Midwifery level-III

NTQF Level III

Learning Guide#53

Unit of Competence: - Lead small teams

Module Title: - Leading small teams

LG Code: HLT MDW3 M14 0219

TTLM Code: HLT MDW3 TTLM 0919V1

LO1. Provide team leadership

Instruction Sheet	Learning Guide #53

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

- Identifying and presenting Work requirements
- communicating reasons for instructions and requirements
- Recognizing and discussing Team members' queries and concern

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 and present Work requirements
- communicate reasons for instructions and requirements
- Recognize and discuss Team members' queries and concern

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, Sheet 2, and Sheet 3 Accomplish the "Self-check 1, Self-check 2, and Self-check." **in page 18, 34 and 39** respectively.
4. If you earned a satisfactory evaluation from the "Self-check" proceed to the next learning guide.

Information Sheet-1	Identifying and presenting work requirements

1.1 Introduction: Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Leadership is a process whereby an individual influences a group of individuals to achieve a common goal.

Leaders carry out this process by applying their leadership **knowledge and skills** This is called *Process Leadership*. However, we know that we have traits that can influence our actions. This is called *Trait Leadership.* in that it was once common to believe that leaders were born rather than made.

While leadership is learned, the skills and knowledge processed by the leader can be influenced by his or hers attributes or traits, such as **beliefs, values, ethics, and character** Knowledge and skills contribute directly to the *process* of leadership, while the other attributes give the leader certain characteristics that make him or her unique.

1.1.1 Trait approaches to leadership and good Leader

- **Honest:** Display sincerity, integrity, and candor in all your actions. Deceptive behavior will not inspire trust.
- **Competent:** Base your actions on reason and moral principles. Do not make decisions based on childlike emotional desires or feelings.
- **Forward-looking:** Set goals and have a vision of the future. The vision must be owned throughout the organization. Effective leaders envision what they want and how to get it. They habitually pick priorities stemming from their basic values.

- **Inspiring:** Display confidence in all that you do. By showing endurance in mental, physical, and spiritual stamina, you will inspire others to reach for new heights. Take charge when necessary.
- **Intelligent:** Read, study, and seek challenging assignments.

Broad-minded: Seek out diversity.

- **Courageous:** Have the perseverance to accomplish a goal, regardless of the seemingly insurmountable obstacles. Display a confident calmness when under stress.
- **Straightforward:** Use sound judgment to make good decisions at the right time.
- **Imaginative:** Make timely and appropriate changes in your thinking, plans, and methods. Show creativity by thinking of new and better goals, ideas, and solutions to problems. Be innovative!

1.1.2 Leadership behaviors and styles

Attributes of Leadership: If you are a leader who can be trusted, then those around you will grow to respect you. To be such a leader, there is a Leadership Framework to guide you:

BE, KNOW, and DO

BE a professional. Examples: Be loyal to the organization, perform selfless service, take personal responsibility.

BE a professional who possess good character traits. Examples: Honesty, competence, candor, commitment, integrity, courage, straightforwardness, imagination.

KNOW the four factors of leadership — follower, leader, communication, situation.

KNOW yourself. Examples: strengths and weakness of your character, knowledge, and skills.

KNOW human nature. Examples: Human needs, emotions, and how people respond to stress.

KNOW your job. Examples: be proficient and be able to train others in their tasks.

KNOW your organization. Examples: where to go for help, its climate and culture, who the unofficial leaders are.

DO provide direction. Examples: goal setting, problem solving, decision making, planning.

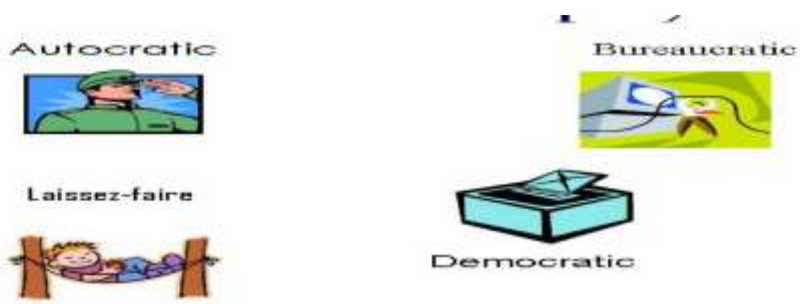
DO implement. Examples: communicating, coordinating, supervising, evaluating.

DO motivate. Examples: develop morale and *esprit de corps* in the organization, train, coach, counsel.

1.1.3 LEADERSHIP STYLES

Leadership style is the manner and approach of providing direction, implementing plans, and motivating people. Kurt Lewin (1939) led a group of researchers to identify different styles of leadership. This early study has been very influential and established three major leadership styles. The three major styles of leadership are (U.S. Army Handbook, 1973):

- Authoritarian or autocratic
- Participative or democratic
- Delegative or Free Reign



Although good leaders use all three styles, with one of them normally dominant, bad leaders tend to stick with one style.

Management and Leadership

Leadership: is setting a new direction or vision for a group that they follow, ie: a leader is the spearhead for that new direction

Management: controls or directs people/resources in a group according to principles or values that have already been established.

Traditionally, the term **"management"** refers to the activities (and often the group of people) involved in the four general functions:

- Planning
- Organizing
- Leading and
- Coordinating of resources.

