

DAIRY PRODUCTION

Level II

Learning guide -04

Unit of Competence: - Work In Team Environment

Module Title: - Working In Team Environment

LG Code: AGR DRP2 M2 LO1-LG-4

TTLM Code: AGR DRP2 TTLM 1219v1

LO1: Describe team role and scope

Instruction Sheet	Learning Guide #04
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- ❖ Sources of information
- ❖ Role and objective of the team.
- ❖ Team parameters 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 –

- Sources of information
- identify the role and objective of the team
- identify team parameters, reporting relationships and responsibilities

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described in number 1 to 7.
3. Read the information written in the “Information Sheet (1, 2 and 3) in page 2,6, and 9 respectively
4. Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
5. Accomplish the “**Self-check 1, Self-check 2 and Self-check 3**” in page, 5, 8 and 16 respectively.
6. If you earned a satisfactory evaluation proceed to “Operation Sheet 1 and 2 in page 18 and 3 and 4 in page 19 respectively.
7. Do the “LAP test” in page 20 (if you are ready). Request your teacher to evaluate your performance and outputs.

Information Sheet-1

Sources of information

Introduction

Definition of team

A team is a two or more of people who share a common aim and in which the skills of each individual complements those of the others to be able to achieve that common aim/goal for which they hold themselves mutually accountable. (John Adair, 2004).

Team: A small group of people with complementary skills who interact and work with one another to achieve shared goals.

Teamwork: The process of people actively working together to accomplish common goals.

Teamwork is important for improving creativity and innovation, it is essential for making quality decisions, each team member has greater commitment to the assigned tasks and teamwork helps organizations to increase the level of motivation of their employees. A team at workplace should be developed by including members with wide range of skills, experience and knowledge, which enable them to work productively. Each team member should be committed to achieve shared team’s goals.

Teams and teamwork help to promote deep learning that occurs through interaction, problem solving, dialogue, cooperation and collaboration (Johnson & Johnson, 1995).



Fig 1. Roles managers play in teams and teamwork

1.1 Sources of information

Sources of information in team work May include:

- Standard operating and/or other workplace procedures
- Job procedures
- Machine/equipment manufacturer's specifications and instructions
- Organizational or external personnel
- Client/supplier instructions
- Quality standards
- OHS and environmental standards

1.2. Attributes of Effective Teamwork

Successful attributes needed for effective teamwork as follows:

- Commitment to team success and shared goals - team members are committed to the success of the team and their shared goals for the project. Successful teams are motivated, engaged and aim to achieve at the highest level;
- Interdependence - team members need to create an environment where together they can contribute far more than as individuals. A positive interdependent team environment brings out the best in each person enabling the team to achieve their goals at a far superior level (Johnson & Johnson, 1995, 1999).
- Interpersonal Skills includes the ability to discuss issues openly with team members, be honest, trustworthy, supportive and show respect and commitment to the team and to its individuals. Fostering a caring work environment is important including the ability to work effectively with other team members;
- Open Communication and positive feedback - actively listening to the concerns and needs of team members and valuing their contribution and expressing this helps to create an effective work environment. Team members should be willing to give and receive constructive criticism and provide authentic feedback;



- Appropriate team composition is essential in the creation of a successful team. Team members need to be fully aware of their specific team role and understand what is expected of them in terms of their contribution to the team and the project; and
- Commitment to team processes, leadership & accountability - team members need to be accountable for their contribution to the team and the project. They need to be aware of team processes, best practice and new ideas. Effective leadership is essential for team success including shared decision-making and problem solving.

The key elements to successful teamwork are trust, communication and effective leadership; a focus on common goals with a collective responsibility for success (or failure). However, without trust and communication the team will have difficulty functioning effectively





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. What is Team?

2. What are the sources of information in team work?

Note: Satisfactory rating - 7 points

Unsatisfactory - below 7 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____



Information Sheet-2	The role and objective of a team
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2.1. The role and objective of a team

Team objectives are the specific goals that the team will accomplish in a fixed amount of time. These objectives flow from the team's purpose. Each one moves you towards your vision.

The Role of the Team:-

The primary role of a team is to combine resources, competencies, skills, and bandwidth to achieve organizational objectives. The underlying assumption of a well-functioning team is one of synergy, which is to say that the output of a team will be greater than the sum of each individual's contribution without team architecture in place. As a result, teams are usually highly focused groups of employees, with the role of achieving specific tasks to support organizational success.

What makes 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

2.2. Team Building Objectives

Team Building Objectives

All participants will engage in a meaningful and active exploration of the issues facing the group and how good team and leadership skills benefit all team members.

Particular attention will be paid to objectives set out by the client; some examples are:

- Giving the team an opportunity to have some fun together.
- Emphasizing leadership skills as integral to great teamwork
- Exploring ways the team sees your organization’s mission and values applied in their day-to-day work lives.

Thus, it is important to identify the role and objective of team from available sources of information.

A group is a collection of individuals who coordinate their individual efforts. On the other hand, a team is a group of people who share a common team purpose and a number of challenging goals. Members of the team are mutually committed to the goals and to each other. Without purpose and goals you cannot build a team.



Fig 2. Team activity



Self-Check -2	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is the difference and similarity of team and group?
2. What do we mean by team role?

Note: Satisfactory rating - 3 points

Unsatisfactory - below 2 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____



Information Sheet-3	Team parameters relationships and responsibilities
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3.1. Responsibilities and relationships among team members

- **Positive relationships among team members:** - How team members feel about their co-workers can affect how effectively the team accomplishes tasks. Positive teams relationships help create teams that are productive, which affects the company's bottom line. As a team leader it's up to you to build team relationships that help your group meet their goals and objectives, and to work as one cohesive unit.

