



Medical laboratory technique

NTQF Level III

Learning Guide#69

Unit of Competence: -	Lead small team
Module Title: -	Leading small teams
LG Code:	HLT MLT3 M14 LO4-LG64
TTLM Code:	HLT MLT3 14 0919

LO4. Develop team commitment and cooperation.



Instruction Sheet	Develop team commitment and cooperation
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Commitment means accepted of the responsibilities and duties and cooperation means help and assistance. By developing team's commitment and cooperation in a work team you are assisting the team to meet its goals and objectives. Work teams that are committed and cooperative are more likely to achieve the goals the business has set.

Open communication is the key to successful teamwork. In a professional real estate agency, you will find that processes and procedures are put into place to create opportunities for team members to communicate, and to share and obtain information.

Listed below are some strategies that can be used to develop team commitment and cooperation.

- Regular meetings.
- Social get-togethers.
- Team goal-setting.
- Encouraging a culture of ideas sharing.
- Professional networking opportunities.
- Build a culture of ownership to agency goals and objectives.

Team members should be encouraged to share knowledge, not keep it to themselves. This can be difficult, due to the competitive nature of real estate business, however with effective leadership and facilitation each team member will see that the agency as a whole can benefit from a sharing approach. This in turn will benefit each individual in the team.

As with any other business, a real estate agency needs to plan for its future success. Although the agency licensee may take a strong lead, it's important that the whole team has the opportunity to participate in the business planning process.

It is a simple fact that people feel more ownership of a business plan if they have had the opportunity to make a contribution. This is the core principle behind team planning. Providing team members with an opportunity to have a say in the future of the agency and its plans is a powerful way to recognize the important contribution everyone makes to the agency's success.

However, some thought needs to go in to the way that team planning is carried out. Poorly facilitated, team planning has the potential to erupt into a negative experience. It's only natural



that each person will want to put forward his or her own point of view, and you need to remember that in any team, opinions are going to vary.

4.1. Using open communication process

Communication, the flow of information between people, is a very important part of the workplace. Managers must be able to communicate with employees and employees must be able to communicate with managers in order to have a profitable business. Communication can be broken into two main types:

- Verbal: Verbal communication requires the spoken word.
- Nonverbal: Nonverbal communication involves communicating without speaking, such as in writing or body language.

The subtypes of communication include the following:

Open and closed

Open communication occurs when all parties are able to express ideas to one another, such as in a conversation or debate. On the other hand, **closed communication** occurs when only one person is actively communicating, like a lecture from your professor.

Positive and negative

Positive communication occurs when all parties involved feel that they were heard. **Negative communication** occurs when people feel like they were not heard or feel that they were attacked. Yelling, name-calling and arguing are some examples of negative communication.

Effective communication occurs when all parties feel that they have reached a desired outcome, like a meeting with your supervisor to discuss a new process. Hopefully, you would leave that meeting knowing what the new process is, and your supervisor would feel confident that you understood the new process.



Self-Check 1	Written Test
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Name: _____

Date: _____

Directions: Answer all the questions listed below.

1. Listed below are some strategies that can be used to develop team commitment and cooperation.
2. define open communication process
3. write types of communication
4. what is the difference between negative and positive communication

Note: Satisfactory rating - 25 points and above Unsatisfactory - below 25points

You can ask your teacher for the copy of the correct answers



Information Sheet-2	Reaching decisions.
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4.2. Reaching decisions.

Making a decision can be, and often is difficult, particularly if it involves reaching some accommodation or agreement with others, as it does in working in a team. There follows four **decision-making models** to reach a decision when a group of people is involved. However, first the group has to decide which model to follow.

Autocratic

The autocratic form of decision making applies where one person, usually the team leader or team manager, has the formal authority to take a decision to which others will be bound, or else one person has the personal charisma or personal authority – delegated to him or her by the others – to make decisions on the group’s behalf. The drawback, particularly when a decision is taken without consultation, is that some or all of the group can be alienated.