Note that the four functions recur throughout the organization and are highly integrated. Emerging trends in management include assertions that leading is different than managing and that the nature of how the four functions is carried out must change to accommodate a "new paradigm" in management.

Leaders

At the commencement of a programmer the leader is usually a person (such as a supervisor) to whom the team members would report to in their natural work environment, however as the team matures and more teams are formed it is good practice to encourage team members to take on the role of leader A supervisor is by nature already a team leader, so the new role in teams is perceived as a natural extension which needs some extra training for the new skills involved. Where the team leader is not the natural supervisor of the work group, more extensive training will be needed and care must be taken not to threaten normal reporting lines.

1.1.4 Principles of Leadership

To help you be, know, and do, follow these eleven principles of leadership (U.S. Army, 1983). The later chapters in this Leadership guide expand on these principles and provide tools for implementing them:

Know yourself and seek self-improvement - In order to know yourself, you have to understand your be, know, and do, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal classes, reflection, and interacting with others.

Be technically proficient - As a leader, you must know your job and have a solid familiarity with your employees' tasks.

Seek responsibility and take responsibility for your actions - Search for ways to guide your organization to new heights. And when things go wrong, they always do sooner or later — do not blame others. Analyze the situation, take corrective action, and move on to the next challenge.

Make sound and timely decisions - Use good problem solving, decision making, and planning tools.

1.2 Team: is defined as two or more people who interact and influence each other toward a common purpose

Types of teams

1. Formal Team: is a team deliberately created by managers to carry out specific activities, which help the organization to achieve its objectives.

Formal team can be classified as

a. **Command team**: is a team composed of a manager and employees that report to the manager.

b. **Committee:** a formal organizational team usually relatively long lived, created to carry out specific organizational tasks

c. **Task force or project team:** A temporary team to address a specific problem

2. Informal team: emerge whenever people come together and interact regularly. This group has a function of:

A. to hold in common the norms and values of their members

B. give to their members status, security and social, satisfaction

C. help their members communicate

D. help solve problems

E. act as a reference groups

3. **Super teams:** a group of workers drawn from different departments of the organization to solve problems that workers deal with their daily performance

4. **Self-managed team**: are super teams who manage themselves without any formal supervision

Characteristics of a team

Awareness of the characteristics of a team helps to manage effectively the group. Effective teams are built on:

- ✓ Communication
- ✓ Trust
- ✓ Shared decision-making
- ✓ Positive reinforcement and Synergy
- ✓ Cooperation, flexibility and Focus on common goals

Teams that are effective can achieve more together than they would as individuals all working alone.

1.2.1 Stages of team development

Teams move through five stages to develop

a. Forming: during the initial stage the team forms and learns the behaviour acceptable by the group

b. Storming: as the group becomes more comfortable with one another they begin to assert their individual personalities

c. Norming: the conflicts that arose in the previous stages are addressed and hopefully resolved. Group unity emerges as members establish common goals, norms and ground rules.

d. Performing: it is a stage by which a group begins to operate as a unit

e. Adjourning: it is a time for a temporary group to wrapup activities

Team cohesiveness

Team cohesiveness is the degree of solidarity and positive feelings held by individuals towards their group.

The more cohesive the group the more strongly members feel about belonging to it. Highly cohesive teams have less tension and hostility and fewer misunderstandings than less cohesive groups do. Studies have found that cohesive teams tend to produce more uniform output than less cohesive groups.

Ways to improve team cohesiveness

1. Introduce competition
2. Increase interpersonal attraction
3. Increase interaction
4. Create common goals

Guidelines for effective committee functioning

1. Goals should be clearly defined, preferably in writing

2. Specify committee's authority
3. Determine the size of the committee
4. Select a chairperson on the basis of the ability to run the meeting efficiently
5. Distribute the agenda and all supporting materials before the meeting
6. Start and end meeting on time

WHAT ARE WORK REQUIREMENTS?

If we are going to assign a simple and easy to understand definition for "job requirements", it would be the "qualities or qualifications that an individual must have in order to be considered suitable for a specific job". These qualities or qualifications refer to the specific skills, attributes and experience that an employer is looking for in the candidate who is applying and may be hired for the position.

If you take a look at job postings, they specifically contain descriptions of the job. It is in the job description where you will know what the job requirements are.

The most common work requirements mentioned are:

- specific skills
- educational requirements
- personal qualities and attributes
- types and amounts of work experience
- Professional certifications and accreditations that the employee must have to his name.

Often, the job description may also include other skills or credentials, although they are not requirements of the job. Some job descriptions explicitly make a reference to the fact in the posting, while others may omit that, so it will be left to the judgment of the candidate to figure out which are required and which aren't.

Purpose and Importance of Work Requirements

- **To improve the accuracy of the recruitment process**, resulting to the company being able to hire the right person for the job, or the candidate with qualifications that match the requirements of the job.
- **To reduce the number of potential applicants.** Without the job requirements, pretty much anyone and everyone may apply, and would have to be considered, for an open position. By making the jobs requirements as specific as possible, employers are able to reduce the pool of applicants further, resulting in a shortlist of candidates that possess the necessary qualities and qualifications for the job.
- **To assist applicants in making decisions on whether to apply for the job or not.** They may be interested to apply for the open position in the company. However, when they go through the job requirements and realize that they do not meet these requirements, then they can look elsewhere for other job prospects.

