



FURNITURE MAKING

NTQF Level I

Learning Guide -12

Unit of Competence: - Demonstrate Work Values

Module Title: - Demonstrating Working Values

LG Code: - IND FMK1 M12 LO1-LG-36

TTLM Code: -IND FMK1 M12 TTLM -0919v1

LO 1: *Define the purpose of work*

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

- Self-awareness
- Company’s Values and Ethical Standards

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, reflect on and clearly One’s unique sense of purpose for working and the ‘whys’ of work are define for one’s development as a person and as a member of society.
- Personal mission is in harmony with company’s values

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described in number 3 to 7.
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. 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 Activity #1.
7. Submit your accomplished Self-check. This will form part of your training portfolio.

The purpose of work

- Work is the ultimate personal development work shop where you get paid to attend.
- To keep your job you need to deal with difficult UN pleasant & sometimes boring tasks under trying time, lines & situations.
- Just think about it at work your effectiveness & success depends on you finding creative ways to deal with people, situations & politics that if you had a choice in your regular life you would avoid at all costs.

❖ Purpose of work

The purpose provides meaning & direction to our lives

- It provides the popular to overcome pain , suffering & difficulties
- It is the key that un lock our potential
- It allows us to discover our power & act heroically.
- It fills our lives with excitements, joy & happiness.
- It challenges to do what we never dared to invites us to do what we formally believed to be impossible.

1.1 Self-awareness

Tips on identifying your purpose

- Remember to drill down to clarity, identify & intensify your purpose.
- Seek not look for something what is interesting, but what is important not what fascinates you but what electrifies you.
- Don't be afraid to have big dreams

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 the purpose of work?

Note: Satisfactory rating - 1 points

Unsatisfactory - below 1 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

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What is ethics?

- Ethics deals with right & wrong reflects ones of morals
- Laws & rules were made to unit very bad behavior & too high light good behavior.
- Bad behavior in further limited by your personal ethics which tells in what is bad & what is good behavior.
- Ethical problems dilemmas when there at least two good choices. The choices that becomes b/n good & bad but not b/n good & bad behavior.
- Sets of formal and informal standards of conduct that people use to guide their behavior at work. These standards are partly based on core values such as honesty, respect, and trust, but they also can be learned directly from the actions of others. For example, what people see their organizational leaders, managers, and co-workers do on the job can influence their own views of what is acceptable or unacceptable behavior.
- Ethics is a branch of philosophy that addresses the questions of morality through a set of behavioral guidelines. A workplace being the source of bread and butter for many also satisfies the self-actualization needs. It provides a reason as a standard of living. Hence, by that virtue, business ethics, which sustain morality and help evolution have to be followed at a workplace.

Honesty, loyalty, commitment and rights go in building a conducive work culture in a workplace. Although personal ethics differ, they matter in making of the ethical standards of the organization. Because of the difference, every employees needs to be put on one single ethical platform

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. What is ethics is?

Note: Satisfactory rating - 1 points

Unsatisfactory - below 1 point

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

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NTQF Level

Learning Guide -12

Unit of Competence: - Demonstrate Work Values

Module Title: -Demonstrating Working Values

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LO 2: Apply work values/ethics

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

2.1 Desirable Work Values/Ethics Towards

2.2 Work Practices

2.3 Fundamental Rights at Work

2.4 Gender Sensitivity

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 –**

- . Classify and reaffirm Work **values/ethics/concepts** are in accordance with the transparent company ethical standards, policies and guidelines.
- **Work practices** are undertake in compliance with industry work ethical standards, organizational policy and guidelines
- Conduct Personal behavior and relationships with co-workers and/or clients are in accordance with ethical standards, policy and guidelines.
- Use **Company resources** are in accordance with transparent company ethical standard, policies and guidelines.

