# INFORMATION TECHNOLOGY SUPPORT SERVICE

## Level - I

# LEARNING GUIDE 12

**Unit of Competence:** Work with Others

**Module Title:** Working with Others

**LG Code:** ICT ITS1 M04 LO1 – LG12

**TTLM Code:** ICT ITS1 TTLM 1019v1

# LO 1: Develop Effective Workplace Relationship

| Instruction Sheet | Learning Guide - 12 |
|---|---|

This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –
- Duties and responsibilities are done in a positive manner.
- Assistance is sought from workgroup.
- Feedback provided by others in the team
- Differences in personal values and beliefs are respected and acknowledged in the development.

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 –
- Perform Duties and responsibilities in a positive manner to promote cooperation and good relationship.
- Sought Assistance from workgroup when difficulties arise and addressed through discussions.
- Encouraged, acknowledged and acted upon Feedback provided by others in the team.
- Respects Differences in personal values and beliefs and acknowledged in the development.

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, Sheet 3 and Sheet 4" in page 3, 12, 16 and 19 respectively.
4. Accomplish the "Self-check 1, Self-check 2, Self-check 3 and Self-check 4" in page 10, 14, 17 and 22 respectively
5. If you earned a satisfactory evaluation from the "Self-check" proceed to "Operation Sheet 1, Operation Sheet 2 and Operation Sheet 3 " in page ---.
6. Do the "LAP test" in page – ---

| Information Sheet – 1 | Duties and responsibilities are done in a positive manner |
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## 1.1. Introduction To Group Process

When you work in an office, many of the tasks performed in a work environment are in some way performed as part of a group or a team. In today's rapidly changing work environment it is unlikely that any one person will have all the skills needed to complete every task. So workgroups are formed from people with a range of skills, which are pooled. Once these people are able to relate to one another and link their knowledge and skills with those of the other members of the group, the group is able to perform effectively.

The group process leads to a spirit of cooperation, coordination and commonly understood procedures and conventions.

### 1.1.1. Types of Workgroups

Workgroups can be divided into two main types: **formal** and **informal**.

*A formal group* in an organization is established by management to perform specific tasks in order to meet the goals of the organization. It may consist of a committee, a department, a section, or some other unit in the workplace. In these groups, relationships and procedures are regulated through formal processes, as in formal meetings.

*An informal group* forms naturally around the workplace as, and when, the people involved feel like it. These could be 'interest' or 'friendship' groups.

### 1.1.2. Types of Work Teams

The terms 'team' and 'group' are often used in the same context, but, while a team can be classified as a group, a group may not conform to the specific criteria for a team. The key elements of a team are that members are operating within a charter. Members of a team see themselves as having specified roles, and they acknowledge that the team is accountable for achieving a specific organizational goal.

A *project work team* is created to complete a particular task or project. Members are chosen because their qualifications and experience are useful to the team's purpose. The members are chosen by management, and the team disbanded when the project is finished.

A *participative work team* is able to take some initiative and to participate in decision-making within the group. It is created to complete a range of duties.

A *self-managed team* creates new ideas, makes decisions and achieves results. This type of team is suited to a dynamic and flexible organization, in which teams need to respond quickly to changing circumstances.

A **committee or subcommittee** is a group of people with skills and knowledge formed to complete a specific task, which might involve presenting information at a large, formal meeting.

### 1.1.3. Group Dynamics

Any group has a 'personality' of its own, which is composed of the individual personalities of the people in it. A good example of this is a class of students. Each group of students is different from any other, and one person can change the whole dynamics of a particular class. This is caused by the 'synergy' of the group.

**Synergy** is described as 'the whole being greater than the sum of the individual parts'. Group synergy can be either positive or negative. In an organization, good team effectiveness can act as a powerful socializing agent. Examples of this are helping new employees with organizational policies and procedures, and working together to get jobs done more quickly and to a higher standard, using cooperation and reciprocation.

### 1.1.4. Group Behavior

In addition to completing tasks and achieving goals, members of a group or team relate to one another. Each person brings interpersonal concerns to the team, and these concerns become part of the group process. There are three interpersonal concerns within groups:
- Inclusion
- Control
- Acceptance



**Figure 1.1** Small Group Discussions

In a team with inclusion, control and acceptance, group leaders and members are accessible to one another. No one person monopolizes the conversation or the decision-making, or interrupts while others are talking. As a member, you are given space to put forward your views.

## 1.2. Being an Effective Worker

To be an effective worker means many things. It means that you are a:
- safe worker
- worker who is responsible for the quality of their work
- worker that communicates well and works as a team member, sharing information and resources
- worker that seeks to resolve conflicts and problems
- worker that accepts change
- worker who appropriately utilizes resources for maximum efficiency and with regard to the environment
- worker that plans their daily work

Planning is essential regardless of your job role or responsibilities because as a worker you are part of a group or team. This might be a small team of two, or a large team such as a company or an organization. It is very rare for someone to work completely alone. Even in the most isolated of situations where you may be physically alone there is still a work plan, a communication process and an emergency response process.