COMPONENTS OF WORK REQUIREMENTS

It was mentioned earlier that job requirements are specific, so that they target only the candidates who are qualified for the job. But what are the requirements that employers focus on throughout the recruitment process?

1. **Skill and knowledge requirements**

There are jobs that require specific and, often, technical skills and knowledge that are unique to the job. A nursing assistant is expected to know how to take vital signs and monitor them in order to be of assistance to registered nurses. A Certified Public Accountant is expected to know about tax laws and regulations, as well as the international accounting standards. These are the specific skills and knowledge that are indispensable because, in their absence, there is no way that the job will be performed.

2. **Years of work experience**

Employers often pay attention to two aspects of work experience: the quality of work experience, and the amount or duration of the work experience.

- **Quality of work experience.** The relevance of the experience will be taken into account. A candidate for a nursing assistant job may boast that he has a total of 10 years work experience. However, when you take a look at his work history, it appears that 6 out of those 10 years were spent working as an office assistant in a real estate company, while the other 4 years were as an assistant in a private physician's clinic. The only relevant work experience that will be taken into consideration will be the 4 years.
- **Amount of work experience.** This refers to the number of years of work experience of the candidate. It could be in a general capacity, where the employers specify that the candidate must have at least 5 years experience working in the IT industry. In some cases, it is stated in a more specific manner, explicitly underlining the role they are looking for. The employer may require that the candidate have at least 5 years experience working as a software developer or programmer, in the IT industry.

3. Educational requirements

There are jobs that require candidates to have obtained a certain level of education, and that fact will be emphasized in the job posting. For example, a company looking to fill an office administrator position may require that the candidate have at least a college degree, while it may only require a high school diploma from those who are applying for a data encoder position.

Do all job postings define education as a job requirement? Most do, with only several exceptions. In those cases, however, they accept "equivalent experience" in lieu of education credentials.

Equivalent experience: <u>Equivalent experience</u>" is what employers accept in lieu of some or all educational requirements, or even direct and paid work experience. For example, the job posting may require the candidate to "at least have a Bachelor's degree, or a certification from a specific regulatory agency". Another example would be where an employer requires candidates to have "at least 3 years work experience in the health care industry, or a minimum of 6 months' volunteer work in charitable organizations".

When defining equivalent experience in lieu of educational requirements, there is no universal standard used, and although there may be legal requirements that must be complied with, they are only very few and far between. What prevails, however, are reasonable ranges that have become generally accepted in the respective industries that the businesses or companies belong to.

For example, an industry standard that was set by general acceptance and application is to recognize 18 months to 4 years work experience as equivalent to an Associate's Degree. Here are other examples of equivalent experience:

- Six months of experience as a nursing assistant is accepted in lieu of the required two-year course work.
- A master's degree in business administration is accepted in lieu of 10 years of relevant work experience.
- Four to eight years paid work experience is accepted in lieu of a Bachelor's degree.

4. **Professional certification**

There are jobs that require the jobholder to be licensed or certified as a professional. For instance, an Accountant position requires the jobholder to be a Certified Public Accountant.

If the open position is as a lawyer to complete the legal team, the candidate must have passed the bar exam. These certifications or licenses are also deemed as job requirements, since the jobholder will not be able to perform the tasks and duties of the job unless he is licensed or certified.

DEFINING JOB REQUIREMENTS

Defining the company's requirements for its open positions is important for the success of the recruitment process. Here is an open position that the company needs to fill up, and the person selected must have the skills and qualifications that are required for the job to be carried out satisfactorily.

In order to define job requirements, the company has to perform several processes. It is not as simple as looking at the job title of the open position, and deciding right there and then the requirements that you expect from the candidates. This may work for some organizations, but it is haphazard at best, and there is a risk that the recruitment and selection process may not go about the way they want it to.

Much of the success of recruitment and selection depends on how properly the company has defined the requirements of the job, as stated in the job description on the posting. And the first thing that must be done is to perform job analysis.

A) Job Analysis

Job analysis is the process performed to determine and identify the particular tasks, duties and requirements of a given job, and why they are important.

According to the **HR-Guide,** job analysis is performed to "establish and document the job-relatedness of employment procedures, such as training, selection, compensation, and performance appraisal."

In the recruitment process, job analysis is very useful in determining the duties or tasks that will be included in the **crafting of job postings and advertisements.** It is also a vital tool that is used in the determination of the salary level or range for that position. During the screening, the selection tests, as well as the questions that will be asked during the interview will be developed by using the results of job analysis.

In the context of this discussion on defining job requirements, job analysis is used in recruitment and selection procedures to identify the minimum and other requirements for the screening and selection of candidates.

In the analysis, the job will be broken down into its component parts, where all the tasks and activities of the person who will perform the job are taken into careful consideration. The next thing that will be considered will be the competencies, behaviors and attributes that the company will be looking for in the person.

That is one thing that must be underlined: job analysis is an analysis of the job, not of the person. After all, it is the job that will be described, and not the person who will do the job.

Steps in job analysis for setting job requirements

Step 1 Make a list of the factors that will be used as a guide in gathering information.