- **Successful team member relationships often extend beyond the walls of the workplace and into the personal lives of the workers.**
 1. Communicate what you expect each team member to accomplish in such a way that all members know you are aware of their particular talents. Build on their strengths. Give them a verbal boost whenever they tackle an assignment that goes outside their comfort zone.
 2. Demonstrate to your team that you are accountable to them and to your superiors by being reliable and responsible. Serve as a role model for your team by doing your best work at all times. Expect the same of them. As you work together, you and the team can begin to trust each other to consistently accomplish tasks in a timely manner.
 3. **Recognize the work your team accomplishes:-** Look for positive things to say on a daily basis. While constructive criticism has its place, do it in a manner that does not offend the team.
 4. Build team relationships by encouraging team members to recognize each other's strengths. For example, during morning briefings let each team member identify some business trait they appreciate about the person seated to their left. Someone might recognize a co-worker's willingness to work late, while another team member might state that a teammate's organizational skills contribute to the group's efforts.



5. Listen to what the team members have to say about each other and to you in a nonjudgmental manner. If your team members share a concern with you, take steps to resolve the issue as quickly as possible. Keep the team informed regarding the resolution.
6. Give your team glimpses / look of your personal life. This makes you seem more approachable as the leader. Encourage them to do the same.
7. Build team member relationships outside the office. As time and finances allow, try to plan some fun activity that the entire group can share. The camaraderie from the outing carries back into the workplace.
8. Celebrate life's moments with your team. Celebrating employee's birthdays as well as other milestones in their lives helps promote positive team relationships. Ask for their input on what kinds of celebrations would be meaningful for them.

When all members assume their expected responsibilities, working in groups can be enjoyable and effective.

Responsibilities among team members:-Team member responsibilities include holding themselves accountable, participating in group activities to achieve the overall goal, and respecting all members of the group.

Assigning roles can make teams more effective.:-Everyone in a group must learn to hold themselves accountable and be accountable to the other people in their group. Without accountability, work will not get done, deadlines will not be met, and the group will not be able to reach its goal. Individual and group accountability means that no one student has to do all the work. Accountability means not only being accountable for the physical work that a group member must deliver, but also attendance to group meetings, conduct, and behavior towards other group members, etc. It is also important to remember that group members are diverse and each one has a different strength and perspective to bring to the project based on their backgrounds, learning style, experiences, and aspirations.

Naturally, it is important that the roles and responsibilities of team members complement one another and represent a unique and useful asset to the team. Selecting individuals to take part in a team requires thoughtful consideration. Depending on the size of the team and scope of its purpose, teams may include a core group which is fully accountable for the results, as well as



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extended members who bring unique knowledge to the team. Flexibility and adaptability are necessary in new teams as their purpose and needs evolve.

When relationships between team members are built and confirmed on an ongoing basis, a culture of trust will exist even when members are working virtually with one another. The way a group behaves and performs affects individual members. When trust is present and group behavior is positive, so too will be team member's evaluation of the experience. An individual's positive evaluation of the team leads to greater trust and ongoing participation.

Generally, responsibilities and relationships among team members are identified from team discussions and appropriate external sources (different external sources which can help the team for identifying responsibly).

3.1.1. Team discussions

Group discussions may be defined as an activity in which a small number of persons meet face to face and exchange and share ideas freely or attempt to reach a decision on a common issue.

There are common types of discussion that are usually used; these discussions are the committee or conference meeting, the panel discussion, the symposium and the lecture forum. The Panel discussion is usually done with three to six persons sat around a table or a semi-circle form

Types of group discussion

Generally, there are two types of Group Discussions that are normally followed by most of the institutes. They are, Topic-Based and Case Study based Group Discussions. The Topic-Based GD is the most popular type followed and practiced by institutes.

Although both are similar in most of the terms; both require analyzing the topic and building your opinion around it and listening to conflicting ideas; The case study is more of a detailed discussion supported by facts and figures besides the general discussion. Often candidates are given small case files to analyse during group



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discussion (GD), instead of general topics. The idea is to scrutinize the candidate's perspective, logical approach, quick thinking and problem solving attitude before finalising his/her candidature for the MBA programme

Why is a group discussion an important activity at college level? As a student, it helps you to train yourself to discuss and argue about the topic given, it helps you to express your views on serious subjects and in formal situations. It improves your thinking, listening and speaking skills.

Six golden rules to group discussion

Rule 1: Prepare. Work begins long before you sit for the group discussion.

Rule 2: Know the Participants. Carry a notepad and pen to note down your discussion points as soon as the topic is given.

Rule 3: Take Care of your Posture.

Rule 4: Take Charge.

Rule 5: Retain Your Balance.

Rule 6: Follow your Domain.

What is Focus Group Discussion (FGD)?

A focus group discussion involves gathering people from similar backgrounds or experiences together to discuss a specific topic of interest. It is a form of qualitative research where questions are asked about their perceptions attitudes, beliefs, opinion or ideas. In focus group discussion participants are free to talk with other group members. It generally involves group interviewing in which a small group of usually 8 to 12 people. It is led by a moderator (interviewer) in a loosely structured discussion of various topics of interest.

Group Discussion GD Meaning, Qualities Judged, Videos



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- ✚ Meaning of Group Discussion (GD):- Group Discussion is an important tool in the selection process.
- ✚ Qualities Judged in a Group Discussion (GD) Following important qualities are judged in a group discussion :-
 - Initiative. ...
 - Subject Knowledge. ...
 - Time Management. ...
 - Communication Skills. ...
 - Leadership Skills. ...
 - Conflict Handling Skills.

What are the techniques of group discussion?

