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 0919 LO1-LG-05**

TTLM Code: **EIS BBC2 M03 TTLM 0919v1**

LO2: Identify own role and

responsibility within team

Instruction Sheet	Learning Guide #08

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

- Identifying individual role and responsibilities
- Identifying roles and responsibility of other team members
- Identifying reporting relationships within team and external to team.

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 individual role and responsibilities within the team environment
- Identify and recognize roles and responsibility of other team members
- Identify reporting relationships within team and external to team

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 individual role and responsibilities

1.2. Individual Role and Responsibilities

Contrary to popular belief, teamwork is not just a group process -- it's a personal responsibility and skill. Today all work is teamwork, and the challenge is to get something done with others over whom you have no authority. Here are nine keys for working responsibly with others no matter who reports to whom:

- **Develop your ability to respond**

It's helpful to make a distinction between accountability and responsibility. Accountability is an agreement to be held to account for some result. Responsibility is a feeling of ownership. You can assign accountability between yourself and others, but responsibility can only be self-generated.

Responsibility means to completely own--rather than deny, blame, or rationalize--your situation. Think of the cause-effect equation. Instead of seeing yourself as the effect and something else as the cause, responsibility means seeing yourself as both cause and effect for your situation. Accept that your past choices place you in your current situation. Also accept that you are in complete charge of your learning, improving and growing in order to produce the results you want.

- **Retain your personal power**

Individuals make huge differences in the dynamics of a team, however most of them don't accept their power to make or break a collaborative relationship.

- **Increase your provoke ability**

To apply this key for personal responsibility, first practice on yourself by becoming increasingly intolerant of the difference between what you say and what you do. Then, expect collaborators to act only in your collective best interest and to honor all agreements you've made with one another.

- **Experience judgments fully, and then let them go**

When you completely understand where your judgment comes from, then and only then can it dissipate? Then you can release it. Let it go. Sometimes it helps to physically assist with the mental process of letting go.

- **Learn from every upset**

High performers realize that an upset is an opportunity to learn. You can harvest value from an upset by asking yourself how your choices and actions landed you in this upsetting situation. Determine how you can change your behavior to strengthen the team. If you need to ask for new agreements with your teammates, do it.

The key is not to avoid, eliminate, or cover up mistakes and upsets, but to learn, correct, and improve each time.

- **Master your intentions**

Clear intentions are the secret behind extraordinary performers. The key skill is simple enough to explain: Know and picture your outcome. Hear the desired sounds. Feel the intended feelings. And specify the results you expect to achieve. Such clear intentions guide your behavior to deliver the desired results.

Use this awareness to develop integrity in your relationships. Make your collaborative intentions known to your teammates.

- **Live and work "on" purpose**

If mastering your situational intentions provides power, consider the power of a clear and sustained purpose in your life. By working with the conscious intention that comes from determining and knowing your purpose in life, not only will all of your actions be integrated, you will also attract individuals who will help you achieve your purpose and who are served by it.

- **Open a new relationship with a contribution**

Heads of state always present gifts when calling on leaders of a foreign land. These gifts symbolize the diplomats' willingness to invest in the relationship before expecting a payoff. Consider how this is different from the instructions given to many task force members by their superiors: "Listen politely, but don't share or commit to a thing." Even less responsible are those who approach a new relationship demanding an immediate answer to the question "What's in it for me?"

Responsible collaborators start a new relationship by contributing intention, information, energy, access, or resources.

- **Be a "present hero" by serving yourself and your team simultaneously**

"Present heroes" are individuals like John who are mindful of the abundance they enjoy as members of their families, teams, and communities. They assume it's in their own self-interest to invest a little personal energy to help the group. To put this key to work for you, choose one of the dozens of annoyances that you've been wishing "someone" on your team would take care of-from confronting a teammate's difficult behavior to redesigning an inefficient work process-and take care of it yourself.

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

1. Responsibility means to completely own--rather than deny, blame, or rationalize--your situation. (5 points)

   A.   False   B. True

2. High performers realize that an upset is an opportunity to learn. (5 points)

   B.   False   B. True

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

Information Sheet- 2	**Identifying roles and responsibility of other team members**

2.1. Role and Responsibility of Team Members

Team members are selected because they have particular skills that are required to complete project tasks. Examples include specialists in business or technical disciplines, or an outside supplier.

The Team Member's role is to successfully perform the tasks that have been allocated, keeping the project manager informed of progress as well as any issues that may arise.

The role often requires team members to work on their own initiative in areas where they are the 'experts'. This places the responsibility on them to manage their own day to day work, recognize the authority of the Project Manager and report to the Project Manager as appropriate.

