BEEKEEPING Level-II

Learning Guide-01

Unit of Competence: Working in Team Environment

Module Title: Working in Team Environment

LG Code: AGR BKGII M02LO1-LG-o2

TTLM Code: AGR BKGI M02sTTLM 0919v1

LO 1: Describe team role and scope

Instruction Sheet	**Learning Guide 1**

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

- Role and objectives of the team

- Team structures and relationship

- Team parameters and responsibilities

- Line of communication within a 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:

- Individual role and responsibilities within the team environment are identified

- Roles and responsibility of other team members are identified and recognized

- Reporting relationships within team and external to team are identified

Learning Activities

1. Read the specific objectives of this Learning Guide.

2. Read the information written in the "Information Sheets 1".

3. Accomplish the "Self-check 1" in page 6. Request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

4. If you earned a satisfactory evaluation proceed to "Information Sheet 2". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #2.

5. Read the information written in the "Information Sheet 2".

6. Accomplish the "Self-check 2" in page10. Again you can request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

7. If you earned a satisfactory evaluation proceed to "Information Sheet 3". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #5.

8. Read the information written in the "Information Sheet 3".

9. Accomplish the "Self-check 3" in page 15. Request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

10. If you earned a satisfactory evaluation proceed to "Information Sheet 4". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #8.

11. Read the information written in the "Information Sheet 4".

12. Accomplish the "Self-check 4" in page 23-24. Request the key answer / key to correction from your teacher or you can request your teacher to check it for you.

13. If your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Activity #11.

Information Sheet-1	Role and objectives of the team

Introduction

A team can be defined as a group of people with a full set of complementary skills required to complete a task, job or project. Team members operate with a high degree of interdependence, share authority and responsibility for self-management, are accountable for the collective performance, and work towards a common goal and share rewards. A team becomes more than a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members.

Information Sheet-2	Team structure and relationship

To form a better team we must have a structure which will help our team to go forward. And that can be start by answering a question like …

How do you communicate?

How you communicate tells a lot about how you treat people and the expectation you have. As a leader you need to create a well thought out strategy and then tell your team on a regular and consistent basis what is happening and what you expect. You send e-mails, you communicate in person in meetings, one-on-one and on your intranet. My experience is that you can't communicate too often. Also your actions communicate a whole other set of messages. So make sure your actions align with your written and verbal messages.

As a rep how are you communicating with your customers? What information do you send them? How do you let them know when something is wrong and how do you communicate successes. Do you send thank you cards; do you keep your customer aware of all the issues going on? When was the last time you had a formal review with your top customers to share what has happened in the last six months and what is expected to happen in the next six months? When there is a change in delivery or fulfillment of the deal how do you communicate

this to the customer? How does your organization connect with customers? While you don't control this you need to understand what it means to your customers.

How do you communicate with your team? Do you keep everyone connected and up to date? When there is an issue to be dealt with – where are you? How do people know what is expected of them. Do you have regular and productive meetings with your team to update and make sure you have created the appropriate message? Do you take responsibility for your results and interpretation of your messages? When you take responsibility your communication and insights become clear and focused.

What is your communication strategy?

You need to have a strategy that is formal and informal and communicates what you need to have heard, read and understood. Human beings need to hear a new message as many as six or seven times before they "get" it. So if you communicate a new idea or concept once – good luck at getting buy in and understanding. This can be frustrating; however, the aggravation from not communicating will be far more frustrating and divisive with your team.

So if you need to communicate a new message six or seven times how do you propose to make that happen. You can send a written document, an e-mail, marketing materials, verbal communication in speeches and meetings. How do you mix it up and keep the message the same and focused on what you want to accomplish.

One of the reasons customers and team members get confused is that your communication is non-existent, is inconsistent or the message changes each month to what staff fondly refer to as "the flavor of the month"! You want to be consistently consistent.

Your communication must be honest, truthful and communicated by you. It must sound like you and be believable. So write it, review it, think about and then say it out loud. Do you believe what you are saying? If you have someone else writing and communicating for you your team and customers will not get behind the message – they won't trust you.

What works for you?

We all communicate differently and in different manners. Know what works for you. Barrack Obama is a great orator – George Bush, not so much. How is your written word? Is your written message efficient and to the point – or is it all over the place. Are you best in one-to-one meetings? When you are in a meeting - what is the goal of your communications? If you are consistent and communicate the same message over and over again, people begin to get behind you and your mission.

