



# **Industrial Electrical Machines and Drives Servicing Level II**

## **LEARNING GUIDE # 5**

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

**Module Title: - Working Team Environment**

**LG Code: E EEL EMD2 M02LO2 –LG5**

**TTLM Code: EEL EMD2 TTLM021019V1**

**LO2: Identify Own Role and Responsibility  
Within Team**



## Instruction Sheet :1

## Learning Guide 5

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 and 4.
3. Read the information written in the “Information Sheet 1, Sheet 2 and 3 respectively” in page 3, 7 and 12 respectively.
4. Accomplish the “Self-check 1, Self-check 2 and Self-check 3” in page 6, 11 and 14 respectively.



## Information Sheet :1

### Identifying individual role and responsibilities

#### 1.1. Introduction

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.

Individuals within a team all have unique skills and strengths. It is only when the contributions of all team members are valued that teams will function efficiently. Any individual team member can play a number of different roles within the team. Roles are predetermined behaviors expected of people in a group. Some roles will feel natural - "I'm always the one who . . ." There will be other roles, however, which may be difficult, eg Chairperson or Presenter. Try and gain experience in at both natural and difficult roles in the group.

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.



<b>Self-Check -1</b>	<b>Written Test</b>
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**Directions:** Answer all the questions listed below. Say true or False

- 1. All Individuals within a team have no unique skills and strengths.
- 2. Do not to avoid, eliminate, or cover up mistakes and upsets, but to learn, correct, and improve each time.

**Note: Satisfactory rating – 1 points**

**Unsatisfactory - below 1 points**

Score = _____
Rating: _____

Name: \_\_\_\_\_

Date: \_\_\_\_\_



## 2.1. Introduction

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.

“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)

## 2.2. 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.

## 2.3. Role of the team

ADr Meredith Belbin defines a team role as "Our tendency to behave, contribute and interrelate with others in a particular way."

### 2.3.1. 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** so that they are clearly understood and no misunderstanding is possible
- ✓ **Measurable** so that everyone knows whether they have hit them, or not
- ✓ **Achievable** because if they are simply pie in the sky they will be ignored and you, and any future process of objective setting, will lose credibility
- ✓ **Realistic** in the sense that they must logically fit within the broad picture and be a desirable way of proceeding
- ✓ **Timed** without clear timing they will become meaningless

## 2.4. 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.

**Following are the characteristics of a Good/Effective team:**

- **A clear, elevating goal:** This is a goal which has been communicated to all.
- **A results-driven structure:** The goal has been jointly decided by all the team members. They are fully committed towards achieving it.
- **Competent members:** Each team member has the required skill set in order to achieve the team objectives.
- **Unified commitment:** There is nothing happening in silos. With the total commitment from team members, achieving organizational goals becomes easier.
- **A collaborative climate:** Commitment from team members and a good leadership leads to a collaborative team with a productive work environment.
- **Standards of excellence:** Quality orientation is vital to the success of any organization.
  
- **External support and recognition:** Appreciation as well as appraisal is required to keep the morale of the team high.
- **Principled leadership:** Leadership defines a team. An able-bodied leadership can chart the team's path to success.
- Each team member participates actively and positively in meetings as well as projects. This shows a person's commitment as well as understanding towards a project.
- **Team goals are clearly understood by all:** Communication is vital for achieving successful completion of any project.
- Individual members have thought about creative solutions to the team's problem. Thinking out of the box is vital in today's economic scenario.
- Members are listened to carefully as well as given a thoughtful feedback. Listening is an important skill for any team. Each team member is important. The thoughts and ideas of each team member have to be listened to, with respect, no matter how silly they may sound at first.
- Everyone takes the initiative in order to get things done. There is no concept of passing the buck. This is an indication of clear communication leading to understanding of individual responsibilities.
- **Each team member trusts the judgment of others:** Mutual trust and respect is highly important for the team. This is the only way to achieve the organization goals.



- **The team has to be willing to take risks:** Risk taking is an attitude which comes with confidence. Confidence on yourself as well as on the team, besides the ability to face all consequences.
- Everyone has to be supportive of the project as well as of others. A team is one unit. Unless these cohesive forces are there, the team will never be able to work efficiently enough.
- There is ample communication between the team members.
- Team decisions are made by using organized as well as logical methods.
- **Dissenting opinions are never ignored:** In fact, they are always recorded in order to be revisited in case the future situations dictate so.
- **Teams are given realistic deadlines:** External support as well as aid is vital to the success of any team.

## 2.5. Team Roles and Responsibilities

Team Roles and Responsibilities is an element of the high-performance team charter. Team Roles and Responsibilities are a summary of the team's main activities and what the team is intended to do, and describe the various functions the team plays in the organization. Roles and responsibilities should be consistent with the team's mission and its goals. Roles and responsibilities are further defined by goals and performance measures, and by business process Review and codification of Roles and Responsibilities are useful for all teams and essential for new project teams. Teams usually find this task fairly easy. Roles and Responsibilities are generally summed up by activities: what the team does on a day-to-day basis. A team brainstorming session can easily produce dozens of activities, if not more. The hard part comes when the team has to determine which are "core" or essential and which are less important, or priorities their daily work. People seem to take it personally when the work they are doing is assessed as having less value or importance than work others in the team are doing.



Self-Check -2

Written Test

**Directions:** Answer all the questions listed below. Choose the best answer.

1. Which one is not characteristics of a Good/Effective team
  - A. A results-driven structure
  - B. Competent members
  - C. Unified commitment
  - D. None of the above
2. Team Roles and Responsibilities is an element of the high-performance team charter.
  - A. True
  - B. False

**Note: Satisfactory rating - 1 points**

**Unsatisfactory - below 1 points**

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

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

Name: \_\_\_\_\_

Date: \_\_\_\_\_



Information Sheet-3	Identifying Reporting relationships within the team and external to team
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### 3.1. Introduction

#### 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.

#### 3.2. 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.



### 3.3. 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, promotive 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 members 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.

Promotive (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.



<b>Self-Check 3</b>	<b>Written Test</b>
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Directions: Answer all the questions listed below. Chose the best answer

1. One is not included in group forming
  - A. Forming
  - B. Storming
  - C. Norming
  - D. None of the above
  
2. A well written report will demonstrate your ability to:
  - A. understand the purpose of the report
  - B. gather, evaluate and analyze relevant information
  - C. structure material in a logical and coherent order
  - D. All of the above

**Note: Satisfactory rating - 1 points**

**Unsatisfactory - below 1 points**

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

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

Name: \_\_\_\_\_

Date: \_\_\_\_\_



## Reference

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3. <https://grubngab.toastmost.org/wp-content/uploads/sites/88/2018/02/Working-in-The-Team-Environment-Workbook.pdf>
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5. <http://www.iosrjournals.org/iosr-jbm/papers/Vol20-issue3/Version-1/C2003011522.pdf>
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The trainers (who developed the Learning Guide)

No	Trainer Name	Education back ground	Region
1	SERKABEBA ABERA	MSC	DEBUB
2	MULU DAMANE	MSC	ADDIAABEBA
3	ABERA GEBRE	BSC	DIRADAWA
4	ESUBALEW AMSALU	MSC	HARER
5	MERON HUSEN	BSC	HARER
6	SHIMELS CHEKOLE	BSC	AMHARA
7	FISIHA BIREHANU	MSC	AMHARA
8	YIMER SEID	MSC	AFAR
9	HINDA IBRAHIM	BSC	SOMALI
10	TADDELE GASHAW	MSC	SOMALI