Learning Instructions:

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- 4 Accomplish the “Self-check 1” **in page -**.
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Information Sheet-1	Desirable Work Values/Ethics Towards
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Work values:

- Values are asset of standards that determine attitudes choices & action.
- Making your value priorities can help lay important ground work for making sound career decisions that fit you unique pattern of value , interests & talents
- Work related values under lie our choices about work.
- Some people value creativity others place a primer on income or contributing.

Often include such traditional virtues as trust, loyalty and commitment, honesty and respect for one another, and avoiding conflicts of interest. Values may also include newer elements such as innovation, teamwork, customer focus and continuous improvement.

WORK ETHICAL STANDARDS

Work ethical standards need to be clearly stated and be communicated to all concerned in a very clear and unambiguous way.

It is not enough to have ethical standards listed on a well-defined document. How to effectively implement an ethics program at a place of work needs careful attention.

Once an organization has written out an ethics policy, it is recommended that it shall follow the following steps.

- ***Realize That an Ethical Standard Has Been Violated***

The first step in solving an ethical problem at the workplace is to realize that an ethical standard has been violated. This means that executives and managers must be constantly aware of what is going on within the organization and cannot ignore a violation in company policy regardless of who committed it.

- ***Identify All the People Affected by the Ethical Violation***

The second step is to identify all of those who have been affected by the ethical violation. It is important to name each one involved in the policy infringement regardless of their status in the organization. When everyone has been located, the ethics enforcement team can proceed to the third step.

- ***Gather All Pertinent Information Concerning the Ethical Problem***

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The third step is to interview each participant to gather relevant information regarding the ethical violation. Obtaining all the related information is only possible when everyone cooperates. Getting each member to cooperate with the investigation can be a daunting task because violators may not want to admit the truth and their friends may not want to blow the whistle. Still, the incident cannot be resolved properly without all the pertinent data.

- **Analyze All the Information Fairly According to the Company's Ethical Standards**

Once the pertinent information has been listed out, the fourth step is to analyze the data. This is to be carried out in a manner that is consistent with the company's ethics program.

- **Make a Decision that is Consistent with the Organization's Ethics Policies**

The fifth step is to make a decision that goes along with the preset ethic standards and policies. Many organizations go through the motions to write out rules and regulations based on supposed core values, but that few follow through with them.

- **Implement the Decision to Solve the Ethical Problem**

Once a decision has been made it must be implemented. This is the sixth step. Implementation is where the rubber meets the road. Carrying a plan to solve ethical problems must be done in an ethical way.

- **Discuss the Lessons Learned in Order to Improve the Ethics Program**

The seventh and final step in solving an ethical problem is to discuss the lessons learned from the ordeal. The most profitable result of a policy violation is to use it to improve the ethics program and make the organization stronger.

DEMONSTRATING WORK COMMITMENT

- ❖ What do you consider to be your life’s work? Employees can better focus on work and personal priorities when they have first clarified their own values.
- ❖ Your values and priorities may change overtime. Periodically use the following process to help you define your values and align your priorities.
- ❖ Define and write down your life values, goals and priorities.
 - Discuss your values and priorities with family, friends and work colleagues.
 - Compare your values with the ways in which you spend your time, energy, and money.
 - Determine what, if any, changes you would like to make.
 - Create an action plan for change.

1. Set high personal standards of performance

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2.1. Personal behavior and relationships with co-workers and or clients

Employers value employees who maintain a sense of honesty and integrity above all. Good relationships are built on trust. Successful businesses work to gain the trust of customers and maintain the attitude that “the customer is always right”. It is the responsibility of each person to use their own individual sense of moral and ethical behavior when working with and serving others within the scope of their job. Any organization mainly depends upon Human Beings. So it has to acquire positive relationships with workers and must create an acceptable environment and rule of

To implement these, functions of employee towards work relationship

- ✓ Must involve in planning and implementing their own personal development plan.
- ✓ Have the right in decision making and taking responsibility down through organizational hierarchy.
- ✓ Should allow sharing their experience and knowledge with colleagues.
- ✓ Have to receive both general direction and specific quick feedback as required.