Self-Check -2	**Written Test**

Name: _____ Date: _____

Time started: _____ Time finished: _____

Directions: Answer all the questions listed below.

<u>**Fill in the blanks:**</u>

1. To form a better team we must have a ------------------- which will help our team to go forward.

2. Your communication must be honest, ------------- and communicated by you.

3. Asa ------------ you need to create a well thought out strategy and then tell your team on a regular and consistent basis what is happening and what you expect.

4. We all communicate differently and in different -------------------.

5. If you are consistent and communicate the same message over and over again, people begin to get behind you and your ---------------------.

True or false:

1. Human beings need to hear a new message as many as six or seven times before they "get" it.

2. One of the reasons customers and team members get confused is that your communication is non-existent.

3. When you take responsibility your communication and insights become clear and focused.

4. If you have someone else writing and communicating for you your team and customers will not get behind the message – they won't trust you.

5. You can not send a written document, an e-mail, marketing materials, verbal communication in speeches and meetings.

Answer Sheet

Score = _____
Rating: _____

Name: _____   Date: _____

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Information Sheet-3	**Team parameters and responsibilities**

There are a number of different theories that have been developed which categorize the different types of roles and responsibilities of people display. The Belbin test was developed to specifically identify the different types of roles team members prefer.

The Belbin test identifies the following roles that individuals adopt when working in teams:

- Shaper
- Plant
- Coordinator
- Monitor Evaluator
- Resource Investigator

- Implementer
- Team Worker
- Specialist
- Completer-Finisher

Shaper

Shapers attempt to apply a shape to the team and are very focused on taking positive action.

Plant

Plants are individuals who originate new ideas and provide unique solutions to problems.

Coordinator

Coordinators like to consult with their colleagues when making decisions and encourage co-operative team work.

Monitor Evaluator

Monitor Evaluators identify the pros and cons of each decision and like to ensure that they have all the facts before making decisions.

Resource Investigator

Resource Investigators are very good at finding the necessary information required for a decision. They also are very good at networking with other teams and organizations.

Implementer

Implementers are focused on practical solutions and will do what is required to achieve the desired outcome.

Team Worker

Team Workers are the team diplomats. They encourage team unity and attempt to diffuse potentially damaging interpersonal conflicts.

Specialist

Specialists provide in depth knowledge about a service or product. They are often technically minded individuals.

Completer-Finisher

Completer-Finishers ensure that tasks are completed. They pay attention to detail and are very good at organizing meetings and keeping the team on schedule.

Each of the different roles has their own unique strengths and weaknesses that they bring to team work. Understanding these strengths and weaknesses can assist you in developing a balanced team of people. It will also assist with the recognition of potential problems that may arise.

Understanding the roles that people naturally tend to take will help you decide the responsibilities of each team member. Therefore, if you know which role each team member enjoys fulfilling, it can assist you in providing your team members with motivating tasks

Self-Check -3	**Written Test**

Name: _____ Date: _____

Time started: _____ Time finished: _____

Directions: Answer all the questions listed below.

Fill in the blanks:

1. There are a number of different theories that have been developed which categorize the different types of roles and -------------------------of people display.
2. The -------------- was developed to specifically identify the different types of roles team members prefer.

3. Each of the different roles has their own unique strengths and ---------------- that they bring to team work.
4. Understanding these strengths and ---------------------- can assist you in developing a balanced team of people.
5. Specialists provide in depth knowledge about a service or ----------------.

True or false:

1. Understanding the roles that people naturally tend to take will not help you decide the responsibilities of each team member.
2. Completer-Finishers ensure that tasks are completed.
3. Team Workers are not the team diplomats.
4. Monitor Evaluators identify the pros and cons of each decision and like to ensure that they have all the facts before making decisions.
5. Implementers are focused on practical solutions and will do what is required to achieve the desired outcome.

Short answer questions:

1. Shaper
2. Plant
3. Coordinator
4. Monitor Evaluator

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

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Note: **Satisfactory rating - 07 points and above   Unsatisfactory - below 07 points**

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

Information Sheet-4	**Line of communication with in a team**

Communication Skills in a team

Skills are essential conditions when building a team or being part of one. In order for a team to be effective it is necessary that we consider the interaction skills that their members have. In today's business world more interaction among people from diverse cultures, beliefs, and backgrounds than ever before is necessary. Interaction skills have been identified, but not limited to:

- ❖ Attitude awareness

- ❖ Conflict handling

- ❖ Co-operation

- ❖ Diversity tolerance

- ❖ Teamwork willingness

- ❖ Etiquette

These skills will be described and their importance will be established in team building.

