



Bar Bending & Concreting

Level-II

Learning Guide-#04

Unit of Competence: Work In Team Environment

Module Title: Working In Team Environment

LG Code: EIS BBC2 M03 1019 LO1-LG-04

TTLM Code: EIS BBC2 M03 TTLM 0919v1

LO1: Describe team role and scope



Instruction Sheet

Learning Guide #04

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

- Identifying role and objective of the team
- Identifying Team parameters
- Identifying reporting relationships and responsibilities

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:**

- The role and objective of the team is identified from available sources of information
- Team parameters, reporting relationships and responsibilities are identified from team discussions and appropriate external sources

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 6.
3. Read the information written in the information “Sheet 1, Sheet 2, and Sheet 3”.
4. Accomplish the “Self-check 1, Self-check t 2, and Self-check 3”.
5. If you earned a satisfactory evaluation from the “Self-check” proceed to “Operation Sheet 1, Operation Sheet 2 and Operation Sheet 3”.
6. Do the “LAP test” (if you are ready).



Information Sheet-1

Identifying role and objective of the team

1.1. Definition of team

A team is a group of individuals (human or non-human) working together to achieve their goal.

As defined by Professor Leigh Thompson of the Kellogg School of Management, "[a] team is a group of people who are interdependent with respect to information, resources, and skills and who seek to combine their efforts to achieve a common goal".

A group does not necessarily constitute a team. Teams normally have members with complementary skills and generate synergy through a coordinated effort which allows each member to maximize their strengths and minimize their weaknesses.

• Characteristics of a team

- ✓ Common goal or purpose or objectives
- ✓ Awareness of membership and commitment
- ✓ Common operating norms
- ✓ A need for each other/interdependence
- ✓ Accountability to a higher level
- ✓ Acts in unity, almost like a single organism.

1.2. Clarify Roles

Knowing everyone's role and being familiar with the responsibility of those roles create efficiency and flexibility. Ideas for clarifying roles on the team include:

- Review team members' roles frequently.
- Relate team member expectations to the team's overall purpose.
- Clarify responsibilities when action planning.
- Learn what others do on the team.
- Figure out ways to help each other.

Setting aside time to really evaluate what you do and how that impacts (or not) the company you work for is important to understanding the value you and your role have with that organization. Are you a key player on your team? If not, does the role provide opportunities for you to advance toward this?

After fully understanding your current role, value within your company, and its possible benefits and setbacks for your future, it's time to take action. So many people become complacent in their careers and on the job.



If after evaluating your overall situation you discover that it's actually beneficial to step out of your current role—step out of it. Don't be afraid to follow after what your heart truly desires.

1.3. Relationship and Responsibility

Being a mutually evolving process, a relationship requires team members to be dependent on each other. Every individual should develop a level of trust for each other in order to be reliable for each other. Some of us just cannot find it easy to entrust a work with another team member or cannot seem to trust what a member can contribute. In order to build trust, the team can hold trust-building talks during meetings every now and then. Self-disclosure is a good strategy for establishing trust with each other. Learning how to open and share a little about you to your teammates will give them a chance to know you as a person. Inject humor and some fun to be comfortable with each other.

Once you start to trust each other as an important member of the team, you will also become easily dependent on each other. With this, a budding relationship is established.

Each individual in a team has talents and abilities that can contribute to a solid work relationship which is needed to be productive in the job. As a team, members have to identify who excel in technical expertise, who are keen in problem-solving and decision-making, and who are adept in active listening, giving good feedback, and conflict resolution.

Identifying these skills helps a team perform effectively. This is otherwise known as team synergy through a coordinated effort of performing these abilities. Diversities even in skills and talents are common. But sharing these skills for the benefit of the team can build a solid work relationship among the individuals.

For a relationship to become healthy, learn to appreciate each other's talents. Being recognized by fellow colleagues for the effort contributed for the team is heartwarming and rewarding.

1.4. Relationship with a Team



Typically, in a work setting, every working individual belongs to a team where a group of members work together with similar functions and work description, though not necessarily similar in interests.

Also, individuals in a team generate a collaborative effort to achieve common goals, and may need to give up individual autonomy in order to attain those goals. The organization as a whole can make up a team and this component is by far the largest to be called as such.

If you are paired up with another work colleague on a project, you are already called a team. Regardless of the population of the members and diversities in a team, building a relationship is a crucially important factor grounded on teamwork.

Team members who develop a common strategy in working such as using a discussion in the interaction process or assigning tasks are manifesting teamwork. Individuals work together by sharing individual objectives and eventually come up with a unified goal.

Being a part of a team also entails commitment in the job and the responsibility. In order for a team to be harmonious, a good working relationship has to be established.