The factors that information will be collected on include:

- **Duties and responsibilities of the job.** What are the activities, functions and tasks involved in the job?
- **Skills and knowledge required for performance of the activities.** What are the skills needed to accomplish the identified activities, functions and tasks? Examples are leadership skills, clerical skills, marketing skills, manual skills, and technical skills. What knowledge is needed to accomplish the activities, functions and tasks? Examples are knowledge in software development, foreign languages, and other technical knowledge.
- **Attitudes and behaviors of the jobholder in performing his functions.** What attitudes are expected and required of the person who will carry out the tasks, functions and activities? Should he be flexible, punctual, outgoing, etc.?
- **Context of the job.** Does the job entail constant contact with other employees? With the customers? What are the unique working conditions of the job that are likely to have an impact on the jobholder and his performance of his tasks and activities?
- **Responsibility levels.** Does the job entail supervision of other employees or workers? What supervision will the jobholder require? Who will the employee report and be accountable to?

Step 2. Identify your sources of information

Obviously, your best source of information will be within the organization, where the job is. This will not be much of a problem if we are talking about a small operation, where there are only around five people, because they are likely to be well-informed about the nature of the job and its requirements.

In the case of larger companies, with around a dozen to a hundred and even thousands of employees, it's going to be a different story. The logical step taken by those who perform job analysis is to narrow things down, maybe per department or division. But there is no assurance that the head of the department or division will know what the job truly entails, especially when his functions are basically that of a manager or an overseer.

Some of the identified best **sources of information** include:

- **A former employee who actually held the job.** If the job under analysis is one that already exists, look for someone who performed the actual tasks and functions of the job in the past. Their actual experience will definitely aid the analysis. The risk in using this source is that there may be some bias on the part of the former employee, especially if the circumstances of his being a "former" employee are favorable. An employee who was fired or terminated, for example, may have a grudge against the company, and will refuse to give objective input in your data-gathering efforts.
- **The immediate supervisor or the employee that is directly responsible for supervising the job.** At best, the supervisor will know the basic or fundamentals of the job, although not its details or nitty-gritty. The risk in using this as the sole source of information is that the supervisor may be unaware of the smaller details about the job, since he is mostly tasked to manage. That does not mean, however, that this source of information should be discounted entirely. What job analysts do is use the information gathered from this source to corroborate and support those obtained from other, more reliable sources.
- **The division, team or work group where the job will belong to, and where it will be performed.** The members of the team may have knowledge and even experience about what the job entails, even if it's not to its full extent. Do not just get information from the team

leader or the head of the department. You will find that the better sources are the co-workers, or those who are roughly on the same level as the job under analysis.

Step 3. Collect or gather information.

There are several methods employed by analysts to gather or collect the information needed. The most commonly used methods are:

- **On-site observation:** Information is gathered by observing a person actually performing the tasks, activities or functions of the job. This may be applicable if there is already someone who may be observed. It won't be as reliable if the job being analyzed is new, and there is no one actually performing the tasks yet.
- **One-on-one interviews:** If the job already exists and the plan is to obtain information from former jobholders, the best method to use is an individual interview. This same method is effective when current or incumbent jobholders and supervisors are being tapped as sources of information.
- **Panel or group interviews:** In this setting, members of the group or team where the job is performed may be interviewed collectively at one time.
- **Questionnaires:** Questionnaires and check lists may be distributed to incumbent and former jobholders, supervisors and managers, and team members and co-workers. The questionnaires may be structured, or they may be open-ended.
- **Existing records related to the job:** Review of records that pertain to the job and its performance may also be conducted. Examples of these records are task inventories and work logs.

Example: Job analysis of an Office Manager position

Tasks:

- Delegation of work to the staff with matching skills and knowledge
- Procurement and distribution of office supplies and materials
- Bookkeeping

- Monitoring of costs, expenses and training of staff

Skills required:

- Communication
- Time management
- Computing and numeracy
- Clerical
- Teaching and mentoring

Knowledge required:

- Procurement and reorder procedures
- Inventory management
- Awareness of staff skills and qualifications

Attitudes/behaviors required:

- Pleasant, friendly and approachable
- Strict adherence and commitment to schedule or timetable
- Desire to involve everyone and make them feel that they belong to a unit

Self-Check -1	**Written Test**

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

1. What is team?
2. What are the stages of team development?
3. List down Characteristics of team?
4. What are the components of work requirement?
5. List down principles of leadership?

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

Score = ____________

Rating: _____________

Name: ________________________ Date: ___________

Short Answer Questions

1. ____

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2. ____

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3.____

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4.____

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5.____

Information Sheet-2	Communicating reasons for instructions and requirements

2.1 Introduction: What is Communication?

Communication is the art of transmitting information, ideas and attitudes from one person to another and is the process of meaningful interaction among human being. Communication is the basis of all social existence. Communication is the lifeblood of every organization.

Workplace communication is the process of exchanging information, both verbal and non-verbal, within an organization.

Work instructions: is a document that provides specific instructions to carry out an activity. A work instruction is a step by step guide to perform single instructions. Where work is done, mistakes are made. Human errors account for 9 out of 10 incidents in the workplace. These errors result in loss of production, damage to equipment, and injuries. This costs industries billions per year and with work getting more and more complex this is a growing pain. quicker, better and safer performance of tasks. Also, it gives greater flexibility and ensures standardization of output.

Work instructions have been around for quite some time, but their effectiveness is limited due to the form (paper-based), structure (process-oriented), and content (text). We have collected 10 tips for you to start creating better work instructions. Here are some useful hacks for writing work instructions.

