



Industrial Electrical Machines and Drives Servicing Level II

LEARNING GUIDE # 4

Unit of Competence: - Work Team Environment

Module Title: - Working Team Environment

LG Code: E EEL EMD2 M02LO2 –LG4

TTLM Code: EEL EMD2 TTLM021019V1

LO1: Describe Team Role and Scope

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**Instruction Sheet :1****Learning Guide 4**

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

- 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 and contents stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to:-

- Identifying Role and Objective of the Team
- Identifying team parameters, reporting relationships and responsibilities

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 4.
3. Read the information written in the “Information Sheet 1 and 2 respectively” in page 3 and 9 respectively.
4. Accomplish the “Self-check 1 and Self-check 2” 8 in page and 11 respectively.

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1.1 Introduction

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

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

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

1.2. Role and Objective of the Team

Team role: team roles describe your "soft product" contribution to team discussions and interactions. For example, when a team meets to resolve a team problem, each team member contributes a different type of perspective to the discussion, and tries to achieve a different effect. One person may want to clarify the problem being discussed; another may suggest ideas for resolution; a third may try to analyse the situation and produce an explanation of how the problem came about.



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.

1.2.1. Action Oriented Roles

- **Shaper**

Shapers are people who challenge the team to improve. They are dynamic and usually demonstrative people who enjoy stimulating others, questioning norms, and finding the best approaches for solving problems. The Shaper is the one who shakes things up to make sure that all possibilities are considered. Shapers often see obstacles as exciting challenges and they tend to have the bravery to push on when others feel like quitting.



- **Implementer (IMP)**

Implementers are the people who get things done. They turn the team's ideas and concepts into practical actions and plans. They are typically conservative, disciplined people who work systematically and efficiently and are very well organized. These are the people who you can count on to get the job done. On the downside, Implementers may be inflexible and can be somewhat resistant to change

- **Completer-Finisher (CF)**

Completer-Finishers are the people who see that projects are completed thoroughly. They ensure there have been no errors or omissions and they pay attention to the smallest of details. They are very concerned with deadlines and will push the team to make sure the job is completed on time. They are described as perfectionists who are orderly, careful, and concerned.

1.2.2. People Oriented Roles:

Coordinators are the ones who take on the traditional team-leader role and have also been referred to as the chairmen. They guide the team to what they perceive are the objectives. They are often excellent listeners and they are naturally able to recognize the value that each team members brings to the table. They are calm and good-natured and delegate tasks very effectively.

- **Resource Investigator (RI)**

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

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1.2.3. Thought Oriented Roles:

- **Plant (PL)**

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

- **Monitor-Evaluator (ME)**

Monitor-Evaluators are best at analyzing and evaluating ideas that other people (often Plants) come up with. These people are sharp and objective and they carefully weigh the pros and cons of all the options before coming to a decision.

Monitor-Evaluators are critical thinkers and very strategic in their approach. They are often perceived as detached or unemotional. Sometimes they are poor motivators who react to events rather than initiating them

- **Specialist (SP)**

Specialists are people who have specialized knowledge that is needed to get the job done. They pride themselves on their skills and abilities, and they work to maintain their professional status. Their job within the team is to be an expert in the area, and they commit themselves fully to their field of expertise.

This may limit their contribution, and lead to a worry with technicalities at the expense of the bigger picture.

The main Role and Objective of the Team

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

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- ✓ To draw out team members and delegate work appropriately
- ✓ When the team was at risk of becoming isolated and inwardly-focused, Resource Investigators provided inside knowledge on the opposition and make sure that the team's idea will carry to the world outside the team.
- ✓ Implementers plan a practical, workable strategy and carry it out as efficiently as possible.

1.3. Sources of information

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

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

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

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

Specific communication required for team productivity will depend on the specific needs of the team's task. Just defining the team's task often requires considerable communication: any team's success depends on planning its action. Do NOT "jump right into the task" without spending the time it takes to figure out HOW to do the task.

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Instead, follow these steps: Once the team has planned its work, productivity requires that the work be *managed*. This involves a whole series of communication events.

Self-Check -1	Written Test
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Directions: say true or false

1. Shapers are people who challenge the team to improve.
2. To provide a logical eye, make neutral judgments where required and to weigh up the team's options in a dispassionate way.
3. Implementers plan a practical, workable strategy and carry it out as efficiently as possible.is not role and Objective of the Team

Note: Satisfactory rating - 2 points

Unsatisfactory - below 2 point

Score = _____

Rating: _____

Name: _____

Date: _____

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2.1. Team parameters

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

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

2.2. Team report

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

1. Name:[Manager Name and Date Submitted:]

Put team manager/coordinator name and the submission date at the top.

2. Team Accomplishments:

Summarize what the team accomplished in the last week.

3. Unfinished Tasks:

List things you were supposed to have finished but didn't.

4. Schedule Revisions:

Describe any changes that have been made to your teamwork Project Schedule.

5. Group Problems:

Describe any difficulties your team is experiencing, whether technical, personal, or interpersonal. Describe any ideas or plans you have for addressing these problems.

6. Late Status Reports:

List any team members who did not submit their individual status report on time.

7. Submission:

Submit the progress report to the concerned body via email or any means of transmission by the due date stated in the Project Plan.



8. Use as a subject line: **Progress Report: team name**
9. In a separate message, forward all the individual status reports (including your own).
10. Use as a subject line: **Status Reports: team name**

2.3. 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.

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Self-Check -2

Written Test

Directions: say true or false

1. Team Roles and Responsibilities is an element of the high-performance team charter.
2. Put team manager/coordinator name and the submission date at the top.
3. In a separate message, forward all the individual status reports (including your own).
4. Group Problems the progress report to the concerned body via email or any means of transmission by the due date stated in the Project Plan.

Note: Satisfactory rating - 2 points

Unsatisfactory - below 2 point

Score = _____

Rating: _____

Name: _____

Date: _____



Reference

1. <https://www.dol.gov/odep/topics/youth/softskills/Teamwork.pdf>
2. <https://www.scribd.com/document/360133390/WORK-IN-TEAM-ENVIRONMENT-pdf>
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-ibm/papers/Vol20-issue3/Version-1/C2003011522.pdf>
6. http://constructingexcellence.org.uk/wp-content/uploads/2015/03/Teamwork_Guide.pdf
7. https://www.researchgate.net/publication/12145106_Characteristics_of_Effective_Teams

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The trainers (who developed the Learning Guide)

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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