Ethiopian TVET-System

customer contact works support
LEVEL-II
Based on August 2012GC Occupational standard

Module Title: **Working in Team Environment**
TTLM Code: EIS CCS2 TTLM0919v1

This module includes the following Learning Guides

LG44. Describe team role and scope

LG Code: EIS CCS2M14 LO1-LG-44

LG45:Identifying own role and responsibility

LG Code: EIS CCS2M14 LO1-LG-45

LG46:Working as a team member

LG Code: EIS CCS2M14LO1-LG-46

INTRODUCTION

Welcome to the module *"***Work in Team Environment***"*. This learner's guide was prepared to help you achieve the required competence in "**customers contact Works support Level - II**". This will be the source of information for you to acquire knowledge attitude and skills in this particular occupation with minimum supervision or help from your trainer.

Instruction Sheet	LG44. Describe team role and scope

Learning Instructions:

1. Read the specific objectives of this Learning Guide.

2. Follow the instructions described

3. Read the information written in the "Information Sheet". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.

4. Accomplish the "Self-checks" .

5. Ask from your teacher the key to correction (key answers) or you can request your teacher to correct your work. (You are to get the key answer only after you finished answering the Self-check).

6. Submit your accomplished Self-check. This will form part of your training portfolio.

Up on completion of this learning outcome, the trainees will be able to

1: Identifying *role and objective of the team*
2: Identifying Team parameters, reporting relationships and responsibilities

1: **Identifying *role and objective of the team***

What is a Team?

Team is a group whose members influence one another toward the accomplishment of an organizational objective or purpose.

A collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, *who see themselves and who are seen by others as an intact social entity* embedded in one or more larger social systems and who manage their relationships across organizational borders

A *group* consists of any number of people who interact with one another, are psychologically aware of one another, and think of themselves as a group.

Why we Interest in Teamwork?

The most important element of team work is share information. Teamwork has become an important part of the working culture and many businesses now look at team work skills when evaluating a person for employment. Most companies realize that teamwork is important because either the product is sufficiently complex that it requires a team with multiple skills to produce, and/or a better product will result when a team approach is taken. Therefore, it is important that work in a team environment

Teamwork is rewarded and recognized. The lone ranger, even if she is an excellent producer, is valued less than the person who achieves results with others in teamwork. Compensation, bonuses, and rewards depend on collaborative practices as much as individual contribution and achievement

Structures to Support Teamwork

To be effective, teams require clear structures that outline
- Team objectives
- Roles and responsibilities of team members
- Mechanisms for exchanging information
- Coordination mechanisms for team activities

Team objectives
- Team objectives must be firm, yet realistic
- Team objectives may be based on SMART goals:

  ✓ S-Simple

  ✓ M-Measurable

  ✓ A-Achievable

  ✓ R-Realistic

  ✓ T-Tim

What is a team role?

A tendency to perform, contribute and interrelate with others in a particular way. Team role shows the different types of contribution that is make to the team.

Team role: team roles describe your "soft product" contribution to team discussions and interactions. For example, when a team meets to resolve a team problem, each team member contributes a different type of perspective to the discussion, and tries to achieve a different effect. One person may want to clarify the problem being discussed; another may suggest ideas for resolution; a third may try to analyses the situation and produce an explanation of how the problem came about.

When a team is performing at its best, you'll usually find that each team member has clear responsibilities. You'll also see that every role needed to achieve the team's goal is being performed fully and well.

Teams can become unbalanced if all team members have similar styles of behavior or team roles. If team members have similar weakness, the team as a whole may tend to have that weakness. If team members have similar team-work strengths, they may tend to compete (rather than co-operate) for the team tasks and responsibilities that best suit their natural styles.

The Nine team roles

Action Oriented Roles	Shaper	Challenges the team to improve.
	Implementer	Puts ideas into action.
	Completer Finisher	Ensures thorough, timely completion.
People Oriented Roles	Coordinator	Acts as a chairperson.
	Team Worker	Encourages cooperation.
	Resource Investigator	Explores outside opportunities.
Thought Oriented Roles	Plant	Presents new ideas and approaches.
	Monitor-Evaluator	Analyzes the options.
	Specialist	Provides specialized skills.