10 Tips for Better Work Instructions

1. User-centered design.

Work instructions are meant to help workers perform their jobs. However, all too often we encounter instructions that don't focus on that goal at all. They are designed to show compliance with standards. They are made for safety auditors. Created by engineers showing off their technical understanding. Of course, it is important to be compliant, but if you really want your work instructions to be effective you need to start with the employee:

- What is the information they need to perform their tasks?
- What is the best way to get this information to them?
- How can you deliver this information at the moment of need?

This “outside-in” instructional design approach really works wonders when creating more effective work instructions in our software.

2. From paper binders to digital in your pocket.

Now is the time of digital transformation - and in the space of work instructions, there is a lot of room for improvement. In many places, we come across paper binders full of work instructions and procedures that are unhandy and not available when employees actually need them. Luckily, digital devices are getting common in the workplace and they have the power of bringing instructions closer to where the action is. Especially smartphones and tablets can bring instructions powered by the SwipeGuide software from the desk in the office to the pocket of workers in the factory.

3. From abstract text to crystal clear visuals.

Work instructions often are text-based and thus leave quite some room for interpretation and misunderstanding. If work takes place in a context that is highly visual, why use words to describe what needs to be done? The brain processes visuals 60.000 times faster than text. Combining images with text in a smart way is proven to make instructions even quicker to process and easier to understand. We see cases in factories, breweries, distribution centers and healthcare institutions that all benefit enormously from visual instructions. Powerful illustrations, photos, animations, and videos help workers perform their job in a clear and concise way.

4. Write instructions in an accessible style.

In most cases, work instructions include both visuals and text. Text is not an issue, but make sure the text is easy to understand. This requires application of writing guidelines and templates that ensure the clarity and understanding of text. Simplified Technical English has some good pointers and some basic things to keep in mind are:

- Length of noun clusters: no more than 3 words
- Sentence length: no more than 20 words
- Paragraphs: no more than 6 sentences
- Avoid slang and jargon
- Be as specific as possible
- Use simple verb tenses
- Use active voice

5. From ''machine-oriented'' to ''task-based.''

Technical writing for work instructions is often done by engineers and tends to be focusing on the device and its specific parts. In order to improve the user experience, instructions should be task-focused and written from the user's perspective - not the product-perspective. We call this the "outside-in approach.".

6. From ''everything covered'' to ''minimalist instructions.''

We come across a lot of work instructions covering all the technical details of equipment and all sorts of exceptions. Keep in mind that our brain is trained to ignore information that is not relevant for 'survival.' In the workplace, this means information needs to be relevant and actionable. Avoid information overkill. Focus instructions on the regular tasks performance with some extra attention for critical incidents. These are the process steps where a lot of errors occur and/or mistakes have a big impact (e.g. loss of time, unsafe operations). Minimalist instruction theory offers more design guidelines and templates for work instructions and it is valuable to check them out before designing work instructions. They can be so much better!

7. Integrate into training.

In many cases, just walking in and doing your job with work instructions doesn't work. Obviously, you'll need some basic understanding of the context you work in before you can start. Often companies offer training programs or e-learning modules to new employees to acquire the basic knowledge and skills. However, research has shown that the retention of this knowledge is difficult. A large percentage of the knowledge and skills from the training programs are simply forgotten before people even enter the workplace - and that's where work instructions come in. By integrating them into the training, the retention in the workplace can be improved. When people get familiar with the work instructions already as part of the training they know how to use them properly in the workplace and guarantees better performance in the job.

8. Well designed activation.

Employees need to have access to the right instruction at the moment of need. This means you have to think about activating the content. Take into account what needs exist at what point in time or at what location. The need for specific instructions varies. A new employee starting off at a machine has different needs that a service engineer that performs a troubleshooting task. Technologies like QR codes, NFC, and augmented reality can make a whole new instruction experience possible. With our instruction journey canvas, you can think of better ways of reaching your employees with the work instructions they need in different stages.

9. Track to improve.

Creating work instructions is an important step. But, tracking them to learn about work performance & possible improvements is just as critical. Digital work instructions allow you to follow the action and learn from both the user behaviour, the sentiment and their feedback. The data collected can be turned into valuable insights for improvement. In a production environment, even the smallest optimization to procedures and/or work instructions can have a huge impact. We advise checking the analytics dashboards in your work instruction software on a regular basis. Discuss with your team what you can learn from them, and then act. Continue to improve your processes and work instructions to beat your competition!

10. Foster sharing and collaboration.

The ownership of the work instructions should lie in the workplace. If team leaders together with their staff have the ownership they will share and collaborate to improve them. They take pride in the instructions they created and collaborate to make them even better. We have seen cases where factories shared their best guides with other factories to help them improve performance. This way of knowledge sharing brings a new vibe to your company, but also helps to improve day by day.

An organization may consist of employees from different parts of the society. In order to unite the activities of all employees, communication is crucial. Communicating necessary information to the entire workforce becomes necessary.

2.1.1 Types of Communication in the Workplace: there are four types of communication

1. Visual Communication
2. Written Communication
3. Verbal Communication
4. Non-Verbal Communication

1. Visual Communication

Visual communication is communication through visual aid and is described as the conveyance of ideas and information in forms that can be read or looked upon. Visual communication in part or whole relies on vision, and is primarily presented or expressed with two dimensional images, it includes: signs, typography, drawing, graphic design, illustration, colour and electronic resources..