Do:

1. Model the behavior and attitudes you want group members to employ.
2. Use encouraging body language and tone of voice, as well as words.
3. Give positive feedback for joining the discussion.
4. Be aware of people's reactions and feelings, and try to respond appropriately.
5. Ask open-ended questions.
6. Control your own biases.

✚ **How can I speak in Gd?**

1. On the day of GD, dress in comfortable clothes clothes that are simply you.
2. Be confident but avoid being over confident.
3. Talk sense. ...
4. Listen carefully and speak only at the appropriate time.
5. Be very sure of what you are speaking.
6. Use easy-to-understand English.
7. Speak loudly and clearl



Fig 3. Focus Group Discussion

3.2. Appropriate external sources

Teamwork involves building relationships and working with other people using a number of important skills and habits:

- ➔ Working cooperatively
- ➔ Contributing to groups with ideas, suggestions, and effort
- ➔ Communication (both giving and receiving)
- ➔ Sense of responsibility



- Healthy respect for different opinions, customs, and individual preferences

- Ability to participate in group decision-making



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Self-Check -3	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are the techniques of group discussion?
2. Define group discussions.

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____



List of Reference Materials

- [1.](https://www.studyandexam.com) <https://www.studyandexam.com> › importance-of-study-discussion
- [2.](#) Abdulmajeed Alghamdi. “ Developing Teamwork at Workplace” International Journal of Business and Management Invention (IJBMI) , vol. 07, no. 02, 2018, pp. 28–40.
- [3.](#) Stratford, P. Using the development of problem solving and teamwork skills as predictors of student retention and course completion in science course. in UCUR 2016. 2015.
- [4.](#) Edith Cowan University, Perth, Australia g.tarricone@ecu.edu.au. Successful teamwork: A case study
- [5.](#) Adapted from Problem Solving Video, Workplace Videos 2000, Glencoe McGraw
- [6.](#) A HERD Publication Visit Us: www.herd.org.np Follow Us: @HERDNepal

DAIRY PRODUCTION

Level II

Learning guide -05

Unit of Competence: - Work In Team Environment

Module Title: - Working In Team Environment

LG Code: AGR DRP2 M2 LO2-LG-5

TTLM Code: AGR DRP2 TTLM 1219v1

LO2: Identify own role and responsibility within team

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

- ❖ Identifying individual role and responsibilities.
- ❖ Roles and responsibility of other team members.
- ❖ Reporting relationships within the 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.
- ❖ Roles and responsibility of other team members.
- ❖ Report relationships within the team and external to team

Learning Instructions

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described in number 1 to 7.
3. Read the information written in the “Information Sheet (1, 2,3,4 and 5) in page 2,4,9,11 and 14 respectively
4. Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.
5. Accomplish the “**Self-check 1, Self-check 2, Self-check 3” Self-check 4 and Self-check 5**” in page, 3, 8, 10, 13 and 17 respectively.
6. If you earned a satisfactory evaluation proceed to “Operation Sheet 1 and 2 in page 18 and 3 and 4 in page 19 respectively.
7. Do the “LAP test” in page 20 (if you are ready). Request your teacher to evaluate your performance and outputs.

Information Sheet-1	Identifying individual role and responsibilities.
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1.1. Individual role and responsibilities within the team environment

Individuals within a team all have unique skills and strengths. It is only when the contributions of all team members are valued that teams will function efficiently. Any individual team member can play a number of different roles within the team. Roles are predetermined behaviors expected of people in a group. Some roles will feel natural - "I'm always the one who . . ." There will be other roles, however, which may be difficult, eg Chairperson or Presenter. Try and gain experience in at both natural and difficult roles in the group.

➤ **There are four main types of roles:**

- Task roles
- Functional roles
- Maintenance roles
- Dysfunctional roles

1. Task roles

The more clearly the task roles are defined, the better the chosen team member will be able to perform the task. If a task role is too narrowly defined, however, the team may miss out on the opportunity to capitalize on the skills and talents of that team member.

When a team has the right mix of tasks that are well differentiated and integrated, group members develop a sense of cohesion and team spirit, and each can see where their particular role fits with the objectives of the group as a whole.

✓ Some of the tasks you may need to do include:-

- developing an understanding of particular technical knowledge
- Obtaining references and taking notes
- Doing calculations
- Analyzing data
- Devising graphs and tables

- Preparing designs
- Building a prototype
- Writing sections of reports
- Preparing presentations

2. Functional roles

In order for a group of people to function as a team, members must find ways to interact with each other beyond just performing their task roles. These 'functional' roles help the group to achieve its goals. Each team member can adopt one or more functional roles as needed.

You may find yourself taking on such roles as:-

- Coordinator: draws together the various activities of team members.
- Initiator: proposes solutions; suggests new ideas, a new definition of the problem, or new organization of the material.
- Information seeker: asks for data; requests additional information or facts.
- Information giver: offers facts or generalizations, relating own experience to illustrate points.
- Opinion seeker: looks for options about something from the team; seeks ideas or suggestions.
- Opinion giver: offers a view or belief about a suggestion, regarding its value or its factual base.
- Goal setter: helps the group to set goals.
- Deadline setter: makes sure that deadlines are set and met.
- Progress monitor: makes sure that the group is progressing according to plan.
- Evaluator: measures decisions against group goals.
- Clarifier: tries to see how an idea might work if adopted.
- Summarizer: restates suggestions after the group has discussed them; outlines related ideas or suggestions; provides a précis/summing-up of the ideas.
- Decision pusher: helps the group to come to closure; makes sure that decisions are reached.
- Planner: prepares timelines and schedules; organizes.
- Spokesperson: speaks on behalf of the group.
- Troubleshooter: asks the 'what if ...?' Questions.
- Diagnoser: determines sources of difficulty; decides where to go next; eliminates blocks

3. Maintenance roles

As well as the functional roles that assist the group to achieve its tasks there are group maintenance roles which help the team grow and strengthen. These roles support and maintain group life and activities. You may find that your personal skills lend themselves to one or more of the following maintenance roles:

- Encourager: is friendly and sincere; praises others; is warmly responsive to others, and their ideas; is accepting when people offer contributions.
- Gatekeeper: makes sure that every member of the group has a chance to be heard.
- Standards setter: expresses standards for the group to use in its discussions; reminds the team to avoid actions which don't fit these standards.
- Consensus tester: checks for agreements, for example 'I think we are all feeling the same way'.
- Mediator: conciliates; harmonizes.
- Tension reliever: helps eliminate negative feelings.
- Listener: is able to listen empathically and hear what others have to say.
- Volunteer: offers whatever is needed.

