members are expected to complete as a function of their roles. They are the specific activities or obligations for which they are held accountable when they assume—or are assigned to—a role on a project or team. (For example, some of the responsibilities of a person in the role of team facilitator might include making sure that meeting agendas reflect feedback and input from all members, that the meetings start on time and end on time, and that all members have opportunities to contribute to discussions.)

### 1.1. Clarifying the team position

When team members are unclear about their roles and responsibilities, even the best teams can find themselves off track or having continuous conflicts. The five foundational steps to clarifying team member's roles include:

**1) Analyzing or reanalyzing the mission that needs to be accomplished**

- Review your team's mission statement and goals
- Discuss the key steps and tasks necessary to accomplish the team's goals
- Define your team's strengths and weaknesses in regards to the goals and working together
- Identify individual strengths and expertise

**2) Defining shared team roles and responsibilities**

- Define tasks for which every team member will be responsible
- Identify operating guidelines that all team members must know

**3) Defining individual roles and responsibilities**

- Determine responsibilities based on the key steps and tasks identified for completion of the project
- Analyze members expertise in both task and team related activities

**4) Learn other team member's roles and responsibilities**

- Define, based on the needs of the team, how much each member needs to know about other's roles on the team
- Decide on the most effective way to disperse information about roles and responsibilities

**5) Create a plan for review of roles and team progress**

- Schedule regular team check-ups
- Create a progress sheet that will help gauge the "team thermometer"

## 1.2. Roles and Responsibilities of Team Members in a Team

Teams are usually selected or authorized by the Quality Council. A team normally consists of Team leader, Facilitator, Recorder, Timekeeper and Members. Each and every member have their own responsibilities. They play their role for the welfare of the team. Some of the roles and responsibilities of team members are briefly explained below.



Figure 1 : Role and Responsibilities of Team Members

## 1. Role and Responsibilities of Team leader

A team leader is selected by the quality council, sponsor or the team itself.

- Team leader ensures smooth and effective operations of the team.
- He ensures that all members participate during the meetings and he prevents members from dominating the proceedings unnecessarily.
- He serves as a mediator between the team and the Quality Council.
- He implements the changes recommended by the team.
- He prepares the agenda of all meetings and ensure necessary resources are available for the meeting.
- Team leader ensures that team decisions are taken by consensus rather than unilaterally.

## 2. Role and Responsibilities of Facilitator

Facilitator is not a member of the team. Yet his role in the team is indispensable.

- Facilitator supports the leader for facilitating the team during initial stages of the team.
- He focuses on team process.
- He acts as resource to the team
- He provides feed back to the team concerning the effectiveness of the team process.

## 3. Role and Responsibilities of Team Recorder

- Team recorder is selected by the team leader or by the team and may be rotated on a periodic basis.
- He documents the main ideas of the team's discussion.
- He presents the documents for the team to review during the meeting and distribute them as 'minutes of the meeting' afterwards.
- He participates as a team member.

## 4. Role and Responsibilities of Time keeper

- Time keeper is selected by the leader or by the team and may be rotated on a periodic basis.
- He monitors the time to maintain the schedule as per agenda.
- He participates as a team member.

## 5. Role and Responsibilities of Individual Member

- Team member is selected by the leader, sponsor, or quality council (or) is a member of a natural work team.
- He should actively, participate in meetings and shares knowledge, expertise, ideas and information.
- He should respect others' contribution.
- He should listen carefully and ask questions.
- He should be enthusiastic.
- He should work for consensus on decisions.
- He should be committed to team objectives.
- He should carry out assignments between meetings such as collecting data, observing processes, charting data and writing reports.

## 1.3. Allocating tasks

The allocation of tasks, responsibilities and priorities of individual team members is usually done, at least partly, through joint discussion and negotiations in the team. If the team has a manager, it will be the manager's responsibility to see that this is done effectively. Usually the process will be supported and strengthened by regular supervision and appraisal. Key questions for the manager to ask are:

1. Has work been fairly distributed between team members?
2. Have roles and responsibilities of team members been decided?
3. Has each individual member taken personal responsibility for at least some aspect of the team task?