Examples of this type of communication include specially designed signs, Slide Presentations, Memos, .Video. Displays

2. Written Communication

Written communication is also quite important when it comes to the workplace. This form of communication involves either writing or typing out information, facts, figures, and other types of necessary information in order to express ideas among those in a business.

3. **Verbal Communication**

Verbal communication is a core component when it comes to the overall success of a business. Verbal means that certain sounds, specific languages, and the spoken word may be used..

4. **Non-Verbal Communication**

It uses the aids of the hands, the fingers, the eyes, and other body mechanism as in the form of gestures. Sometime, it simply aids the oral communication in getting the idea across but in some**.** When it comes to communication in the workplace, it is important to understand the significance of non-verbal communication.

If you incorporate the four types of communication into your business, you will quickly see positive results. These include lower employee turnover, increased productivity, and a financial success, organizational objectives are achieved, Look presentable and confident.

FLOWS Of communication in workplace

Communication can flow upward, downward, horizontally, and diagonally within organizations

1. **Downwards Communication**: primarily involves passing on information from supervisors to subordinates. Highly Directive, from Senior to subordinates, to assign duties, gives instructions, to inform to offer feedback, approval to highlight problems etc.
2. **Upwards Communications** : Upward communication occurs between supervisors and subordinates

   It is non-directive in nature from down below, to give feedback, to inform about progress/problems, seeking approvals.

3. **Lateral or Horizontal Communication**: flow is from manager to manager or from co-worker to co-worker

   Among colleagues, peers at same level for information level for information sharing for coordination, to save time.

4. **Diagonal Flow;** Diagonal flow occurs between different levels of different departments.

The least used channel of communication in healthcare organizations is diagonal flow.
Diagonal flows are growing in importance. While diagonal flow does not follow the typical hierarchical chain of command, diagonal flow is especially useful in health care for efficient communication and coordination of patient care.

Benefits of Effective Communication in the Workplace

Effective verbal and nonverbal communication skills are valuable in the workplace. Some companies spend a lot of money to train their employees on how to effectively communicate. Good communication skills go beyond conversations, but employees must know how to communicate well in written reports and emails.

Understanding the benefits of effective communication helps companies place a focus on developing a workforce that is able to communicate within the firm and with customers, vendors and international business partners. The following are some of the benefits;

- ✓ Helps with Diversity
- ✓ Global Business
- ✓ Team Building
- ✓ Improve Employee Morale
- ✓ Creates Job Satisfaction
- ✓ Lesser Conflicts
- ✓ Increases Productivity
- ✓ Better Work Future
- ✓ Formation of Relationships
- ✓ Proper Utilization of Resources

How to Improve Existing Level of communication?

- ✓ Improve language.
- ✓ Improve pronunciation.
- ✓ Work on voice modulation.
- ✓ Work on body language.
- ✓ read more
- ✓ listen more
- ✓ Avoid reading qualitative people.
- ✓ improve on you topic of discussion,
- ✓ Practice meditation & good thoughts.
- ✓ Think and speak.
- ✓ Do not speak too fast.
- ✓ Use simple vocabulary.
- ✓ Do not speak only to impress someone.

How do you improve your communication skills?

One of the most common causes of work-related conflict is lack of communication between co-workers. Because good communication skills are essential in just about any workplace, it is important that you master the basics. Here are some tips on how to improve your communication skills.

1. Listen.
2. Accept constructive criticism.
3. Be aware of your body language.
4. Use e-mail correctly.
5. Practice effective writing skills.
6. Speak with confidence

Ways to Create Effective Communication in the Workplace when you leading a team

1. Open Meeting

It is easier to communicate your passion and how you feel to your team via open meetings. In this kind of forum, they will not only hear what you are saying, they will also see and feel it. This approach still remains one of the best approaches to communicate effectively with a team.

2. Emails

In official settings, communication via email remains potent. It will enable you to pass messages to members of your team without pulling them out of their workstations.

3. One on One

Experts have been able to prove that some people understand better when you take them aside and talk to them on a one-on-one basis. Ensure that you maintain eye contact with them to enable the message to sink in.

4. Create a Receptive Atmosphere

To effectively communicate with your team, you must create a receptive atmosphere. Avoid a tense environment at all costs because when you communicate in an overly intense manner, the message you are trying to share might not be well understood or retained.

5. Communication via Training

Your training should be tailored towards communicating certain information to your team members. Most employees take training serious, especially when it's part of their appraisal.

6. Display Confidence and Seriousness

Ensure that you display confidence and seriousness to ensure that you will not be taken for granted. When your team members notice any uncertainty and lack of seriousness when you're communicating with them, they are likely to treat the information with disdain or disregard.

7. Use Simple Words

The truth is that everybody cannot be on same page when it comes to vocabulary. Therefore, to be effective in your communications with your team members, use words that can be easily understood. When ambiguous words are used, you can be misunderstood and/or waste precious time having to explain yourself.

8. Use Visuals

Place visuals at strategic positions around the workstations of your team. They should not just hear the message, they should also see it. This gives room for better comprehension.

9. Listen to Your Team Members

Communication is intended to be a two way street. Don't just talk because you are the leader without listening to anyone else. Encourage them to open up so you can be well guided when communicating in the future with them. You have two ears and one mouth –so you must listen more than you speak.

10. Use Body Language

Your body language will pass your message faster and better. Master the art of using body language when communicating with your team. Stand/sit up straight, use smiles, handshakes and eye contact.