Have the right to ask their managers for steps they can take to develop regarding their careers

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Self-Check -1	Written Test
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1 what is the need of Work ethical standards?

2 Write the functions of employee towards work relationship?

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Work

Information Sheet-2	Work Practices
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values:

Flexible

work practices are non-traditional work arrangements that allow staff to remain productive and still meet the employers' work needs. Flexible work practices are also offered to staff to assist them in managing priorities in their work and personal lives. In general, work practices should be undertaken flexibly in compliance with industry work ethical standards, organizational policy and guidelines towards the goals of the organization. Therefore, to attain the stated goals of the company or organization work practices like performing quality of work, punctuality, efficiency, effectiveness, productivity, resourcefulness, innovativeness/creativity, cost consciousness, attention to details, etc. issues should necessarily be understood by the employees of the company

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Self check 2

Written test

1 What is Flexible work practices?

- ✓ The world needs a floor of social rights; this becomes clear in the beginning of the loges of with the emergence of a universal market economy, globalization & the information technology revolution.
- ✓ The declaration of on the fundamental principles & rights at work & its follow up, aims to insure that social progress goes hand in hand with economic progress & development. It covers 3 principles & rights.
- ❖ **Freedom of association & the right to collective bargaining.**
- ✓ All workers & all employers have the right to form & join groups for the promotion & defense of their occupational interests.
- ✓ These basic human rights go together with freedom of expression.
- ✓ In other words, their voices need to be heard & taken in to account.
- ❖ **Elimination of forced or compulsory labor**
- ✓ Economic circumstances can be compare people to better away their freedom, & labor exploitation can occur in many forms.
- ✓ The forced labor (to use a short comprehensive term) is something quite distinct.
- ✓ It occurs where work or service is exacted by the state or individual also who will have the power to threaten workers with services deprivations such as withholding food, land or wages , physically violence or sexual abuse, restricting peoples movement or locking then up.
- ❖ **Effective abolition of child labor**
- ✓ Children enjoy the same human rights according to all peoples. But locking the knowledge, experience or physical development of adults & the power to defend their own interests in adult world, children also have distinct rights to protection by virtue of their age.
- ✓ The principle of the effective abolition of child labor means insuring that every girl & boy has the opportunity to develop physically & mentally to her or his full potential.

Self-Check -3	Written Test
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1 Write the declaration of on the fundamental principles & rights at work **3** principles?

1, _____

2, _____

3, _____

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Information Sheet-4	Company Resources
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Company resources are resources provided for company business use and include consumable materials, equipment/machineries, human, time and financial resources etc. Limited use of company resources for personal use may be acceptable. There should be rules and standards on the proper use of company resources. This procedure applies to all employees of the company, including subsidiaries, contingent labor, consultants and others acting for the company unless otherwise approved by the Ethics and Business Conduct.

In other words, it is necessary to specify up to what and how an employee should use different resources found in the company for the company business use and for his personal use if there is any in accordance with transparent company ethical standard, policies and guidelines.

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Self-Check -4	Written Test
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1 What is a Company resource?

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Module Title: - Demonstrating Working Values

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LO 3: Deal with ethical problems

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

- 3.1. Types of Work Incidents/Situations
- 3.2. Ways of Dealing with Ethical Problems

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 –**

- 3.1 access and apply Company ethical standards; organizational policy and guidelines on the prevention and reporting of unethical conduct are in accordance with transparent company ethical standard, policies and guidelines.
- 3.2 Report and/or resolve **Work incidents/situations** are in accordance with company protocol/guidelines
- 3.3 Identify Resolution and/or referral of ethical problems are used as learning opportunities

Learning Instructions:

- 1. Read the specific objectives of this Learning Guide.
- 2. Follow the instructions described in number 3 to7.
- 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 -.**
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Information Sheet-1	Types of Work Incidents/Situations
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Companies identified ethical problem

- Public services are a public trust requiring employees to place loyalty to the construction the laws and ethical problems above private gain.
- Employees shall not hold financial interests those conflicts with the conscientious performance duty.
- Employees shall not engage in financial transaction using non public the government information.
- An employee shall not, except are provided by regulations.
- Employees shall put for the honest effort in the performance of their duties.
- Employees shall make no UN authorized commitments of any kind purporting to bind the government.
- Employees shall not use public office for private gain.
- Employees shall disclose waste, abuse & corruption to appropriate authorities.
- Employees shall endeavor to avoid any action creating the appearance that they are violating the law or the ethical standards promulgated pursuant to this order.