2: **Identifying Team parameters, reporting relationships and responsibilities**

Team report relationship and responsibilities

The team manager is required to submit a weekly progress report for the team. Follow the same general writing guidelines

1. **Name:[Manager Name and Date Submitted:]**
   Put team manager/coordinator name and the submission date at the top.
2. **Team Accomplishments:**
   Summarize what the team accomplished in the last week.
3. **Unfinished Tasks:**
   List things you were supposed to have finished but didn't.
4. **Schedule Revisions:**
   Describe any changes that have been made to your teamwork Project Schedule.
5. **Group Problems:**
   Describe any difficulties your team is experiencing, whether technical, personal, or interpersonal. Describe any ideas or plans you have for addressing these problems.
6. **Late Status Reports:**
   List any team members who did not submit their individual status report on time.
7. **Submission:**
   Submit the progress report to the concerned body via email or any means of transmission by the due date stated in the Project Plan.

   ➢ Use as a subject line: **Progress Report:** *team name*

- In a separate message, forward all the individual status reports (including your own).
- Use as a subject line: **Status Reports:** *team name*

The Importance of Teamwork
- Reduced costs
- Quality of result has improved and service provided
- Increases employee involvement
- Reduces absenteeism and improves continuity
- Reduces conflict
- Enhances creativity and innovation
- Creates better adaptability and flexibility in the organization

Core Competencies for Teamwork
- Knowledge of healthcare roles
- Ability to communicate effectively with other health professionals
- Ability to reflect the effect of health professionals' roles/attitudes related to mutual trust
- Willingness to work together

Protocol for Effective Meetings
- Respect
- Openness
- Participation
- Experimentation
- Safety

Why move to team working?

Teamwork can increase competitiveness by:
- improving productivity
- improving quality and encouraging innovation
- taking advantage of the opportunities provided by technological
- advances
- improving employee motivation and commitment

Self-Check -1	Written Test

OPERATION SHEET 1: Describe team role and scope

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

Part I: Answer the following questions:

1: _____ is a group whose members influence one another toward the accomplishment of an organizational objective or purpose.

2: _____ consists of any number of people who interact with one another, Are psychologically aware of one another, and think of themselves as a group.

3: Team objectives may be based on _____

4: write the Importance of Teamwork
_____
_____
_____

5: list the Core Competencies for Teamwork
_____
_____
_____
_____

Note: **Satisfactory rating - 3 and 5 points   Unsatisfactory - below 3 and 5 points**
You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

LG45: Identify own role and responsibility with in team

Information sheet-2	Identify own role and responsibility with in team

Up on completion of this learning outcome, the trainees will be able to undersand :-

1. Identifying Individual role and responsibilities
2. Identifying and recognizing Roles and responsibility of other team members
3. Identifying Reporting relationships within team and external to team

2: Identifying Individual role and responsibilities

Individual role and responsibilities within the team

1. Members work interdependently and work towards both personal and team goals, and they understand these goals are accomplished best by mutual support.

2. Members should feel a sense of ownership towards their role in the team.

3. Members should work together and use their talent and experience to contribute to the success of the team's objectives.

4. Members base their success on trust and encourage all members to express their opinions, varying views, and questions.

5. Members make effort to be honest, respectful, and listen to every person's point of view.

6. Members should offer their skill, knowledge, and in turn each member is able contribute to the team success.

7. Members participate equally in decision-making, but each member understands that the leader might need to make the final decision if the team cannot come to a consensus agreement.

Having the right core team can make or break a project. Therefore, great care should be taken when selecting team members. It might be very useful to consider the following elements:

- ✓ Team size
- ✓ Overall team composition
- ✓ Team member selection and exclusion criteria
- ✓ Member recruitment

Team size

- ✓ Recommended size is a team of 3-12 members. A team of 5-7 members is the best.

- ✓ Small teams (3 or 4 members) work faster and tend to produce results quickly, but there is less diversity.

- ✓ Teams greater than 7 or 8 members require an expert facilitator and the creation of sub teams to operate effectively. They have the potential for generating more ideas and be more diverse.

How to begin team building?