4. Dysfunctional roles

Unfortunately sometimes you may find either yourself or other team members take on roles that are disruptive to genuine efforts to improve team effectiveness and satisfaction. Some of these roles include:

- being aggressive
- blocking or nit-picking
- competing
- clowning or joking to disrupt the work of the group
- withdrawing
- being sarcastic or cynical
- blaming
- taking all the credit
- dominating
- manipulating.



When group members take on dysfunctional roles, this can lead to very ineffective team behaviors. Examples of these behaviors include team members being late to agreed team meetings, or team members not doing the work they were supposed to do. Such behaviors inevitably cause team conflict, which needs to be addressed quickly and effectively to get the group back on track to working effectively and collaboratively.

You have responsibilities as a team member. Your actions must always reflect the highest possible standards of business conduct and ethics. You're expected to use good judgment, integrity, and common sense in making work-related decisions and to be accountable for your actions. And you're expected to respect your fellow team members, treating them with courtesy, respect, and professionalism.

Therefore, individual role and responsibilities within the team environment and of other team members are identified and recognized. Reporting relationships within team and external to team are necessary for the accomplishment of the roles and discharging the responsibilities of individuals within the team.



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. What is communication?

2. What is workplace communication?

Note: Satisfactory rating - 4 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____





Information Sheet-2	Roles and responsibility of other team members
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2.1. Roles and responsibility of other team members

A critical issue that can impede the success of teams is a lack of clarity regarding the roles, responsibilities, and expectations of the various agencies and/or individuals who compose its membership. It is important for a Team to understand more fully their own roles and responsibilities in relationship to the work of the team, and to provide them with an opportunity to share their expectations about the roles and responsibilities of others.

- Roles — Generally, roles are the positions team members assume or the parts that they play in a particular operation or process. (For example, a role an individual might assume is that of facilitator).
- Responsibilities — On the other hand, responsibilities are the specific tasks or duties that members are expected to complete as a function of their roles. They are the specific activities or obligations for which they are held accountable when they assume—or are assigned to—a role on a project or team. (For example, some of the responsibilities of a person in the role of team facilitator might include making sure that meeting agendas reflect feedback and input from all members, that the meetings start on time and end on time, and that all members have opportunities to contribute to discussions.)

Generally speaking, there are two types of roles that team members may have. There are formal roles, which are the essential parts or positions that must be filled in order to collectively accomplish the goals of a project or team, and there are also informal roles, which may or may not be required in order to achieve the team's goals, but that can have an impact—either positive or negative —on the progress of the team.

When we refer to formal roles, we are describing essentially “who” is responsible for “what.” Formal roles are absolutely essential for the success of the team. Obviously, if individual team members do not know what they are expected to do, it is highly unlikely that anything will get done. Again, a lack of clarity around roles and responsibilities is one of the primary reasons that teams fail to produce results. In addition, it is unlikely that members will continue to be interested or invested in a project if they do not know why they are involved or what is expected of them or the other members.

Unlike formal roles, informal roles are not assigned. Instead, they are assumed by individuals because of their personalities, motivations, individual styles and attitudes, or the ways that they like to approach situations or tasks. Just as it is important to understand or recognize the formal roles people have on a team, it is also critical to identify the informal roles played by individuals, because informal roles can have a significant impact on a team. Certain types of informal roles can enhance the overall productivity of the team, but the impact of other types of informal roles—if not addressed—can be negative and may detract from the team’s ability to function effectively.

The following are examples of some of the informal roles that members play on teams.

- Teams might have a caretaker. This is the person who makes sure that there is harmony that everyone is getting along and everyone’s needs are being met.
- The realist is the person who conducts the reality checks for the team, who wants to see the team succeed and not get blindsided by events that are unanticipated.

These are just some examples of the kinds of informal roles that individuals play. The important thing to note here is that informal roles do have a significant impact—both positive and negative—on the work of teams, and it is important to identify and address those effects when necessary.

As has been emphasized, clear roles and responsibilities are critical to the ultimate success of teams. However, such clarity is not always present within collaborative teams—particularly when teams are first established, and especially if there are

individuals on the team who have not worked together previously. Regardless of whether a team is newly formed or longstanding, each of the team members will have desires and beliefs about what the other members of the team could or should be doing. These beliefs are referred to as role expectations, and it is very important for members to discuss them so that there are no misunderstandings between what team members expect of one another or one another's agencies, and what individual members perceive their own roles to be.

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

Self-Check -2	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. List several factors involved in excellent interpersonal communication skills.

Note: Satisfactory rating - 3 points

Unsatisfactory - below 2 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

Information Sheet-3	Reporting relationships within the team and external to team
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3.1 Reporting using standard operating procedures

A standard operating procedure, or SOP, is a set of step-by-step instructions compiled by an organization to help workers carry out complex routine operations. SOPs aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with industry regulations. Also SOP is set of instructions that describe all the relevant steps and activities of a process or procedure.