As a member of a team it is very important to realize that the actions of every individual will impact on the team as a whole. Quite simply, the way you work affects everyone else. Think about how you would feel if you worked with someone who showed the following habits:
- disorganized
- late
- does not bring the correct tools and equipment
- does not use safety gear
- leaves the workplace in a mess
- cannot be communicated with, because they have not turned on the radio or mobile
- does not finish a job (manage their workload) in the designated time, thus holding everyone else up

In every workplace situation and on every workday, a person who is truly an effective worker will endeavor to:
- Take time and resource constraints into account in fulfilling work requirements.
- Contribute actively to the team and the appropriate work outcomes.
- Encourage, acknowledge and act upon constructive feedback.
- Identify their responsibilities and duties in relation to workgroup members and undertake activities in a manner that promotes cooperation and good relationships.
- Provide support to team members to ensure workgroup goals are met.
- Share information relevant to the work with co-workers.

### 1.3. Workplace Relationships

- **Definition of a workplace**

A **workplace** is a location or building where people perform physical or mental work in order to earn a living. It is usually a location outside one's home or place of residence.

The term "**workplace**" is also used to describe the work environment in general especially as it relates to the rights and responsibilities of employees and employers.

- **Definition of Responsibility**

In the workplace, everyone interacts with each other. This is how society organizes itself and communicates together at work. These relationships are valuable for the opportunities they create to improve performance of individuals, as well as benefiting them, by creating a more useful and interesting place to work.

Each person in the team has a responsibility and a vested interest in making these relationships work, for their mutual benefit.

In practice, *'responsibility'* is all about doing your bit (and maybe a little more) to oil the wheels of the relationships you have with all of your colleagues, at whatever level of hierarchy they might be, such that everyone is a winner.

There are six critical activities that anyone creating a workplace relationship needs to be aware of - and be prepared to put into practice.

- **Show Commitment**

  By being onside and decided to make the difference, whatever the history, you are starting a process to build relationships, even if it means you have to rethink your position as well a bit.

- **Be Interested in Others**

  You'll build relationships faster if you dump talking all about yourself and make sure you ask questions that will help you get to know people better. Yet, this isn't actually the point. It's that you are showing that you are interested that counts.

- **Create Trust**

  Following through with what you say you will do; being as open and honest as possible; giving and accepting feedback, as well as showing confidentiality and discretion, are all tiny and still vital tactics to adopt when building new and maintaining existing relationships.

- **Smile like you mean it.**

Greet people when you cross paths in the halls. Make small talk in the elevator and the kitchen. Offer advice--or at least sympathy -- when the printer jams. Small gestures like this seem inconsequential, but go a long way toward establishing you as a friendly, approachable person, which makes your coworkers much more likely to extend friendship to you in return.

- **Make lunch time social time.**

    If your department has a scheduled lunch break, tag along with a group, or ask one of your office neighbors to a restaurant you enjoy.  Eat together.

- **Know your limits.**

    Those without strong social butterfly inclinations should not feel left out of the fun. Spend your break time in the office social hub--the break room or the coffee shop across the street--and have a chat with whomever comes in. Pop into other people's cubicles on your walk to the supply closet, just to say hello. You certainly don't have to throw parties to make a few friends on the job.

## 1.4. Identify Duties and Responsibilities in Relation to Workgroup Members

Group members will include other members of the organization, including peers/work colleagues, your supervisor or manager and your coach/mentor. All these people are expected to work within the organization's team structure which includes:
- Organizational code of conduct
- Organizational procedures and policies
- Supervision and accountability including OHS
- Job description and specification relevant to work role
- Using a courteous and helpful manner at all times
- Completing allocated tasks as and when required
- Seeking assistance from an appropriate person if difficulties arise
- Using active and effective listening and questioning to clarify instructions and responsibilities.

### Group Norms

These are known behaviors that are expected by all members of a group/team. These are unwritten 'rules' and 'standards' which develop within a specific group/team as people react with one another. Norms help a group to avoid a state of utter confusion and disorder as the inputs of different individuals are organized into a collective group. These norms usually include the following.

### 1.4.1. Behave in a courteous and helpful manner

In any workplace you will be involved with other people. Some people get on really well together, but other people appear to have personality clashes. But cooperation is necessary to work as a group or team in order to complete work tasks and reach the corporate goals.

***Mutual respect*** means treating other people as you would like to be treated yourself, including acknowledging other people's cultural and religious beliefs.