11. Act Out Your Message

Someone once said, "Tell me what you want me to do and I might forget it, but do it in front of me and I will never forget it." Acting out your message is a very potent way of communicating with your team. Let them see you do what you want them to do, and watch their excuses disappear.

12. Use The Appropriate Tone of Voice

One word can mean a different thing when said in a different tone of voice. Make sure you use the appropriate tone of voice to communicate your message to your team so that you won't be misunderstood and discourage or demotivate members or cause them to shut down completely out of fear.

13. Avoid Unnecessary Repetition

If you want your team members to take you serious, never sound like a broken record and don't beat a dead horse. Tell your team members what you want them to know or do and ask them if they are clear about it. If they are not, only then do you repeat what you have said.

14. Use Presentations

Some people grasp messages easily when pictures and sounds are involved. Using presentations like Microsoft PowerPoint to communicate with your team will give them the opportunity to refer back to it if they aren't clear about certain things.

15. Be Humorous

Using friendly jokes when communicating with your team members will help pass your message along in a more relaxed way. This method of communication has been proven to be a highly effective way of dousing tension. When the atmosphere is unfriendly and intense, being humorous does the trick. If you must use jokes, please don't overdo it. Remember, you are not a stand-up comedian.

16. Be Articulate

Communication is indeed a skill that must be learned by all, especially if you want to lead any group of people. Being articulate when you communicate to your team members makes it easier for them to understand your message.

17. Avoid Mumbling

Your team members should be able to hear you clearly. When communicating with them, try as much as possible to speak clearly and not mumble words. When you mumble words or speak too quickly, you may assume that they are clear on the subject. But the truth is, they might not be. It also shows a lack of confidence on your part.

18. Encourage Feedback

Don't just talk and walk away. Give room for feedback so that you can measure the effectiveness of your style of communication. It will also afford you the privilege of knowing if your message was well understood.

19. Gesticulate

Use your hands to demonstrate your message. Make hand motions and signals to establish the seriousness of your subject matter when communicating with your team members. This shows that you understand what you are trying to relay to them. Just don't let your body movement become too exaggerated and intense.

20. Be Appreciative

After every communication session, via whatever means you have decided, always remember to thank your listeners for their time. It will cost you nothing and it's a simple courtesy.

Remember that the point of working as a team is to share ideas and boost productivity. When effective communication in the workplace is hampered, it can sidetrack the entire effort.

You must work hard at these **communication tactics** and create ground rules to keep everyone up to date, which helps avoid confusion and ensure the completion of the project with ease.

Self-Check -2	**Written Test**

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

1. What is Communication?
2. What are the types of communication?
3. List down How to Improve Existing Level of communication?
4. List down at least 5 effective communication ways in leading a team?

Note: **Satisfactory rating – 8 points** **Unsatisfactory - below 8 points**

Answer Sheet

Score = ____________

Rating: _____________

Name: _________________________ Date: ____________

Short Answer Questions

1. ____

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2. ____

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3. ____

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4____

Information Sheet-3	Recognizing And Discussing Team Members Queries And Concerns

3.1 Quality control or QC: The ISO definition states that quality control is the operational techniques and activities that are used to fulfill requirements for quality. This definition could imply that any activity whether serving the improvement, control, management or assurance of quality could be a quality control activity in short, is a process by which entities review and compare the quality of all factors involved in production, service etc. to the standards. This approach places an emphasis on three aspects:

1. Elements such as controls, job management, defined and well managed processes, performance and integrity criteria, and identification of records

2. Competence, such as knowledge, skills, experience, and qualifications

3. Soft elements, such as personnel integrity, confidence, organizational culture, motivation, team spirit, and quality relationships.

The quality of the outputs is at risk if any of these three aspects is deficient in any way.

Quality control emphasizes testing of products to uncover defects and reporting to management who make the decision to allow or deny product release, whereas quality assurance attempts to improve and stabilize production (and associated processes) to avoid, or at least minimize, issues which led to the defect(s) in the first place. For contract work, particularly work awarded by government agencies, quality control issues are among the top reasons for not renewing a contract.

Recognition: is one of the most important things you can do to increase retention and lower turnover. So when you're making or exceeding a mark in your organization and the accolades start rolling in, call out your employees or any other champions who've helped make it happen. Through these selfless acts of recognition, you will inspire and motivate them to participate in, pursue and pull off more future accomplishments.

Here are three steps to giving credit to your team:

1. Recognize your team members individually.

There's something very powerful about setting time aside to personally thank another individual for playing a role in your success. So if you hit a big goal, determine who has been involved in making it a reality and conscientiously carve out a few minutes to express that gratitude through a meaningful conversation or personal email. To make it even more effective, don't just say thank you but be specific in your gratitude, communicating how and when they made a difference, e.g., investing time off the clock last month to push the project to completion, collaborating effectively with others who might have been problematic in nature, creating some powerful solution to a problem, etc.

2. Honor the team collectively.

When you're experiencing success and an entire team has clearly made it possible, recognize them as a team. Whether you gather everyone together in the lunchroom, bring them in on a group call, or choose to honor them during your weekly employee meeting, highlight the collective achievement as well as how teamwork played a role. Tell them how their ability to work as a team is responsible for the results, focusing on key elements of teamwork — communication, task delegation, interpersonal relations, motivation, collaboration, and, of course, group-goal performance and results. Also, reinforce their success by unexpectedly celebrating these important wins — take everyone out for happy hour, a ball game, or lunch. Make the praise powerful by demonstrating gratitude and recognition through unique, substantial ways.