What is a SOP? 16 Essential Steps to Writing Standard Operating Procedures

Step 1: Understand how you are going to present your SOPs

There are a number of formats you can choose from when defining how you'll structure and present your standard operating procedures.

Step 2: Gather the relevant stakeholders

We're strong believers in the power of collaborative creation. If you're going to be creating standard operating procedures for particular tasks, processes, or workflows, then you should probably contact the people who will be, or are already, responsible for those duties.

Step 3: Work out your purpose

What are you looking to achieve as you build these standard operating procedures?

Are they brand new? In which case, you're trying to create systems which function. But you also want them to function well, and you need to make sure the priorities within the process are aligned with the priorities within the business.

Step 4: Determine the structure of your SOP

If you're in a large company, the standard operating procedures will take the form of a quite formal report.

The typical approach to a report like this is to include a cover page with the title and all the relevant reference details, followed by a list of chapters, before embarking on the processes themselves.

Step 5: Prepare the scope of the procedure

If you're forming a set of standard operating procedures for a particular aspect of a content marketing team's work, you should be focusing on them and their needs. Learn where to draw the line to stop you wandering off into other teams or departments

Step 6: Use a consistent style



Again, if you're working for a large multinational, everything you do is going to be more formal than Gary and his startup of one.

Whether you're going to be using sharp formal language or not depends on the professional setting you're in. However, we do have some tips and tricks built up over time which are broad suggestions applicable in all scenarios.

1. Start with action commands.
2. Be concise.
3. Make it scannable

Step 7: Use correct notation

If you're at a large company, they may have a system which you have to learn and follow. Some of these systems are a little idiosyncratic and tied to the company. Most, however, will use a standardized form of notation like Business Process Model and Notation (BPMN).

Step 8: Work out all the necessary steps of the process

Collaboratively walk through the process from start to finish noting down every step which must be taken along the way. Allow for input and discussion across the team, and record down any further steps which are suggested.

Step 9: Try to assess potential problems in the process

Once you have your process on paper, it's time to think about whether things can go wrong. And if they can go wrong, where would that failure likely happen?

If you're using your standard operating procedures to govern a manufacturing process, which can be accounted for easily by numbers, then you can run the calculations.

Step 10: Determine metrics against which the SOPs can be judged



To know whether your process is performing well or poorly, you need to have metrics to judge it against.

It is not good enough to assume the process is simply working. We need to understand how it is performing so that we can optimize it.

If you're constructing SOPs for a sales process you may be looking at metrics like:

- How many leads are generated per week?
- What is the average length of a sales call?
- How many conversions are we getting each week?
- What are our sales totals per week?

Once you have the metrics defined, you can assess the performance of the process, and assess the performance in relation to the company's broader goals.

Step 11: Test the process

It's time for the moment of truth.

Now that you've defined your standard operating procedures, you can put them into practice. How you implement them is up to you and it depends on the resources you have available.

Step 12: Send the process to superiors

If you're running your own company, then you may not have any superiors to send your SOPs to.

Really, it's more about having someone with experience look over the standard operating procedures to give you feedback. Someone who was not involved in the collaborative creation process, and can look at the flows with fresh eyes. If you're a small business, this could be an investor, someone from your network, or even a valued customer!

Step 13: Clarify the method of optimizing the process

Optimizing the process over time is a crucial step of creating it in the first place. I'm under the belief that the process should be thought of as a living document.

Step 14: Run a risk assessment on your process

A risk assessment is an important part of finalizing any project.



If you're a software firm, you've probably already covered this in one of the above sections where we look at where things go wrong.

Step 15: Consider creating a flow diagram

Flow diagrams or workflow maps – or whatever nomenclature you prefer – can be useful in multiple ways:

1. Visual overviews. Sometimes it is useful when presenting information to give visual aids. These aids can contextualize information from the beginning, improving the clarity of your more detailed written explanation.
2. Help employees understand their role. Flow diagrams provide employees with a visual way of understanding what is being asked of them. But that's not all. Helping make sure that your employees understand their position within a broader whole makes the process work better and improves employee accountability in the workplace, to boot.

Step 16: Finalize and implement the SOPs

Congratulations!

You've completed your new standard operating procedures. If you've followed the process from beginning to end, your SOPs are essentially guaranteed to improve performance. They should have been tested, they have optimization strategies built in, and you've made sure they're safe.

3.2. Standards in operating procedures

Fully Successful Standard: with few exceptions, written products include accurate data, detailed information, and are in the correct format, with only minor errors; and written reports



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are produced as requested, usually within the time frames established, and routinely meet the customers' needs.

Outstanding Standard: Meets Fully Successful standard plus: Written products are error free, reflect great attention to detail, and completely review all aspects of the subject matter.

Self-Check -3	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

- 1. Define standard operating procedure.**

- 2. What is Outstanding Standard?**

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

3. _____

Reference

1. Edith Cowan University, Perth, Australia g.tarricone@ecu.edu.au. Successful teamwork: A case study
2. Adapted from Problem Solving Video, Workplace Videos 2000, Glencoe McGraw
3. A HERD Publication Visit Us: www.herd.org.np Follow Us: @HERDNepal
4. JOHNR.SCHERMERHORN, JR. Management 12 th Edition
5. Adam Henshall April 19, 2017 Business Processes, Document Management, Quality Control

DAIRY PRODUCTION

Level II

Learning guide -06

Unit of Competence:-Working In Team Environment

Module Title: - Working In Team Environment

LG Code: AGR DRP2 M2 LO3-LG-6

TTLM Code: AGR DRP2 M2 TTLM 1219v1

LO3: Work as a team member

Instruction Sheet	Learning Guide 06
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- ❖ Using effective and appropriate forms of communications.
- ❖ Undertaking interactions with team members.
- ❖ Identifying individual competencies and workplace context.
- ❖ Making effective and appropriate contributions to team.
- ❖ Observing protocols in reporting.
- ❖ Making contribution to the development of team work plans.