Understanding the Requirements of Your Job

- ❖ Your job has many aspects. To perform at your full potential, you need to clearly understand the requirements and objectives of your position.

This can be accomplished by using the following procedure:

1. Read through previous job descriptions or objectives for your position to get a feel for the required responsibilities and how they have changed over the years.
2. Describe the purpose of your current role in the organization.
 - 1 Why does your position exist?
 - 2 What would be the effect if it didn't exist?
 - 3 How do you see your position's role or mission changing over the next year?
3. Detail the three to seven key result areas in which effective performance is critical. Focus on these critical few areas, rather than on the trivial many.
4. Identify indicators for measuring performance in each key result area. For example, in repair and maintenance it might be the average time required to overhaul an engine.
5. Set specific objectives for each indicator.

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6. Meet with your manager to get his or her input into your objectives. Get your manager's assurance that your objectives cover the key areas of your job, and get his or her agreement on the level of performance your objectives represent.
7. Share your objectives with your employees and others in the organization with whom you work closely.
2. Periodically review your performance against your objectives, and update your objectives when necessary.

Increasing Your Knowledge of Functional Areas

- Many positions are part of a broad functional area. Operations may include engineering, design, assembly, material distribution, production planning, and plant management. Employees advance in their careers as they move from specialized positions to jobs in broader functional areas.

The following guidelines for professional development within a functional area are similar to those for increasing one's technical knowledge; they simply take a broader view. Instead of focusing on your specific position, concentrate on the functional area.

- Observe the actions and practices of those in positions similar or related to yours within your functional area. You may want to ask them if you can work with them on tasks, interview them formally or informally to learn their secrets for success, or associate with them more often to develop a relationship.
- Request job assignments that increase your breadth of experience.
- Talk with individuals, both inside and outside your organization, who have expertise in particular areas. Look upon committees, task forces, and department meetings as chances to increase your understanding of functional areas.
- Read reports and documents that describe procedures, practices, and other information related to your functional area.
- Attend courses and seminars that can give you a broader perspective of how your position fits into the functional area.
- Join professional organizations.

If you are uncomfortable relying on your expertise at times, you may turn to others for help in areas where they expect you to be knowledgeable. This behavior could indicate a need to further develop your skills in some areas.

The following procedure can help you determine where you may lack the skills you need to perform more independently:

1. For one month, keep a log of problems related to lack of expertise that you encounter on the job.
2. After one month, study your log, paying attention to:

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- The types of problems you most frequently have
 - The people to whom you go most often for help or advice
3. Determine what knowledge or skills these people possess that you may lack.
 4. Prepare a development plan to address these weaker areas, particularly those that cause you to seek help most frequently.

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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 How is Increasing Your Knowledge of Functional Areas?

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

Answer Sheet

Score = _____
Rating: _____

Prevention and reporting of unethical conduct/incidents

Unethical behaviors/conducts are major problems in the work place that hurt both the organization and the workers. In modern world there are many unethical behaviors observed in the work places/organizations. These are Violent/intense dispute or disagreement, gambling, use of prohibited drugs and substances, pilferage, vandalism, falsification, bribery, sexual harassment, blackmail, damage to property etc.