## 1.4. Developing individual contributions

Based on their prior experience, team members will bring assumptions and ideas about how teams should operate, what is expected of them and what they can expect from the team working experience These assumptions, ideas and expectations may not be appropriate to the current situation. Conversations are essential to bring to the surface any possible tensions. Questions for the manager to address here include:

1. How well do the tasks allocated fit with the person's preferred 'role(s)'?

2. Who has the skills and experience to handle a particular task competently and efficiently?

3. Who will find the task useful for their development?

4. What further training, development or support might an individual need?

| Self-Check -1 | Written Test |
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**Directions:** Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. Write five foundational steps to clarifying team member's roles.(5point)

2. Write the roles of each member at assign position (5 point)

    A. Leader_____

    B. Facilitator _____

    C. Recorder_____

    D. Time keeper_____

    E. Individual Member_____

*Note:* **Satisfactory rating - 7 points          Unsatisfactory - below 7 points**

Learning Guide

## Answer Sheet

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Score = _____

Rating: _____
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Name: _____     Date: _____

**Short Answer Questions**


1._____

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2._____

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| Information Sheet-2 | Identifying and recognizing roles and responsibility of other |
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## 2.1. Identifying and recognizing roles and responsibility of other

### 2.1.1. Ground rules

The team needs to establish a mutually-agreed working approach. The means of participation and expectations of the team experience should be agreed on. Discussions will inevitably consider the norms and values held by the team and what rules are needed to preserve these.

Team members will also need to discuss process issues, such as how the group evaluates and self-regulates itself (that is, how any performance issues will be addressed) and how conflicts are managed.

### 2.1.2. Allocating tasks

The allocation of tasks, responsibilities and priorities of individual team members is usually done, at least partly, through joint discussion and negotiations in the team. If the team has a manager, it will be the manager's responsibility to see that this is done effectively. Usually the process will be supported and strengthened by regular supervision and appraisal. Key questions for the manager to ask are:

1. Has work been fairly distributed between team members?
2. Have roles and responsibilities of team members been decided?
3. Has each individual member taken personal responsibility for at least some aspect of the team task?

### 2.1.3. Developing individual contributions

Based on their prior experience, team members will bring assumptions and ideas about how teams should operate, what is expected of them and what they can expect from the team-working experience? These assumptions, ideas and expectations may not be appropriate to the current situation. Conversations are essential to bring to the surface any possible tensions. Questions for the manager to address here include:

1. How well the tasks do allocated fit with the person's preferred 'role(s)'?
2. Who has the skills and experience to handle a particular task competently and efficiently?
3. Who will find the task useful for their development?
4. What further training, development or support might an individual need?

### 2.1.4. Task and maintenance activities

One way of monitoring the successful functioning of teams is to look at two different types of behaviors. Task behaviors are those that aim to achieve the project or overall tasks set. Maintenance behaviors are those that keep the team running smoothly. It is important that both types of behaviors are present. Some examples are shown in Table 1.

**Table 1 Task- and maintenance-orientated behavior**

| Task | Maintenance |
|---|---|
| *Proposing:* Proposing ideas or courses of action that help the achievement of the task | *Gatekeeping:* Making a positive attempt to bring a person into the discussion or making an equally clear attempt to prevent a person from being excluded |
| *Building:* Adding to other people's proposals | *Encouraging:* Behaving or responding in a warm and friendly way |
| *Disagreeing:* Contesting proposals that seem to be misconceived and might work against the achievement of the task | *Resolving conflict:* Being ready to compromise and accept what others want to do |
| *Giving and seeking information:* Providing data and opinions relevant to the task achievement | *Giving feedback:* Giving position feedback on feelings and opinions |
| *Summarizing:* Summarizing a discussion or the group's progress | *Recognizing feelings:* In general, recognizing that people have personal feelings about their work |

Finding a balance between the two types of behaviors can be difficult. Managers may need to work hard to control the emergence of individuals' personal interests, motivations and agendas which can be detrimental to team working. Trust between team members can help individuals to suppress their personal interests for the good of team development and performance.