There are three main components in any team's work :

- ✓ Goal: Result-oriented tasks or content aspect (e.g. team goals and objectives). These are usually developed through interaction with team members;

- ✓ Methodology: Process aspect, which includes the team's interactions and how members work together (e.g. leadership, team roles, etc.) Teams, especially technical teams, frequently struggle more with process issues than with task issues;

- ✓ Resources: Time, budget, computer facility, educational tools and administrative support.

3. Identifying Reporting relationships within team and external to team

Effective team communication results in a collective body in which all team members understand the vision and feel as if they each have a voice. Effective communication among team members also generates an atmosphere of unity, safety and free expression. A team that communicates effectively is able to think on the spot as a unit and not miss a beat during an unexpected turn of events.

Effective team communication is something that needs to be developed. Communication may come easily to one individual on the team but may be difficult for others. The best way to practice effective communication is to perform various communication team-building exercises, such as various scenarios in which team members practice conflict resolution, clarification and interviewing techniques.

Members should come into the team with understanding and acceptance of the fact that they are working with other people who will have different ideas and different ways of looking at things. No one should come to the group with personal prejudices but with a willingness to listen to

ideas no matter where they come from. Team members should keep in mind that the bottom line is reaching the goal(s) they have set.

Each member should refrain from daydreaming while someone else is talking. They should also avoid "rehearsing" or thinking about what they will say when it's their turn to talk. They should have a notepad and pen or pencil ready to write relevant ideas, dates, times, etc.

Team members who have been actively listening will usually have no problem contributing relevant or innovative ideas when called upon. When you are talking, stay mindful of the project and keep focused. It is better to limit jokes, personal anecdotes and over explaining, which can derail from the subject.

An important characteristic of effective teams is that they spend some time evaluating their own processes and outcomes. In most work situations, a team stays together for a long time, working together as a work unit or project team. A team that is able to evaluate and improve its own work processes will become increasingly effective over time.

Identifying own role and responsibility

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

Part I: Answer the following questions:

1: list the three main components in any team's work

_____
_____
_____
_____
_____

2: _____communication results in a collective body in which all team members understand the vision and feel as if they each have a voice.

3: write at list three Individual role and responsibilities of one team

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Note: **Satisfactory rating - 3 and 5 points   Unsatisfactory - below 3 and 5 points**
You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

LG46. Work as a team member

Information sheet-3	Work as a team member

Up on completion of this learning outcome, the trainees will be able to understand

1. Using forms of communications
2. Undertaking interactions with team members
3. Making contributions to team activities and objectives
4. Observing protocols in reporting
5. Contributing to team work plan

3.1 Using forms of communications

Forms of communication process The word process indicates that it is an activity that is connected with a series of steps that are deliberately undertaken to reach a goal.

A communication process comprises the following elements:

What is involved in the communication process?
The steps involved in this process are:
1. Idea: Information exists in the mind of the sender (who is the source). This can be a concept, idea, information, or feelings.
2. Encoding: The source initiates a message by encoding the idea (or a thought) in words or symbols and sends it to a receiver. The message is the actual physical product from the source encoding. When we speak, the speech is the message. When we write, the writing is the message. When we gesture, the movements of our arms and the expressions of our faces are the message.
3. The Channel: The channel in the communication process is the medium that the sender uses to transmit the message to the receiver. Care needs to be exercised in selecting the most effective channel for each message. Even though both an oral and a written medium may be appropriate to transmit a particular message, one medium may be more effective than the other. To illustrate, let As assume that an individual desires an immediate reply to a question.

In addition, the sender should take into consideration his/her skill in using each of the alternative channels, as well as the receiver's skill in using each of the channels.

Communication rarely takes place over only one channel; two or three even four channels are normally used simultaneously.

4. Decoding: It is the act of understanding messages (words or symbols). This is known as Decoding. When the sound waves are translated into ideas, we are taking them out of the code they are in, hence decoding. Thus, listeners and readers are often regarded as Decoders. During the transmitting of the message, two processes will be received by the receiver. Content and Context.