Cooperation is essential for developing the ability to relate effectively to management, customers/clients and colleagues, to work as a team and to communicate well at an interpersonal level. For example, when one section of the business is working to complete a large order, staff from other sections will help out.

***Reciprocal effort at a personal level*** means that if you have a quiet period you will help someone who has a deadline to meet, and they will then help you when you have a large volume of work.

### 1.4.2. Complete allocated tasks as and when required

As you are working as part of a team or group, how you complete your tasks affects the completion of tasks by other people. You should therefore identify and plan and prioritize your work goals linked to organizational goals.

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

1. List and explain the different types of workgroups:

2. Explain the meaning of synergy

3. List the three interpersonal concerns within groups:

4. To be an effective worker means many things. It means that you are a:

5. In every workplace situation and on every workday, a person who is truly an effective worker will endeavor to:

6. What is a workplace?

7. List the six critical activities that anyone creating a workplace relationship needs to be aware of and be prepared to put into practice.

8. Explain the meaning of *group norms*:

9. Explain the meaning of *Mutual respect*:

10. Explain the meaning of *Reciprocal effort at a personal level*:

11. Explain why *Cooperation is essential* in workplace?

*Note:* **Satisfactory rating - 16 points          Unsatisfactory - below 16 points**

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

**Answer Sheet**

Score = _____

Rating: _____

Name: _____     Date: _____

**Short Answer Questions**

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| Information Sheet – 2 | Seek Assistance When Difficulties Arise |
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## 2.1. Seek Assistance When Difficulties Arise

Effective group performance is very important to the organization if the goals of the company are to be achieved. If groups of people are not working well together, this is an indication of internal problems within the group and ultimately within the organization. Therefore, assistance should be sought from a supervisor or manager to help solve the problems before production is affected.

### 2.1.1. Questioning Techniques to Clarify Instructions

#### 2.1.1.1. Active and effective listening

Active and effective listening is the process of receiving a message and relaying back to the sender exactly what the sender intended. This prevents misinformation, improves morale, relationship and trust levels with other people, and improves teamwork.

For example, if you are not listening correctly when you are working with other people, you will not perform your tasks effectively.

#### 2.1.1.2. Active and effective questioning

Many people speak very badly, or have a different accent to yours, and it might be difficult to understand what they are saying. If you have to ask someone to repeat what they have said, particularly on the telephone, they are sometimes impatient and think you are being stupid. This is very far from the case. If you repeat what someone has said to you at work, it shows that you are working efficiently and effectively. You are clarifying what they have said to make sure you do not make any mistakes.

### 2.1.2. Take time and resource constraints into account

Completion of your own work tasks is linked to the completion of the tasks of your workgroup and this can be affected by a number of factors:
- breakdown of machinery
- interruption to electricity supply
- either yourself or other members of staff being away ill
- availability of time in order to complete work tasks
- availability and delivery of resources
- Cutting costs and downsizing of staff.

This is when reciprocal effort and cooperation come into effect and when assistance might have to be sought from a supervisor or manager.

| 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. Why is it important to use active and effective listening?

2. Why is it important to use active and effective questioning?

3. List the number of factors that can affect the completion of your work tasks:

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

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

**Answer Sheet**

Score = _____

**Rating:** _____

Name: _____     Date: _____

## Short Answer Questions

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| **Information Sheet – 3** | Encourage, Acknowledge and Act upon Constructive Feedback |
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### 3.1. Encourage, Acknowledge and Act upon Constructive Feedback

Feedback from groups can be even more useful than that from individuals, as the varying perceptions or ideas are pooled from a number of people and cover the problem from all viewpoints not just from the viewpoint of one person. This can mean a more successful outcome for the problem. Feedback from members of the group or other personnel in the organization can help you to improve your work performance. This includes:

- **Appraisal by superiors** is usually an official appraisal at the end of a year by your supervisor or manager.
- **Self-appraisal** is a very useful tool as it involves the employee in the evaluation process. This helps to clarify an employee's role and reduces role conflict.
- **Peer appraisal**, for example when a group member appraises another group member, can be useful when used in coaching and mentoring programs, and when used as part of periodic group-appraisal programs, which contribute to team building.
- **Customer feedback** is the key to any system control. A customer's feedback on your performance is an indication of how well you are performing your duties.

All tasks in a work environment are performed as part of a group or team. Many innovative ideas are produced by groups of people.

Feedback from all these sources can point out your *strengths* and *weaknesses*. Areas of weakness will be listed and ways to raise your competency recommended. These might include:
- help from colleagues and/or your supervisor
- extra training by the company
- mentoring and coaching by more experienced employees
- using training manuals and books for improving technological skills
- Enrolling in a training course such as this one.

| 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. How can you encourage constructive feedback?