Team membership often changes as a project moves through its development. This means there are frequently two types of team member:

- **Core Team Member** - a full time role on the project but not necessarily for the duration of the project.
- Extended Team Member - a part time role on the project. These team members will usually have their regular job to do, or they may be from an outside company.

Part of the Team Member's role is to pay attention to the problem's others may be facing. Tolerance and good communications are essential ingredients of successful project teams.

2.2. Team Member's Responsibilities

The responsibilities assigned to individual team members may vary but typically will include:

- understanding the purpose and objectives of the project.

- ensuring a correct balance between project and non-project work.

- working to timescales and within cost constraints.

- reporting progress against plan.

- producing the deliverables/products to agreed specifications.

- reviewing key project deliverables/products.

- identifying issues.

- identifying risks associated with the project.

- working together as a team.

- contributing towards successful communication.

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

1.   The role often requires team members to work on their own initiative in areas where they are the 'experts'. (6 points)

    A.   True

       B. False

Note: **Satisfactory rating - 6 points**   **Unsatisfactory - below 6 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

Information Sheet- 3	**Identifying reporting relationships within team and external to team.**

3.1. types of work relationships

#1Co-Workers

Type: N/A

Description: Co-worker relationships are neither professional nor personal, but merely circumstantial. They are acquaintances through your company, but beyond working for the same organization, you have very little interaction with them.

Role: Co-workers serve little role professionally or personally, but serve a valuable role in that they are often the pool of people from which other, more meaningful relationships will be established.

#2Team-Member

Type: Professional

Description: Team-members are fellow employees who work on the same team as you. This could be the team you work with on a daily basis, a committee you've joined or a group working together for a single activity.

Role: Team-members are important because they are the people you actually accomplish work with. Together, you plan, design, develop, execute and track work related to your role. The better your relationship with your team, the easier it is to get this work completed.

#3 Work Friends

Type: Personal

Description: Work Friends are people who you interact with socially at work–you sit by them in meetings, go to lunch together, talk to them at work events and happy hours, and possibly even see them outside of work every now and then.

Role: Work Friends fill our social need and keep us sane from the daily grind. You likely

wouldn't be friends with them if not for your mutual employment of each other at the same company, but they serve as our support system during the corporate hours.

#4 Manager/Direct Report

Type: Professional

Description: Your Manager is the one assigning you the work, helping you succeed and ultimately impacting the work you do (and don't do). Your Direct Reports are the ones who report to you (you are *their* manager). They also determine whether or not you   succeed.

Role: The relationship between you and your manager is vital because they often play an important role in determining your rating, salary and workplan. They are also a large factor in your workplace satisfaction (as they say, you don't leave a company, you leave your manager). For your Direct Reports, you serve these functions, while they serve as a way to accomplish more with your organization without you doing all of the work.

#5 Office Spouse

Type: Personal

Description: Your Office Spouse is that person you spend a significant amount of time with; they are your go-to for venting and advice, and there have probably been rumors about the two of you at one time or another (even though it is platonic).

Role: The role of the Office Spouse is to serve as your "workplace bestie" or go-to friend when you have a work predicament. They keep you from jumping off the ledge, are the person you trust with sharing your emotions and frustrations, and know you the best out of any of your workplace relationships.

#6 Mentor/Mentee

Type: Professional

Description: Mentor/Mentee is the highest professional relationship you can have. It's similar in intimacy to that of an Office Spouse, but it serves you professionally. Your mentor is that person you go to for career guidance and help on the toughest-of-the-tough problems. Your mentee is the one coming to you for that advice.

Role: Your Mentor helps you traverse the landscape at your job. They help you think

through the most challenging problems, give you perspective on how to handle your most challenging relationships, and generally guide you to success. You serve the same purpose for your Mentee, while they keep you grounded and connected to the pulse of the organization.

#7Life Friends

Type: Personal

Description: The most intimate work relationship you can have is one that you don't even consider specific to work–that of a friend IRL (in real life). They would be your friends even if you no longer worked at the company.

Role: These are friends who fill the same role as your normal social friends, because that's what they are. You have fun together, laugh together, cry together, and possibly become romantically involved together. They aren't friends you know at work, they are friends you happen to work with.

7 Types of Work Relationships

Obviously the real-world isn't as structured as what is depicted with these differentiations in relationships. Some people fall into multiple categories (a manager and a mentor) and some blur the lines between two or three of them. However, having an understanding of the basic types of work relationships can help you determine the purpose of the relationship and how to best leverage it for helping you succeed, not just at work, but in life.