Attitude Awareness

Attitudes represent our covert feelings of favorability or un-favorability toward an object, person, issue, or behavior. Formally, attitude is defined as "a learned predisposition to response in a consistently favorable or unfavorable manner with respect to a given object"

.Some people refers to it as disposition, manner, temperament, spirit, approach, position, posture, outlook or opinion your attitude has a major bearing on your level of success.

Your attitude, feelings, or moods will infect or effect the actions, moods, and feelings of those around you. If you face the world with a cheerful expectant attitude, the world (and those in it) will know you expect more from it and will perform accordingly. If you face the world with a negative, down trodden attitude it will know you expect poor action from it and will give you those actions. Remember that the world will reflect your attitude back to you. Your attitude to the world will determine its attitude towards you (cause and affect). So one of the main rules to a successful life is to know that the world is a mirror, often a merciless mirror, of ourselves and the habitual attitude we carry within us. When establishing the goals for the team, every team member has to set their minds on what they want because in our life we need to make the choices that will move us there. You get back what you put out. As soon as we begin to change, the world will begin to reflect those changes - immediately. So as you shape and mold

your life whether personal or professional, know that it is further detailed and textured by your habitual attitude. Successful people's edge is their attitude.

Conflict Handling

At any moment in which you have people interacting, conflict is expected, due to the existent diversity in today's world. Conflict can be both positive and negative, and can bring also positive and negative feelings to the team and workplace. Conflict has different definitions, and when defining conflict we tend to think negative first. Conflict can be defined as: difference of opinion with another, a time when no one is communicating; whether people are angry silently or are yelling at one another, someone acting in direct opposition to your request, and defending our rights when they are being ignored. In a positive sense, conflict can be a/an: time in which problems can be solved creatively by looking together at a variety of alternatives, time for us to increase our knowledge of one another, chance to reveal our unique ways of thinking, acting, and feeling, and chance to show understanding, respect, and acceptance of the unique ways in which others think, act, and feel.

Organizations shield individuals from intense conflict through rules, policies, and the diffused responsibility that characterizes committee deliberations of conflicts that are not readily settled through the application of policy. Team leaders need to learn facilitation skills in order to make people more comfortable resolving conflicts in team settings. Some behaviors that can help in managing conflict are: Use ``I'' statements. Be assertive, not aggressive. Speak calmly, coolly and rationally. Avoid blaming. Create an atmosphere of healing. Be willing to forgive. Be willing to forget. Be honest. Focus on feelings rather than on content. Show respect for yourself and for others. Be willing to apologize or admit a mistake. Be willing to compromise.

Co-operation

Co-operation is key in teams; you have to work together to reach a common goal. There are some factors that facilitate cooperation in the team and they are: task structure, group boundaries, norms and authority; there are also some hindering and facilitating factors.

❖ **Task structure**

1. Members have good knowledge of tasks.

2. There is a consistent and clear link of tasks with the team's mission.

3. Members have a meaningful piece of work, sufficient autonomy to perform it

and access to knowledge of its results.

❖ **Group boundaries**

1. The membership of the team is appropriate for the task to be performed.

2. Members have collective knowledge and skills to perform the work.

3. Members have sufficient maturity and interpersonal skills to be able to worktogether and resolve conflicts.

4. Members may have differing perspectives and experiences but cancommunicate with and relate to one another.

❖ **Norms**

1. Members share an appropriate set of norms working as a team.

2. It is necessary to regularly scan and review prevailing norms to ensure thatthey support overall objectives.

3. It is necessary to ensure that conflicting norms do not confuse team members.

❖ **Authority**

1. There is firm authority that is also flexible in enabling the team members tomake their best efforts.

2. There is competent team leadership that allows the group to comply whenconditions demand it (such as in emergencies).

3. The team leader is able to establish a climate for team member to feelempowered to provide expert assistance when appropriate.

4. Team members feel comfortable in questioning the leader on decisions thathave no clear right answers.

DiversityTolerance

Diversity is generally defined as acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status. Diversity is beneficial to both associates and employers. Although associates are interdependent in the workplace, respecting individual differences can increase productivity. Diversity in the workplace can reduce lawsuits and increase marketing opportunities, recruitment, creativity, and business image . In an era when flexibility and creativity are keys to competitiveness, diversity is critical for an organization's success. Also, the consequences (loss of time and money) should not be overlooked.