2. Feedback from all these sources can point out your _____ and _____.

3. How ways to raise your competency recommended when areas of weakness will be listed?

*Note:* **Satisfactory rating - 8 points          Unsatisfactory - below 8 points**

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

**Answer Sheet**

Score = _____

**Rating:** _____

Name: _____     Date: _____

**Short Answer Questions**

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| Information Sheet – 4 | Deal Effectively with Issues, Problems and Conflict |
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## 4.1. Deal Effectively with Issues, Problems and Conflict

**Internal customers** are your colleagues and the people in other departments of your organization. How you communicate with people within your organization is just as important as how you deal with external customers, for if their needs are not satisfied then their service to outside customers will be adversely affected.

In a conflict situation, different types of behavior might include:

- Anger
- Physically aggressive acts
- Verbal threats or aggression
- Signs of distress
- Intimidation
- Sarcasm or ridicule
- Resentment.

### 4.1.1. Respect Differences in Personal Values and Beliefs

It is unlawful to discriminate against anyone in the workplace on the grounds of:

- race or ethnic origin
- physical, intellectual or psychological impairment (including having or being thought to have AIDS or being HIV positive)
- pregnancy
- parental status, and having or not having children
- marital status, including being a de facto spouse
- religious belief or activity
- age or sex
- being a member of a union.

Discrimination is treating someone less favorably than someone else:

- in the same or similar circumstances on one or more of the grounds listed above
- because of characteristics that apply to a person of a particular group
- by imposing an unreasonable condition that some people of a particular group are less able to meet than others.

Also, it is discrimination if you are prevented, because of your gender, race or disability, from:

- joining a training program
- applying for a promotion or transfer
- taking part in meetings
- Having equal access to facilities.

### 4.1.2. Identify any Linguistic and Cultural Differences in Communication Styles

When working with people with different cultures and beliefs from your own, you should use the following techniques:

- Listen actively and effectively and provide feedback in order to avoid misinterpretation of instructions and directions.
- Use appropriate verbal and non-verbal communication.
- Show empathy and interest in the other person's cultural background. You will find many things of fascination and in some cases customs that are far better than in your own country.

### 4.1.3. Identify Issues, Problems and Conflict Encountered in the Workplace

Most people in an office environment work with other individuals fairly agreeably most of the time. Accommodation or adjustment can be reached to achieve and maintain group harmony. But conflict can arise between workers, and this has to be solved before it affects the effectiveness of a working environment. Conflict can arise in *three* different ways, as described below.

- *Interpersonal conflict* occurs when two or more people disagree over an issue or when they experience emotional opposition to one another.
- *Substantive conflict* involves disagreements over resources, rewards, policies and procedures, and the allocation of roles.
- *Emotional conflict* occurs when there are feelings of anger, dislike, resen0tment and distrust, resulting in personality clashes. We all experience the feeling of liking some people better than others. You often meet someone for the first time and either like them a lot or instinctively dislike them.

### 4.1.4. Seek Assistance from Workgroup Members when Problems and Conflict Arise

**Conflict resolution:** Conflict resolutions solve interpersonal conflict in three ways—through lose/lose strategy, win/lose strategy, or win/win strategy. How this operates is shown below.

| Conflict Type | Possible Solutions | Results |
|---|---|---|
| Lose/Lose | Avoidance of conflict 'Smoothing' - recognizing both sides of conflict. Compromise - each party gives up something of value. | Conflict may appear to have been solved; disagreements are smoothed over; future conflict over the same issue will arise again. |
| Win/Lose | Competition - conflict resolved through force by someone with superior skills. Authoritative command - someone with authority specifies the outcome. | Only one person has gained anything and the problem is not resolved; future conflict over the same issue may arise again or lead to related conflict |
| Win/Win | Confrontation of the issues, problem-solving to resolve the conflict issues on both sides. | Conflict has been resolved on both sides; each person, or side, has won something and the conflict is unlikely to arise again. |

This is where reciprocal effort and cooperation will come into effect and when assistance might also have to be sought from a supervisor or manager to achieve a Win/Win outcome.

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

1. _____ are your colleagues and the people in other departments of your organization.

2. List different types of behavior in a conflict situation:

3. What is Discrimination?

4. List unlawful discriminate against anyone in the workplace on the grounds of:

5. It is discrimination if you are prevented, because of your gender, race or disability, from:

6. What techniques you should use, when working with people with different cultures and beliefs from your own?

7. List and describe the three different ways that conflict can arise between workers:

8. List the three ways in which conflict resolution can solve conflicts.

*Note:* **Satisfactory rating - 16 points         Unsatisfactory - below 16 points**

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

**Answer Sheet**

Name: _____          Date: _____

## Short Answer Questions

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**List of Reference Materials**