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 –

- ❖ Use effective and appropriate forms of communications.
- ❖ Undertake interactions with team members.
- ❖ Identify individual competencies and workplace context.
- ❖ Make effective and appropriate contributions to team.
- ❖ Observe protocols in reporting.
- ❖ Make contribution to the development of team work plans.

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described in number 1 to 7.
3. Read the information written in the “Information Sheet (**1, 2,3,4 and 5**) in page **2,4,9,11 and 14** respectively
4. Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.



5. Accomplish the “**Self-check 1, Self-check 2, Self-check 3**” **Self-check 4 and Self-check 5**” in page, **3, 8, 10, 13 and 17** respectively.
6. If you earned a satisfactory evaluation proceed to “Operation Sheet 1 and 2 in page 18 and 3 and 4 in page 19 respectively.
7. Do the “LAP test” in page 20 (if you are ready). Request your teacher to evaluate your performance and outputs.



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<p>Information Sheet-1</p>	<p>Using effective and appropriate forms of communications</p>
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1.1. Effective and appropriate forms of communications

Having effective communication skills is the key to good leadership. When you communicate well with your team, it helps eliminate misunderstandings and can encourage a healthy and peaceful work environment. Efficient communication with your team will also let you get work done quickly and professionally.

The moment you get the lines of communication open with your team, the process of carrying out tasks and projects will most likely go by smoothly. Plus you will be surprised how meeting targets will become a whole lot easier.

1.1.1. Ways to Communicate Effectively in the Workplace

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.

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 work stations.

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.

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

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.

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.

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.

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

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.

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.

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.

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



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.

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 communication 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.



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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:

- Indicate ways to Communicate Effectively in the Workplace

Note: Satisfactory rating - 4 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

Information Sheet-2	Undertaking interactions with team members
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2.1. Tips to interact with your team members

Important tips to interact with your team members includes:-

1. Schedule regular open meetings
2. Use appropriate body language
3. Speak simply
4. Utilize visuals
5. Value every team member's ideas
6. Establish ground rules for the team.
7. Encourage debate
8. Show appreciation

1. Schedule regular open meetings

When communicating with team members through e-mail, text, instant message, and other forms of digital media, the meanings of messages can be easily misconstrued. The best team interaction often takes place in open, face-to-face meetings. In this type of setting, team members will both hear the words of your intended communication and the tone of voice you use while giving it.

2. Use appropriate body language

The look on your face can say more than a thousand words. For instance, when a team member wears a scowl on his or her face while listening to a fellow employee's

ideas, the interaction between the two people will likely be lackluster. Using positive, body language conveys interest, sincerity, and cooperation to team members.

Examples of positive, body language include:

- Smile
- Make eye contact
- Give thumbs up
- Nod or show that you are actively listening to what they have to say
- Give high fives, fist bumps, or shake hands

3. **Speak simply**

When addressing team members, don't attempt to wow them with your impressive vocabulary. Speaking with simple words and phrases will improve the likelihood of effectively communicating your message while decreasing the probability of appearing like a show-off. There's nothing worse than having to Google a word you are not familiar with.

4. **Utilize visuals**

Some of the members on your team might learn better when listening to a lecture. Other employees may comprehend new concepts more easily after looking at visuals. To accommodate a variety of different learning styles, create informative visuals to display when giving a presentation at a team meeting.

Also, understanding the behavioral pattern of your team members will ensure you address certain needs, like preferring to read information before meeting as a group to discuss something



5. Value every team member's ideas

Effective teams contain team members who value each other's ideas. If team members are belittled or ignored after offering input, they will likely stop engaging in team discussions and other activities. When this occurs, collaboration is stifled. Some team members are not naturally driven to initiate conversation. Taking the time to understand who is driven to talk things through versus those who is not will allow you to make sure everyone is given appropriate airtime

6. Establish ground rules for the team.

Establishing ground rules for a team will encourage order, efficiency, and healthy communication at meetings. Every member of the team should have a voice in the rule creation process. Rules should be agreed on by consensus.

A few rules that might improve interaction among team members include:

- Every team member will arrive at meetings on time
- Each team member is allowed to offer suggestions and provide ideas
- Only one team member will speak at any given time

7. Encourage debate

When team members are afraid to disagree with one another, they might blindly make important decisions without feeling confident about them. In this type of environment, only one or two team members might be responsible for making most, if not all, of the team decisions. Healthy debates inspire creativity and collaborative brainstorming.

Keep in mind that in order to feel comfortable engaging in debate, your team has to be comfortable with each other. Regular team building exercises may be helpful to make people more comfortable and trusting enough to debate without fear of offending anyone.



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8. Show appreciation

People respond better to courtesy than they react to impoliteness. Showing appreciation makes team members feel like they matter. Expressing gratitude, even for small acts, creates goodwill.

Examples of displaying appreciation to team members include:

- Congratulating a team member for developing a great idea for a new project
- Thanking a team member for finishing an assignment before a deadline
- Thanking team members for taking the time to listen to a presentation

Whether on the call-center floor, in a restaurant kitchen, or at a corporate meeting, the power of the team is greater than that of the individual. However, the mere existence of a team in an org chart certainly doesn't call for efficiency. Ground-breaking teams are staffed with members who know how to successfully and respectfully communicate, challenge, and reward each other. Peer recognition helps build trust on teams.

Self-Check -2	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What are the tips to best interact with your team members.