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. Define the term Team. (4 points)
2. List out the Characteristics of a team. (4 points)
3. Being a mutually evolving process, a relationship requires team members to be independent on each other. (2 points)
A. True B. False

Note: Satisfactory rating - 10 points

Unsatisfactory - below 10 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



Information Sheet- 2	Identifying Team parameters
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3.1. Team parameters

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

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

3.2. The characteristics of a Good/Effective team:

- **A clear, elevating goal:** This is a goal which has been communicated to all.
- **A results-driven structure:** The goal has been jointly decided by all the team members. They are fully committed towards achieving it.
- **Competent members:** Each team member has the required skill set in order to achieve the team objectives.
- **Unified commitment:** There is nothing happening in silos. With the total commitment from team members, achieving organizational goals becomes easier.
- **A collaborative climate:** Commitment from team members and a good leadership leads to a collaborative team with a productive work environment.
- **Standards of excellence:** Quality orientation is vital to the success of any organization.
- **External support and recognition:** Appreciation as well as appraisal is required to keep the morale of the team high.
- **Principled leadership:** Leadership defines a team. An able-bodied leadership can chart the team's path to success.
- Each team member participates actively and positively in meetings as well as projects. This shows a person's commitment as well as understanding towards a project.



- **Team goals are clearly understood by all:** Communication is vital for achieving successful completion of any project.
- Individual members have thought about creative solutions to the team's problem. Thinking out of the box is vital in today's economic scenario.
- Members are listened to carefully as well as given a thoughtful feedback. Listening is an important skill for any team. Each team member is important. The thoughts and ideas of each team member have to be listened to, with respect, no matter how silly they may sound at first.
- Everyone takes the initiative in order to get things done. There is no concept of passing the buck. This is an indication of clear communication leading to understanding of individual responsibilities.
- **Each team member trusts the judgment of others:** Mutual trust and respect is highly important for the team. This is the only way to achieve the organization goals.
- **The team has to be willing to take risks:** Risk taking is an attitude which comes with confidence. Confidence on yourself as well as on the team, besides the ability to face all consequences.
- Everyone has to be supportive of the project as well as of others. A team is one unit. Unless these cohesive forces are there, the team will never be able to work efficiently enough.
- There is ample communication between the team members.
- Team decisions are made by using organized as well as logical methods.
- **Dissenting opinions are never ignored:** In fact, they are always recorded in order to be revisited in case the future situations dictate so.
- **Teams are given realistic deadlines:** External support as well as aid is vital to the success of any team.
- An efficient team needs support from both inside and outside. It needs to meet the individual needs of its members in order to achieve the organization's goals.





3.1. Definition of Report

A report is written for a clear purpose and to a particular audience. Specific information and evidence are presented, analyzed and applied to a particular problem or issue. The information is presented in a clearly structured format, making use of sections and headings so that the information is easy to locate and follow.

When you are asked to write a report, you will usually be given a report brief, which may outline the purpose, audience and problem or issue that your report must address, together with any specific requirements for format or structure.

This guide offers a general introduction to report writing; be sure also to take account of any specific instructions provided.

3.2. characteristics a good report?

An effective report presents and analyses facts and evidence that are relevant to a specific problem or issue. As with an essay, all sources used should be acknowledged and referenced throughout, in the format set out in the course referencing guide. The style of writing in a report is less of a continuous piece of writing than an essay, with a more direct and economic use of language. A well written report will demonstrate your ability to:

- understand the purpose of the report
- gather, evaluate and analyze relevant information
- structure material in a logical and coherent order
- present a report in a consistent manner according to the instructions provided
- make appropriate conclusions that are supported by the evidence and analysis of the report
- make thoughtful and practical recommendations where required

A team may have reporting relationships with its own member, other teams, staff and administrative organs.

3.3. Clarification of working instruction



what is the definition of work instruction? A document describing specific activities and tasks within the organization. It contains the greatest amount of detail.

3.4. Group development

There is strong evidence that groups pass through a sequence of five stages of development. These are sometimes defined as:

- Forming₁ or coming together
- Storming or conflict
- Norming₂ or working out the rules
- Performing, or getting the job done
- Mourning₃ or breaking up.

The length of time different groups takes to pass through each of these developmental stages will vary, but it is generally not possible to achieve high team performance until the group has passed through at least the first three stages. The duration of each stage will depend on factors such as individual and team maturity, task complexity, leadership, organizational climate, and external climate.

Forming: During this stage of group development new team members discover what being a member of this group means.

- You may find that you and/or other group members need:
 - ✓ clear goals and objectives
 - ✓ definition of tasks and roles
 - ✓ clear work plans
 - ✓ identifying group behavior, standards and norms
- You and/or other group members may:
 - ✓ demonstrate excitement
 - ✓ participate hesitantly
 - ✓ show tentative attachment to the group
 - ✓ discuss problems peripheral to the task
 - ✓ be uncomfortable and anxious about the new situation
 - ✓ accomplish minimal work



This stage is complete when new members start thinking of themselves as part of a group.

Storming: During this stage of group development, team members may become hostile or overzealous as a way to express their individuality and resist group formation.