### 2.1.5. Developing trust

A reasonable degree of trust is an essential ingredient of any successful relationship. Without trust, communication will deteriorate because people will begin to hide their views or try to impose them.

Each member of a team must take some responsibility for the development of trust, although team leaders and managers have the greatest responsibility and the greatest influence. Trust is likely to develop when people listen to and respect each other's views, irrespective of whether or not they agree with them. Then they are able to share their ideas and views without fear of recrimination.

A team manager can help to ensure the development of trust by involving team members in setting team and individual goals and by giving the team members the necessary autonomy to carry out their tasks without undue interference. Managers should take care, however, that delegating responsibility to team members does not result in abdicating responsibility – that is, ceasing to monitor the performance of team members. A team must also have ways of monitoring and giving feedback on the performance of its members. Any effective team will need to conduct regular reviews.

The higher the level of trust a group has, the easier it will be to deal with conflict when it (almost inevitably) occurs.

### 2.1.6. Arriving at consensus in a team

Conflict is perhaps most likely to arise in team work during decision-making. You can help to avoid unnecessary conflict by ensuring that individuals see and understand the logic of what you are proposing, by exploring and discussing the proposals and by making sure there is agreement before proposals are finalized. Some guidelines are:

1. Present a position logically, pointing out strengths and weaknesses and illustrating with examples.
2. Try to avoid using your extra power as team leader or manager.
3. Demonstrate the benefits as well as any disadvantages of the proposal.
4. Avoid changing your mind or agreeing with something because this is easier than promoting or defining what you regard as a good proposal.
5. Remember that consideration of a variety of ideas and opinions is likely to be constructive.
6. Make sure that everybody has access to all the information needed to reach considered opinions.

Sometimes during the life of a team, conflict can run so high that communication is impaired and intervention may be necessary. At such times, the team will need to examine its own progress. Here, the manager or leader will need to:

- ensure that behavior between members is appropriate
- reinforce and support desirable behavior
- be prepared to raise the issue of inappropriate behavior
- create a sense of fairness by empowering or sharing power across team members
- make sure the team goals are shared.

### 2.2. Roles of Team Members in an Organization

Many companies encourage a team environment. **Team member's** help each other succeed to accomplish the company's goals and provide their expertise on different projects and duties. Each team has specific roles and are typically structured in a functional way. Companies create structural charts that clearly define the types of roles within departments. In a functional structure, it's designed by hierarchy, which is when the roles of each group are ranked one above another based on responsibility. Most organizations consist of the following roles:

- Executive officers
- Research and development team
- Operations and production team
- Sales and marketing team
- Accounting and finance team

Now that we know about the different teams that make up an organization, let's learn more about their specific responsibilities and characteristics.

**Team Member Responsibilities**

The company assigns responsibilities that each team must accomplish in order to keep the company running and to produce profits. Let's take a look at what these are.

**Executive officers** are responsible for keeping the ship afloat. They work with all of the teams to create synergy and hold them accountable.

The **research and development team** has the responsibility of being innovative and keeping up with the latest trends and developments in whatever field the company is in. For example, tech companies like Apple have to stay innovative and creative for customers to care about their products. Their R&D team is responsible for researching the market and developing new technologies to stay ahead of their competition which explains the constant cell phone battle they have with Android phones makers.

The **operations and production team** is responsible for bringing the product to life. They receive the product's vision from the research team and then bring the product into its finished stage.

The **sales and marketing team** is responsible for bringing the product to market. They use several different methods to get the word out about their new invention. They usually do this through advertisements on TV, Internet, radio, and even printed mail to promote the product.

The **accounting and finance** team is the group that calculates the sales and reports back to everyone in regards to numbers. They bring everything full circle because the sales numbers this will trigger whether or not new developments or improvements need to be made, production needs to increase or decrease, or if sales and marketing teams need to refocus their direction.

**Allocating team members to roles**

Teams needs to agree on who is going to carry out which role (role allocation) This need not be fixed for the lifetime of the team, particularly in operational teams. You could, for example, rotate the roles so that everyone takes a turn and thus gains experience of the different roles (as in some forms of democratic team). Or you may want to allocate the crucial roles within the team to the people who would like to take them, are best qualified to carry them out through prior or current experience, or even to people who would like to take on an unfamiliar role in order to gain experience of performing that role.