Content is the actual words or symbols of the message which is known as *language* – i.e. spoken and written words combined into phrases that make grammatical and semantic (meaning) sense. We all use and interpret the meanings of words differently, so even simple messages can be misunderstood (Are you going to give me or not?). And many words have different meanings to confuse the issue even more (You are smart.).

Context is the environment in which communication takes place. It can be formal or informal. The circumstances surrounding the communication also make up the context. Remember: A message is never communicated unless it is understood by the receiver. Question arises then, how do you know a message has been properly received?

5. Feedback: By two-way communication or feedback. This feedback will tell the sender that the receiver understood the message, its level of importance, and what must be done with it. So the feedback loop is the final link in the communication process. Feedback is the check on how successful we have been, in transferring our messages as originally intended. It determines whether understanding has been achieved or not. The purpose of feedback is to change and alter messages so the intention of the original communicator is understood by the second communicator. It includes verbal and nonverbal responses to another person's message.

3.2 Undertaking interactions with team members

Overall team composition
- ✓ Ensure that the team represents the stakeholders involved in the project. A well-rounded team includes a mix of members from relevant units/organizations involved in the project having a wide range of experience and skills. Consider members who:

  - ✓ belong to relevant partners organizations or organizational units of the project
  - ✓ have different abilities such as:
  - ➢ Technical expertise and skills,
  - ➢ Administrative skills (e.g. problem-solving and decision-making skills),
  - ➢ Interpersonal and communication skills

The team could include:

- ✓ People who understand the project very well such as, for example, those already working in cancer control (e.g. public health specialists, cancer institutesprogramme managers, cancer societies, professional associations, and cancer patient groups),
- ✓ People who are technical experts (e.g. health care providers from oncology services),
- ✓ People who can provide objectivity in the process and outcome (e.g. NGOs, community leaders, cancer patient self-help groups, non-health professionals),
- ✓ Suppliers (e.g. pharmaceutical department at the ministry, funding agencies).

Team member selection and exclusion criteria
You need the "best and brightest" on your team, but even those people must work well together for the project to succeed. When selecting team members, give preference to individuals who are:

- ✓ Concerned about and committed to the common purpose and goals (interested in the project)
- ✓ Enthusiastic
- ✓ Optimistic
- ✓ Creative, flexible and open minded
- ✓ Proactive
- ✓ Good team players:

How to recruit the best members for your team?
- ✓ Keep in mind the project goals and the selection criteria mentioned above.
- ✓ Identify relevant people in partner organization/s or unit/s. Make informal contact with those who have been identified, as well as with anyone who knows them to see if they fulfill the criteria. Include their interest in the project and the time needed to integrate the project.
- ✓ Decide if he/she is the right person with the preliminary information you have.
- ✓ Invite the person to join the team.

3.3 Making contributions to team activities and objectives

Attributes of Effective Teamwork
- ✓ Commitment to team success and shared goals

- ✓ Interdependence

- ✓ Interpersonal Skills

- ✓ Open Communication and positive feedback

- ✓ Appropriate team composition

- ✓ Commitment to team processes, leadership & accountability

4.4 Observing protocols in reporting

Observing protocol reporting May include :
- ➢ Observing meeting
- ➢ Compliance with meeting decisions
- ➢ Obeying meeting instructions

5.5 Contributing to team work plan

Contributing to team work plan to perform a certain job or achieve a particular goal.
Team can be set up for many different reasons. They could work on:
- ➢ shutting down equipment for annual maintenance
- ➢ organising a revegetation program
- ➢ revising OHS guidelines
- ➢ planning a special event

Your team discussions
When people come together in team they bring many different ideas, experiences and skills.
Working in team fosters initiative, tolerance and trust.
Contributing to team work plan:
- ➢ share information
- ➢ solve problems
- ➢ make decisions
- ➢ accomplish tasks.

team work to be successful, people have to communicate and cooperate.

OPERATION SHEET 3: Working as a team member

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

Part I: Answer the following questions:

1: demonstrate the Attributes of Effective Teamwork
_____
_____
_____
_____
_____
_____
_____

2: list the Contributing to team work plan
_____
_____
_____
_____
_____

Note: **Satisfactory rating - 3 and 5 points   Unsatisfactory - below 3 and 5 points**
You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____