A company should have a long-standing commitment to conduct a business in compliance with all applicable laws and regulations and the highest ethical principles. The company code of conduct is one of the many tools the company uses in meeting the company's legal and ethical obligations. All employees are expected to comply with the *company code of conduct*, which is essential to maintaining the employees' reputation for honesty, quality, and integrity. It also needs to be each employee's responsibility to prevent unethical conduct and report to the company any situation where the company's standards or the laws are being violated. That means, everyone has a personal obligation to report potential wrongdoing via the appropriate channels. Any employee disclosing in good faith, violations or suspected violations of legal requirements or company business standards should not be subjected to retaliation or retribution. A strong internal reporting culture serves to maintain high professional standards within the organization, and contribute to its continuous improvement. No one should be discouraged from using any available channel within the organization to report ethical problems observed/ identified in the work place. People must be able to choose whichever method they are most comfortable with to communicate their concern. Anyone who retaliates against another employee for reporting known or suspected violations of the company's legal or ethical obligations is in violation of the code and subject to disciplinary action including dismissal. Retaliation also may be a violation of law, and as such, could subject both the individual offender and company to legal liability. Those found to have violated any applicable laws, rules, regulations, policies or Code are subject to appropriate disciplinary action including but not limited to demotion, verbal and written warnings, suspension with or without pay, legal remedies, termination, cancellation of contract and reassignment. Failure to timely report an offense is also subject to appropriate disciplinary action.

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Self-check2	Written test
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1 What are Unethical behaviors or conducts?

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

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NTQF Level I

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LO 4: Maintain integrity of conduct in the workplace

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

- 4.1. Application of Good Manners and Right Conduct
 - 4.1.1. Interpersonal Skills
 - 4.1.2. Communication Skills
 - 4.1.3. Compliance to Company Code of Conduct/Values

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 –**

- 4.1 Demonstrate Personal work practices and values are consistently with acceptable ethical conduct and company's core values.
- 4.2 Identify **Instructions** to co-workers are provided based on ethical, lawful and reasonable directives Resolution and/or referral of ethical problems are used as learning opportunities
- 4.3 Company values/practices are shared with co-workers using appropriate behavior and language

Learning Instructions:

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Work in incidents / situation

- Work related physical incidents or the threat of it alarmingly common .violence / incident can lead to physical injuries or even loss of life & the threat of violence concussed constant fear & anxiety however , you can prepare for the possibility of incident / violence ,prevent situations.

❖ **What are the violence / incident at work?**

- ✓ The violence at work refers to incidents in which employees are verbally abused threaded or assaulted in circumstances related to their work.
- ✓ Violence & threatening situations can be include verbal abuse, shutting, pushing, wounding, kicking, biting, pinching, snatch, theft; can become violent encounters if culprits are caught.
- ✓ The most serious situations can arise when weapons & violence are used to committee the crime.

❖ **Work in environment**

- The systematic planning can be effective in reducing violent situations planning should be ideally begin before premises are selected if your business is operating , you must review your security measures.
- The work in environment should be designed, so that potentially violent & threatening situation are identified early & if possible prevented.

❖ **Standard of operating procedures:**

- ✓ A sop is a self written instruction that document a routine or respective activity followed by an organization.
- ✓ The development & use of sops are an integral part of a successful quality system it provides individual with their function to perform a job properly & facilitates, consistency in the quality & integrity of a product or the end result.

S.O.P preparation:

- The organization should have a procedure in a place for determining what procedures or processes need to be documented.
- The SOPs should be written by individuals knowledgeable with the activity & the organizations internal structures.
- SOPs should be written with sufficient detail, so that someone with limited experience or knowledge of the procedure, but with a basic understanding can be successes fully reproduce

the procedure when supervised

4.1.1. Interpersonal Skills

Developing Interpersonal Skills

You may be accustomed to doing things on your own, but sometimes “two heads are better than one.” Considering the ideas of co-workers, even if they are different from yours, leads to creative and effective approaches to solving problems and getting work done.

Employers appreciate employees who get along with people at all levels; therefore, they seek employees who have good interpersonal skills, such as communication, problem solving, and teamwork abilities. Interpersonal skills enable you to work with others harmoniously and efficiently. Working well with others involves understanding and appreciating individual differences. It also means using those differences to your best advantage.