2. Indicate positive body language.

Note: Satisfactory rating - 3 points

Unsatisfactory - below 2 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

<p>Information Sheet-3</p>	<p>Identifying individual competencies and workplace context</p>
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3.2 Individual skills and competencies and workplace context

3.1.1. Skills for a Healthy Group Climate

To work together successfully, group members must demonstrate a sense of cohesion. Cohesion emerges as group members exhibit the following skills:

- **Openness:** Group members are willing to get to know one another, particularly those with different interests and backgrounds. They are open to new ideas, diverse viewpoints, and the variety of individuals present within the group. They listen to others and elicit their ideas. They know how to balance the need for cohesion within a group with the need for individual expression.
- **Trust and self-disclosure:** Group members trust one another enough to share their own ideas and feelings. A sense of mutual trust develops only to the extent that everyone is willing to self-disclose and be honest yet respectful. Trust also grows as group members demonstrate personal accountability for the tasks they have been assigned.
- **Support: Group members demonstrate** support for one another as they accomplish their goals. They exemplify a sense of team loyalty and both cheer on the group as a whole and help members who are experiencing difficulties. They view one another not as competitors (which is common within a typically individualistic educational system) but as collaborators.
- **Respect:** Group members communicate their opinions in a way that respects others, focusing on “What can we learn?” rather than “Who is to blame?” See Constructive Feedback in the process section for more details.

Skills for an Effective Group Process

Besides knowing how to develop a healthy group climate, students also need to know how to function so that they are productive and accomplish their tasks effectively. An effective process will emerge as students' exhibit these skills:

- **Individual responsibility and accountability:** All group members agree on what needs to be done and by whom. Each student then determines what he or she needs to do and takes responsibility to complete the task(s). They can be held accountable for their tasks, and they hold others accountable for theirs.
- **Constructive Feedback:** Group members are able to give and receive feedback about group ideas. Giving constructive feedback requires focusing on ideas and behaviours, instead of individuals, being as positive as possible and offering suggestions for improvement. Receiving feedback requires listening well, asking for clarification if the comment is unclear, and being open to change and other ideas.
- **Problem solving:** Group members help the group to develop and use strategies central to their group goals. As such, they can facilitate group decision making and deal productively with conflict. In extreme cases, they know when to approach the professor for additional advice and help.
- **Management and organization:** Group members know how to plan and manage a task, how to manage their time, and how to run a meeting. For example, they ensure that meeting goals are set, that an agenda is created and followed, and that everyone has an opportunity to participate. They stay focused on the task and help others to do so too.
- **Knowledge of roles:** Group members know which roles can be filled within a group (e.g., facilitator, idea-generator, summarizer, evaluator, mediator, encourager,



recorder) and are aware of which role(s) they and others are best suited for. They are also willing to rotate roles to maximize their own and others' group learning experience.

Workplace context May include:

- Work procedures and practices
- Conditions of work environments
- Legislation and industrial agreements
- Standard work practice including the storage, safe handling and disposal of chemicals Safety, environmental, housekeeping and quality guidelines



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Self-Check -3	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. List workplace context in working in team environment.
2. Cohesion emerges as group members what you can exhibit as skills?

Note: Satisfactory rating - 3 points

Unsatisfactory - below 3 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

3. _____



Information Sheet-4	Making effective and appropriate contributions to team
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4.1. Create and maintain an effective team

There are six key steps to building and maintaining a strong, cohesive and effective team:

1. Define the purpose. Clearly define the purpose of the team, including the overall outcome it has been brought together to achieve.
2. Assemble the team.
3. Determine the goals.
4. Set expectations.
5. Monitor and review.
6. Celebrate and reward.

❖ **Ways to empower your teams to be more productive:**

- Give your team members ownership.
- Set communication expectations.
- Know your team members strengths and weaknesses.
- Incorporate some team building exercises.
- Good work environment.
- Give them incentives.
- Get out of the way.
- Praise a job well done.

❖ **Here are 20 straightforward strategies to help improve teamwork in your startup today:**

- Lead by example.
- Build up trust and respect.
- Encourage socializing.
- Cultivate open communication.
- Clearly outline roles and responsibilities.
- Organize team processes.
- Set defined goals.
- Recognize good work.
- Mediate conflict quickly and efficiently
- Give frequent feedback
- Take time to celebrate
- Allow team members to actively take part in decision-making
- see a task management software
- Maintain the balance of work
- meet regularly and mix it up
- Don't micromanage
- Create space
- Start team traditions
- Use size to your advantage
- Make hiring a team responsibility