Whatever protocols you use for allocating roles within your team, you should make sure that someone performs these roles or, if the roles are not allocated explicitly, that someone in the team undertakes the tasks.

**Team leader**

Even where decisions may be taken by the whole team, someone has to take responsibility for chairing meetings, or their virtual equivalent. In a meeting, this person has responsibility for clarifying the aims of the meeting and its agenda. They should introduce each item on the agenda, guide the discussion of the items and then summarize the discussion and decisions taken. If the team leader has a strong leadership role they will also have a key role to play in decision making, partitioning of tasks and allocation of activities.

**Record keeper**

A team needs someone who takes notes in meetings: a team secretary or record keeper. One of their duties is to keep a record of what decisions have been taken, who is doing what, and the date of the next meeting. A summary of the meeting, in the form of meeting minutes, will normally be circulated to the rest of the team by the record keeper. Therefore, the minutes of the meeting can be seen as the official record of the meeting and can be referred to if decisions are revisited or are in doubt. In the virtual team setting, the easiest way to emulate this decision-making function of the meeting is to set a deadline by which an issue must have been debated and a decision made, by voting if necessary. The team leader can facilitate this process, with the record keeper recording the decision that is made.

In some operational and project teams, keeping records of issues (or bugs in computer software) is a significant record-keeping task. Special 'issue tracking' software has been developed that is often used by helpdesk teams or those working in customer support departments to manage records of issues reported by customers and their resolution. Project teams engaged in software development might well use a related type of software – bug-tracking software – to help manage records of errors found, and the steps taken to resolve them, in the software they are developing.

**Document controller**

In project teams, the record keeper may coordinate the production of team documents and reports through managing the different versions of the documents that the team produces. Or this role could fall to the team leader. If production of documents is a large task or requires knowledge skills that are held by those with technical roles other than record keeper, then the role of document controller is needed. While many projects do not have documents as their end-products (projects in the construction industry and many information technology projects, for example), most teams will have to produce periodic reports on their activities.

**Progress chaser**

A team needs someone who is responsible for ensuring that the team is keeping to the schedule that the team members have set themselves and ensuring that they will meet the external deadlines that have been given to them. Such a person should monitor progress, ensuring that everyone is doing what they are supposed to and that all the tasks that need to be completed by a particular date are on schedule before the deadline and have been completed once the deadline has passed.

In a small team this may be undertaken by the team leader. In a large team the role of progress chaser may be supported by a timekeeper who monitors how much time is spent on each item in team meetings. In synchronous meetings it is easy to spend too much time on the first few items of a long agenda, leaving too little time to discuss the later items. A timed agenda allots time to each item. In asynchronous collaboration a similar function may be needed, although usually an end-time is set for each asynchronous discussion. In this case the timekeeper may need to allocate periods for discussion and ensure that these are coordinated with the milestones of the project.

| Self-Check -2 | Written Test |
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**Directions:**  Answer all the questions listed below. Use the Answer sheet provided in the next page:

1.  How allocating tasks the team member? (3point)

2.  Which area focuses team leader to examine the team?(4point)

*Note:* **Satisfactory rating - 4 points**          **Unsatisfactory - below 4 points**

## Answer Sheet

Name: _____          Date: _____

**Short Answer Questions**

1._____

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2._____

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## List of Reference Materials

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1- Grace L. Duffy and John W. Moran, Roles and Responsibilities for Launching Teams, Applications and Tools for Creating and Sustaining Healthy Teams, 2011

2- https://accountlearning.com/roles-and-responsibilities-of-team-members-in-a-team/

3- https://www.collaborativejustice.org/how/tools/structure/structure-ex1.htm

4- https://study.com/academy/lesson/team-members-in-an-organization-roles-responsibilities-characteristics.html

5- https://www.tpsgc-pwgsc.gc.ca/biens-property/sngp-npms/bi-rp/conn-know/rh-hr/roles-eng.html

6- https://www.open.edu/openlearn/money-business/leadership-management/how-teams-work/content-section-4.2

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