3.1. Reporting Relationships Within Team

When you form a team at a small business, it is helpful to assign roles to the members so that all tasks are covered. One of those roles should be external liaison. This member not only participates in team meetings, but also communicates with groups and individuals outside the team. This vital role ensures that the team has the support of the company, and it helps the team have an impact on other teams.

Team members help each other succeed to accomplish the company's goals and provide their expertise on different projects and **duties**.

Reporting structure refers to the authority relationships in a company -- who reports to whom. For small businesses with only a couple of employees, that structure is often self-evident: Everyone reports to the owner. With enough new employees, though, coordinating everyone's efforts will likely demand a formal organizational structure. This framework establishes who is in charge of different tasks, departmental areas and the organization as a whole. These authority boundaries and the relationships among people in authority serve to create the reporting structure.

Vertical

The vertical aspect of organizational structure creates a power hierarchy. Employees only have the authority to do their individual jobs, so they're at the bottom of the hierarchy. They report to operational supervisors, who may themselves require supervision by middle managers. This increasing power continues up to the top of the reporting structure, stopping at the owner or chief executive officer. On an organizational chart, lines connect positions to their respective managers. Operational, middle and top management are all said to have line authority over those they directly supervise. The vertical relationships in the reporting structure are the chain of command.

Horizontal

The horizontal aspect of the reporting structure establishes peer relationships and those among departments. Lateral relationships affect a business's well-being, because people and sections from across the organization must coordinate efforts to further the company. It would create confusion, for instance, if a subordinate of one manager approached another manager to work on an interdepartmental project. Instead, the two peer managers, each holding decision-making authority, need to align their resources. A structure's horizontal aspect also lays out each manager's span of control. The number of subordinates who report to a manager comprise that manager's span.

3.2. Reporting Relationships Within External to Team

Reporting relationships still matter. Sure, there's a lot of buzzwords about flat hierarchies, dotted-line org charts, and network structures. If those words are confusing, you're not alone.

reporting relationships matter

The jargon can get annoying. The word "Hierarchy" can be perceived as oppressive. The word "Network" can be perceived as modern. But if you get back to basics, successful organizations have clarity in their reporting relationships, no matter what word they use to describe it.

Problems with unclear reporting relationships

Think about your colleagues. Imagine asking them, "Who do you report to when you finish your top priority task?" Could you build a coherent org chart based on their answers? If not, then you might have problems with unclear reporting lines.

Organizations often come to us because of a major problem with their structure. They often have an org chart that was created in their board room. And then they have a very different undefined org chart based on how their people truly work together. What's the problem with this situation?

Management isn't connected to how people report to each other

Employees don't understand the official hierarchy, so they get things done their own way

Either way, there is a fundamental disconnect that needs to be fixed before the business can improve

Reporting relationships to avoid

Reporting relationship loops

Abebe reports to Ahmed who reports to Elias who reports to Abebe.

Or to put it another way: A-B-C-A

Disembodied reporting relationships

Abebe reports to Ahmed who doesn't report to anyone

This would be: A-B-?

Reverse reporting relationships

Ahmed is the boss, but ends up reporting to Abebe about her tasks most of the time

Clearly this type of relationship is: B-A

Painful reporting relationships

Abebe reports to Ahmed sometimes, Elias other times, Sara now and then, and Hawa often asks what's going on

In other words: A-B,C,D,E

Back to basics reporting relationships

How your people report to each other should be good for everyone. An employee should feel like his tasks matter for a goal bigger than himself and be proud to tell his manager what he accomplished. A manager should be eager to measure the output of her employees and bundle it all together to meet an even bigger goal. Instead of focusing on power and fear, your organization's reporting lines should focus on completing and measuring meaningful work.

Here's a quick list to help you get started with better reporting relationships:

Focus on one task for one person at time. Clarify who she should report to.

Next, draw the reporting relationship (or use an org chart software to save time)

Then, show the drawing of the reporting relationships to everyone. Verify it makes sense.

Never stop updating the reporting relationships. Your organization is a living ecosystem.

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

1. Write two types of reporting structure. (5 points)

Note: **Satisfactory rating - 5 points**   **Unsatisfactory - below 5 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

1. http://www.humanconcepts.com

2. https://gselodelmsapp.wordpress.com

3. https://www.atlassian.com

4. www.collaborativejustice.org

5. https://aaronelodelms.wordpress.com

6. https://www.skillsyouneed.com

7. https://study.com

8. https://smallbusiness.chron.com

9. https://www.indeed.com

10. www.constructingexcelence.org.uk

<mark>Self- check -1</mark>

Question #:

1. B) True
2. B) True

<mark>Self- check -</mark>2

Question #:

1. True

<mark>Self- check -</mark>3

Question #:

1. Vertical and Horizontal

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