❖ **Effective Teams characters includes:-**

- Perform tasks
- Satisfy members
- Remain viable for the future

Team effectiveness may be summarized as

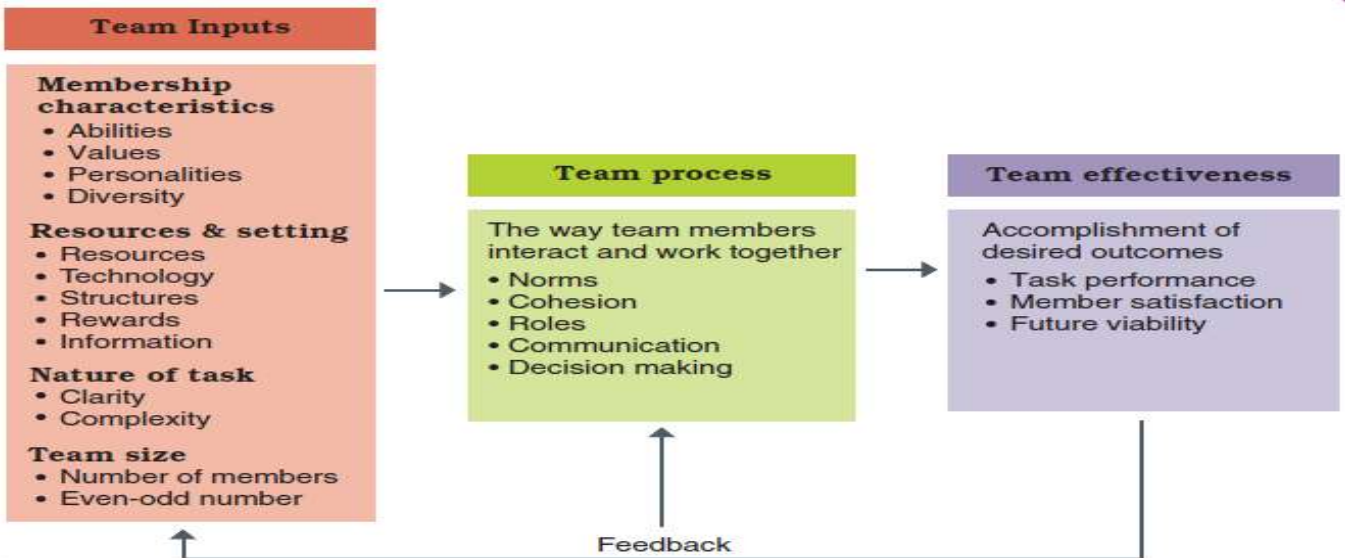


Figure1. An open-systems model of team effectiveness

Self-Check -4	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. How to empower your teams to be more productive?
2. What are the key steps to building and maintaining a strong, cohesive and effective team:

Note: Satisfactory rating - 10 points

Unsatisfactory - below 10 points

Answer Sheet

Name: _____

Date: Rating: _____

Score = _____

Short Answer Questions

1.--

2.



Information Sheet-5	Observing protocols in reporting
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A protocol is a set of step-by-step guidelines—usually in the form of a simple one- or two-page document—that is used by educators to structure professional conversations or learning experiences to ensure that meeting, planning, or group-collaboration time is used efficiently, purposefully, and productively.

Protocols are specifically designed to encourage all participants in a discussion to listen actively and respectfully and to contribute constructive comments and feedback while refraining from less productive forms of conversation, such as digressions, complaints, excuses, or disparaging comments. Protocols may be used to structure discussions or group activities and, once completed, they are often followed by some form of debriefing process during which participants discuss what they learned from the experience and/or how the process worked well and how it could be improved.

While the specific purpose, process, and goals of a protocol may vary widely, educators commonly use protocols to structure professional discussions about instructional techniques, student work, student-performance data, or research studies and articles.

The use of protocols serves several general purposes:

- Ensuring that educators remain focused on the specific, agreed-upon objectives and goals for a professional conversation.
- Building the foundational communication and facilitation skills essential to effective professional collaboration.
- Helping to nurture a culture of collegiality, trust, and mutual appreciation.



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- Ensuring everyone in the group has an opportunity to contribute and be heard during a discussion.
- Reducing the tendency toward subjective, digressive, or one-sided conversations.
- Promoting focused, substantive, in-depth conversations about a specific topic.
- Encouraging active, respectful listening among all participants.
- Providing a “safe space” for teachers to share their work with colleagues without being concerned about negative criticism.
- Allowing difficult questions or issues to be raised in constructive ways.
- Eliminating unhelpful excuses, complaints, or comments about student behavior from professional discussion.
- Keeping conversations focused on goals, solutions, and results.



Self-Check -5	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is the purpose of protocols?

Note: Satisfactory rating - 5 points
Answer Sheet

Unsatisfactory - below 5 points

Score = _____

Name: _____

Date: _____

Short Answer Questions

1. _____



Information Sheet-6	Making contribution to the development of team work plans.
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6.1. Elements for effective teamwork

Successful projects depend on how well the team works together. Elements that lead to success include commitment, contribution, good communication, and cooperation. Cooperation itself includes factors such as follow-through, timeliness, and others. Conflict management and change management are also important

❖ **Knowing the elements for effective teamwork can help you to build and maintain high-performance teams throughout your organization.**

- Commitment and Trust
- Open Lines of Communication
- Diversity of Capabilities
- Adaptable to Changing Conditions
- Confidence and Creative Freedom.

❖ “Two heads are better than one.” We’ve all heard the old adage encouraging teamwork, but what does working together really do for you? Salesmen thrive off healthy competition, but sometimes the use of teamwork in the workplace is a better answer for winning sales.

6.2. Benefits of team work

Here are six ways that teamwork benefits you in the workplace.

- Fosters Creativity and Learning. Creativity thrives when people work together on a team.



- Blends Complementary Strengths.
- Builds Trust.
- Teaches Conflict Resolution Skills.
- Promotes a Wider Sense of Ownership.
- Encourages Healthy Risk-Taking

Stages of team development:

- Forming
 - initial orientation and interpersonal testing
- Storming
 - conflict over tasks and ways of working as a team
- Norming
 - consolidation around task and operating agendas
- Performing
 - teamwork and focused task performance
- Adjourning
 - task accomplishment and eventual disengagement .



Self-Check -6	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. List benefits of teamwork.
2. What are the key the elements for effective teamwork.

Note: Satisfactory rating - 5 points

Unsatisfactory - below 5 points

Answer Sheet

Score = _____

Rating: _____

Name: _____

Date: _____

Short Answer Questions

1.

2





Reference

1. Edith Cowan University, Perth, Australia g.tarricone@ecu.edu.au. Successful teamwork: A case study
2. Adapted from Problem Solving Video, Workplace Videos 2000, Glencoe McGraw
3. A HERD Publication Visit Us: www.herd.org.np Follow Us: @HERDNepal
4. JOHNR.SCHERMERHORN, JR. Management 12 th Edition

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