Majority rules

Majority rule doesn’t mean that everyone agrees, but the decision is based on a majority vote. The drawback of this model is that it is possible to become deadlocked if there is no majority: half for and half against. Should that occur, there needs to be some mechanism for breaking the deadlock.

Majority rules with minority opinion

This occurs where there is agreement for majority rules but the minority feels strongly enough about their side of the argument to wish to make known their disagreement. To do this, the minority writes what is known as dissenting: it states what a different outcome could be and the arguments as to why that outcome gained their support. In a team, if a minority feels sufficiently



strongly about their view, allowing the minority to prepare a short report for inclusion with the main decision of their views and reasoning can be useful for group cohesion, and may also prove valuable should the group need to revisit the decision in the future.

Consensus

The term consensus describes the quality or condition of being in complete agreement or harmony. In any group of more than a few, reaching a consensus requires a number of conditions or actions:

- Being willing to accept that rejection of one’s own proposals or ideas is not equivalent to rejection of oneself and does not demean one’s worth within a group
- Striving to find, in discussion with the other members of the group, areas of common agreement
- Ensuring that those who don’t initially agree have a chance to have their say
- Ensuring that everyone has the chance to think about their response to counter-suggestions, changes in wording, and so on
- seeking to build on areas of agreement to achieve even wider agreement
- willingness to continue the discussions in this vein until a consensus is reached
- communicate as a decision only that which is supported by the consensus.
- A chairperson is required to manage discussions, whether face-to-face or electronic. The chairperson needs to:
 - ensure that everyone has a fair say (both by asking those who dominate a discussion to give way to others and by inviting those who seem reluctant to join in to express their views)
 - ensure that personality clashes don’t occur or are quickly diffused by reminding the participants that the discussions are intended to reach a consensus, not score debating points
 - Remind the participants of the value and importance of goals to be reached.

Self-Check 2	Written Test	
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Name: _____

Date: _____

Directions: Answer all the questions listed below.

1. There are four **decision-making models** so explain in detail
2. What is the consensus

Note: Satisfactory rating - 25 points and above Unsatisfactory - below 25points

You can ask your teacher for the copy of the correct answers



Information Sheet-	Developing mutual concern and camaraderie in the team
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4.3 Developing mutual concern and camaraderie in the team

Commitment means acceptance of the responsibilities and duties and cooperation means help and assistance. By developing team commitment and cooperation in a work team you are assisting the team to meet its goals and objectives. Work teams that are committed and cooperative are more likely to achieve the goals the business has set.

As team leader you are responsible for the direct support and development of each member of your designated team of supported employees. This is to be achieved by direct supervision of all team members, communication with other team leaders and support staff as well as the monitoring of supported employees' goal achievement as documented in their appraisal. You are also responsible for addressing day-to-day performance and behavioural issues of members of your team using agreed strategies. Should members of your work team be temporarily transferred to duties with other work teams, you will remain responsible for their support through continuous communication with other team leaders.

KEY RESPONSIBILITIES

Train and develop the skills of supported employees in order to achieve the potential productivity of the team and its individual members.

1. Coordinate and oversee the work of members of your work team in order to achieve expected production targets.
2. Participate in the development of supported employee appraisals and goals.
3. Facilitate and monitor the achievement of supported employee appraisal goals.
4. Address individual and group performance and behavioural issues.
5. Maintain production records and individual supported employee records as required.



6. Act in accordance with and maintain an awareness of all company policies, Occupational Health and Safety requirements and Quality Assurance system requirements at all times.

KEY PERFORMANCE INDICATORS

1. Achievement of production targets and quality specifications.
2. The effective and efficient provision of support to supported employees as evidenced by maintenance and improvement of employees' skill and productivity levels and the attainment of their identified goals and objectives.
3. The level of employee goal achievement within your work team.
4. The incidence of performance and behavioral issues requiring in direct intervention.
5. Minimization of accidents and incidents.
6. Participation in, and application of, personal development and training.



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