There are challenges to managing a diverse work population. Managing diversity is more than simply acknowledging differences in people. It involves recognizing the value of differences, combating discrimination, and promoting inclusiveness. Managers may also be challenged with losses in personnel and work productivity due to prejudice and discrimination and complaints and legal actions against the organization. Negative attitudes and behaviors can be barriers to organizational diversity because they can harm working relationships and damage morale and work productivity. Negative attitudes and behaviors in the workplace include prejudice, stereotyping, and discrimination, which should never be used by management for hiring, retention, and termination practices (could lead to costly litigation).

Effective managers are aware that certain skills are necessary for creating a successful, diverse workforce. First, managers must understand discrimination and its consequences.

Second, managers must recognize their own cultural biases and prejudices. Diversity is not about differences among groups, but rather about differences among individuals. Each individual is unique and does not represent or speak for a particular group. Finally, managers must be willing to change the organization if necessary. Organizations need to learn how to manage diversity in the workplace to be successful in the future.

Managing diversity is a comprehensive process for creating a work environment that includes everyone. When creating a successful diverse workforce, an effective manager should focus on personal awareness. Both managers and associates need to be aware of their personal biases. Therefore, organizations need to develop, implement, and maintain ongoing training because a one-day session of training will not change people's behaviors. Managers must also understand that fairness is not necessarily equality. There are always exceptions to the rule. Managing diversity is about more than equal employment opportunity and affirmative action. Managers should expect change to be slow, while at the same time encouraging change. Another vital requirement when dealing with diversity is promoting a "safe" place for associates to communicate. Social gatherings and business meetings, where every member must listen and have the chance to speak, are good ways to create dialogues. Managers should implement policies such as mentoring programs to provide associates access to information and opportunities. Also, associates should never be denied necessary, constructive, critical feedback for learning about mistakes and successes.

Teamwork willingness

Teamwork requires a willingness on the part of individuals to enter into interdependencies involving risk. Trust is fundamentally at stake in such decisions. Widespread teamwork therefore requires many interdependencies and a foundation of trust. Rewards, recognitions, and performance evaluation systems must be developed and administered with sensitivity to the problem of not undermining interdependencies or trust between individuals. For a group to be successful, its members need four specific "willingness" traits: Willingness to accept everyone in the group.

Good group members don't wait to see who measures up. They don't wait to see where someone stands before accepting him or her.

1. Willingness to learn from each other.

2. Good group members recognize that everyone brings strengths to the group. They are not control freaks.

1. Willingness to share ideas, power, expertise and the floor. Good group members don't talk people to death.

2. Willingness to stay focused.

Good group members commit to staying on task.

Etiquette

Is a name for the codes of rules governing social or diplomatic intercourse? These codes vary from the more or less flexible laws of social usage (differing according to local customs or taboos) to the rigid conventions of court and military circles, and they extend to the legal, medical, and other professions. All cultures include forms of etiquette; often, etiquette has been used to enforce class distinctions, as well as safeguarding against conflict in social interactions. The practices and forms prescribed by social convention or by authority.

Every organization has a set of established norms and policies which must be followed, when a team is formed a set of rules should be set in order to make processes easier and have the team more controlled in terms of behavior and on how to conduct themselves within and out of the team in order for the team to be more successful.

Self-Check -4	**Written Test**

Name: _____ Date: _____

Time started: _____ Time finished: _____

Directions: Answer all the questions listed below.

Fill in the blanks (1 point each)

1. --------------- are essential conditions when building a team or being part of one.

2. For a team to be effective it is necessary that we consider the -------------- that their members have.

3. In today's business world more ------------------ among people from diverse cultures, beliefs, and backgrounds than ever before is necessary.

4. Interaction skills have been identified, but not limited to----------------------.

5. Members have collective knowledge and -------------- to perform the work.

True or false:(1 point each)

1. Every organization has a set of established norms and policies which must be followed.

2. When a team is formed a set of rules should be set in order to make processes easier.

3. Organizations need to learn how to manage diversity in the workplace to be successful in the future.

4. Members have sufficient maturity and interpersonal skills to be able to worktogether and resolve conflicts.

5. Attitudes represent our covert feelings of favorability or un-favorability toward an object.

Short answer questions:(2 points each)

1. Attitude awareness

2. Conflict handling

3. Co-operation

Answer Sheet

<table>
<tr><td>Score = _____</td></tr>
<tr><td>Rating: _____</td></tr>
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Name: _____   Date: _____

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Note: **Satisfactory rating - 10 points and above   Unsatisfactory - below 10 points**

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