3. Praise their contributions publicly.

Whether you're giving your team members credit by casually talking them up to others or by doing so in a more formal setting, this is an excellent habit to adopt. It pushes you to consistently broadcast how success happens at your organization — and, importantly, that it's not all about you. As well, it illustrates your team's legitimate talent, which will help others see your organization as a competent one that's worthy of respect and trust. This is critical to your organization's overall image and credibility, not to mention your own image as a leader. Share the credit for success in a public way or public setting, and you'll come across as a humble leader.

When your employees do something awesome—whether it's finishing a project three weeks ahead of time, figuring out how to streamline a process, or just t**alking down an angry client**—you, as a manager, want to reward them.

Except, if you're not the top dog at your company, you may not be able to dole out free days off or give your employees hefty bonuses. But as it turns out, the secret to employee happiness isn't rooted in those things anyway. In fact, one of the most effective ways to reward your employees is by simply recognizing their hard work and accomplishments. Now, affirming your employees may sound simple, but before you start rattling off compliments.

Follow these **tips** to make sure your efforts at recognition are as effective as possible.

1. Wait Until it's Well Deserved

Remember when you played soccer in second grade, and everyone on your team received a participation trophy at the end of the season? Sure, it was a nice gesture, but since everyone received one, it didn't hold any real significance. But then, in high school, you were named the MVP of your entire team—and since only one player was awarded that high honor, it was a much more meaningful achievement.

The same is true for employee recognition. Compliments tend to lose their meaning if they're given out just because, or if they're distributed evenly across the team for no reason other than to mitigate hurt feelings. That means: Just because you want to call out one employee for a stellar accomplishment doesn't mean you have to figure out a way to recognize every other team member in that same moment.

Yes, employee recognition is meant to be a motivational tool, but if everyone in the group knows they're going to get a "good job!"—what motivation does that create? Everyone should be recognized at some point, of course, but each one only when he or she truly deserves it.

2. **Choose Your Delivery Method Wisely**

To some employees, the best recognition is when it's presented in front of the entire company, acknowledged by everyone with a roaring round of applause. But for other employees, public recognition is embarrassing and awkward—and they would much rather it come from a one-on-one meeting in the privacy of your office. As a manager, it's your responsibility to get to know your employees well enough to figure out individual personalities and preferences.

Surprisingly, recognition doesn't always have to be verbal—it can also be effective **when it comes in an email.** I once had an employee who, on her last day, emailed me a heartfelt note about how much she appreciated my leadership and dedication to the team. The kicker? She copied my boss and a few other supervisors on it, to make sure they knew, too. So even though it was communicated electronically, it was personal, sincere, and recognized by others.

On that note, whichever method you choose, it's important to consider who you're praising your employee in front of. Even an employee who doesn't enjoy a public round of applause will likely appreciate you recognizing her accomplishment in front of the SVP or regional manager—whether you accomplish that by copying that higher-up on an email or by mentioning it in a company-wide meeting.

3. **Be Specific**

While "good job!" and "awesome work!" may sound motivational enough, employees appreciate recognition most when the meat of the compliment is specific to the accomplishment and acknowledges why it was important to the company. For example, let's say you had an employee who went the extra mile to land a new client:

Good: "Thanks for your hard work, Mohamed!"

Better: "Thanks for putting in so much hard work to win over that new client, Mohamed!"

Best: “Cathy, I can’t tell you how much I appreciate your hard work to land the new Smith account. We’ve been after that account for several months, so you really stepped up to close an important deal. This is a huge win for you, our team, and the entire company."

In this example, the “good” version is just too general—that compliment could be aimed at any person or task. “Better” mentions the specific accomplishment, which is an improvement, but “best” is the obvious winner. Not only does it mention the particular achievement, but it explains why it was so important and who benefited from it—and that’s a lot more significant than a general “good job.”

4. Involve Others

Obviously, a significant amount of recognition should come from you—the employee’s direct manager. Since you interact with your staffers on a daily basis, you objectively see the work they put into their projects every day, their interaction with other teammates and clients, and the attitude they display along the way.

But, in addition to that, recommends that recognition should come from an employee’s peers. After all, co-workers often understand the day-to-day work of their counterparts better than anyone else in the organization.

While you can’t force employees to recognize each other, you can **help create a culture** where recognition is common and encouraged. For example, when you hold a team meeting, ask employees to share examples of when they noticed a co-worker going above and beyond. Or, designate a public whiteboard as a wall of recognition, where employees can jot down their co-workers’ accomplishments for the rest of the team to see.

Now, if you’re wondering how often you should recognize employees—well, suffice it to say, have you ever heard an employee complain about being appreciated too much? As long as your recognition is specific and deserved, don’t put a limit on how often you shower it on your team.

Self-Check -3	Written Test

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

1. What is Communication?
2. What are the types of communication?
3. Mention steps of recognition in team members?
4. List down at least 5 effective communication ways in leading a team?

Note: **Satisfactory rating – 8 points** **Unsatisfactory - below 8 points**

Score = ____________
Rating: _____________

Name: _________________________ Date: ____________

Short Answer Questions

1. ____

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2. ____

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3. ____

4. ____

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