Building Relationships

1. Treating people with respect and fairness
 - Accept people as they are
 - Be objective and no evaluative in your dealings with people.
 - Be open and trustful.
2. Develop effective working relationship with peers
 - Show sincere interest in colleagues
 - Respect all including those with whom you may disagree
3. Communicate with colleagues in other departments.
4. Minimize defensiveness in interactions
5. Accept feedback from managers and peers
6. Provide constructive feedback to managers and peers.

COMMUNICATION AT WORKPLACE

Use clear, simple language and explaining any technical terms you have to use.

The following suggestions will help you communicate technical information clearly.

Identify your audience. If it consists primarily of people with relevant technical expertise, your use of technical terms and concepts is appropriate, even desirable. The more diverse the group, however, the fewer such terms you should use.

Consider how much detail you need to communicate. If you can't avoid using technical terms in a document intended for wide distribution, you may want to:

- Define the terms.
- Provide a context that makes their meanings apparent.
- Have your manager or a trusted colleague read your document and then reviews it for the

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clarity of the message.

When talking with people about technical information, give illustrations and examples to which your audience can relate.

4.1.3 Compliance to Company Code of Conduct/Values

Managing Conflict

Conflict is generally accepted as an inevitable part of organizational life. Constructive conflict can introduce new solutions to a problem while destructive conflict can result in a loss of the main objectives.

Conflicts of various types are natural part of the team process. Although we often view conflict as negative, there are many benefits to conflict if it is managed appropriately. People handle conflict in their teams in a variety of ways, depending on the importance their desire to maintain good social relations and develop high-quality solutions

The benefits of conflicts are that it encourages the team to explore new approaches, motivates people to understand issues better, and encourage new ideas.

Conflict also can have negative effects on the team by creating strong negative emotions and stress, interfering with communication and coordination, and diverting attention away from the task and goals.

❖ **Sources of conflict in organizations:**

- Interpersonal differences
- Misunderstandings
- Differences in values and beliefs
- Differences in interest

❖ There are several ways in which people and teams can try to resolve conflicts. The five different approaches to conflict resolution are enumerated below:

1. Avoidance: This approach tries to ignore the issues or deny that there is a problem. By not confronting the conflict, team members hope that it will go away by itself.

2. Accommodation: Some team members may decide to give up their position so as to be agreeable. They are being cooperative, but it costs the team the value of their opinions and ideas.

3. Confrontation: Acting aggressively and trying to win is one way in which to deal with a conflict. However, winning can become important than making a good decision.

4. Compromise: One way in which to balance the goals of each participant and the relations among the teams is for everyone to “give in” a little.

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5. Collaboration: When both sides of a conflict have important concerns, the team needs to search for solutions that satisfy everyone. This requires both cooperativeness and respect for each other's position.

❖ To improve the effectiveness of your conflict management style, take the following steps:

1. Separate the people from the problem
2. Focus on the shared interest of all the parties.
3. Develop many options that can be used to solve the problem.
4. Evaluate the options using objective criteria.
5. Work towards win/win solutions.

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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/ what is the symbol of S.O.P preparation?

2/ How to Managing Conflict?

3/ Write the five different approaches to conflict resolution?

_____ -

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3points

Answer Sheet

Score = _____
Rating: _____

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List of Reference Materials

1- BOOKS

- Indra Gandhi National Open University, Organization Theory and Behavior, 2005
- Daniel Levi ,Group Dynamics For Teams, Sage Publications,2001
- Brian L. Davis ,Successful manager’s Handbook, Personnel Decisions International, 1996
- Terry Gillen, Leadership Skills, CIPD House, 2002
- Jon R. Katzenbach and Douglas K. Smith, The Wisdom of Teams, The McGraw_Hill Companies, 1993

2- WEB ADDRESSES (PUTTING LINKS)

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