- You may find that you and/or other group members exhibit:
 - ✓ Infighting, defensiveness and competition
 - ✓ Doubts about success
 - ✓ Low group morale
 - ✓ Polarization of group members
 - ✓ Concern over excessive work
 - ✓ Disunity and increased tension
- You and/or other group members may:
 - ✓ set unrealistic goals
 - ✓ resist the task demands
 - ✓ establish a pecking order
 - ✓ criticize group leaders or other group members
 - ✓ complain.

Many groups do not develop beyond this stage because they lack the ability to listen to each other and find mutually acceptable resolutions to the major issues.

Norming: During this stage of group development, members accept the team, the team norms, their own roles and the idiosyncrasies of fellow group members. Emotional conflict is reduced by patching up previously conflicting relationships.

- You and/or other group members may:
 - ✓ attempt to achieve maximum harmony by avoiding conflict
 - ✓ develop a high level of trust and respect for others in the group
 - ✓ discuss group dynamics constructively
 - ✓ form friendships
 - ✓ develop a sense of team cohesion with a common spirit and goals
 - ✓ have high group morale
 - ✓ establish and maintain group boundaries



- ✓ accomplish a moderate amount of work

During this stage, if the formally appointed leader is not effective, or there is no formal leader, a leader will emerge or should be agreed upon who can focus the group resources to solve problems.

Performing: Now that the team has established its interpersonal norms, it becomes an entity capable of diagnosing and solving problems, and making decisions. This stage is not always reached by all teams.

- You and/or other group members may:
 - ✓ be willing to sort through group problems
 - ✓ develop high conflict resolution skills
 - ✓ understand members' strengths and weaknesses
 - ✓ undertake constructive self-change
 - ✓ identify closely with the group
 - ✓ accomplish a great deal of work

Groups reaching this stage will be effective and will devote energy to maintain good group relations.

Mourning: This final stage of group development applies more to temporary teams like task groups or committees. However, these days, with reorganizations occurring frequently this stage is not uncommon.

You and/or other group members may:

- ✓ feel elated at the successful attainment of goals
- ✓ feel disappointed at unattained goals
- ✓ feel a sense of loss when the group is disbanded
- ✓ feel relief at the end of the process
- ✓ congratulate each other celebrate.

**Self-Check -3****Written Test**

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

Instruction: match items in column “A” with column “B” (2 points each)

“A”

“B”

_____ 1. Mourning

a) You and/or other group members may demonstrate excitement

_____ 2. Storming

b) You and/or other group members may doubt about success

_____ 3. Performing

c) You and/or other group members may form friendships

_____ 4. Norming

d) You and/or other group members may accomplish a great deal of work

_____ 5. Forming

e) You and/or other group members may feel elated at the successful attainment of goals

Note: Satisfactory rating - 5 and 5 points

Unsatisfactory - below 5 and 5 points

You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions



Answer key LG07

Self-check -1

Question #:

1. A team is a group of individuals (human or non-human) working together to achieve their goal.
2.
 - Common goal or purpose or objectives
 - Awareness of membership and commitment
 - Common operating norms
 - A need for each other/interdependence
 - Accountability to a higher level
 - Acts in unity, almost like a single organism.
3. B) False

Self-check - 2

Question #:

1. B) False
2. :
 - A clear, elevating goal
 - A results-driven structure:
 - Competent members
 - A collaborative climate
 - Standards of excellence and others

Self-check -3

Question #:

1. e)
2. b)
3. d)
4. c)
5. a)



List of Reference

1. <http://www.humanconcepts.com>
2. <https://gseلودelmsapp.wordpress.com>
3. <https://www.atlassian.com>
4. www.collaborativejustice.org
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Prepared by: The trainers (who developed this outcome-based curriculum and TTLM)

N0	Name	Qualification	Region	E.mail
1	Tesfaye Assegidew	M.Sc. in CoTM	SNNPR	tesfayeeassegidew@gmail.com
2	Habtamu Wendmagegn	BSc in Civil Engineering	Dire Dawa	Joniyitna9@gmail.com
3	Yazachew Geneti	M.Sc. in CoTM	BGRS	0917858176
4	Gebresilasie Jemal	BSc in Construction Technology	Addis Abeba	Gebrajemal@gmail.com
5	Getachew Mohammed	M.Sc. in CoTM	Amhara	Gerimom07@gmail.com
6	Kibryisfaw Tulema	BSc in Construction Technology	Somalie	kibrutulema@gmail.com

The coordinator (during developing this *outcome-based* curriculum & TTLM)

No	Name	Profession	Mob. no	Region	College
1	Abere Dagneu	Cur. Expert	0918 01 41 11	Amhara	
2	Abdulahi Muktar	Health officer	0994 86 11 36	Somalie	
3	Tilahun Tesfaye	Cur. Expert	0940 65 18 23	Amhara	

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