Ethiopian TVET-System

Basic Leather Garments and Goods Production

Operations LEVEL I

Based on May 2012 Occupational Standards

May, 2020

Module Title: Working with others

TTLM Code: IND BLG1 TTLM 0919V1

This module includes the following Learning Guides

LG46: Develop effective workplace relationship
            LG Code: IND BLG1 M012 LO1-LG 46
LG47: Contribute to work group activities
            LG Code: IND BLG1 M012 LO2-LG 47

Instruction Sheet	LG46: Develop effective workplace relationship

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

- Doing duties and responsibilities to promote cooperation and good relationship
- Seeking assistance from work group
- Encouraging, acknowledging and acting upon Provided feed back
- Respecting and acknowledging Differences in personal values and beliefs

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 –

- Duties and responsibilities are done in a positive manner to promote cooperation and good relationship
- Assistance is sought from workgroup when difficulties arise and addressed through discussions
- Feedback provided by others in the team is encouraged, acknowledged and acted upon
- Differences in personal values and beliefs are respected and acknowledged in the development

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described in number 3 to 19.
3. Read the information written in the "Information Sheets 1". Try to understand what are being discussed. Ask your teacher for assistance if you have hard time understanding them.
4. Accomplish the "Self-check 1" in page 11.
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 1). If you earned a satisfactory evaluation proceed to "Information Sheet 2". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Instruction#3.

6. Read the information written in the "Information Sheet 2". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.

7. Accomplish the "Self-check 2" in page 16.

8. 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 2).

9. If you earned a satisfactory evaluation proceed to "information Sheet 4". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Instruction#7.

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

11. Accomplish the "Self-check 3" in page 21.

12. 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-checks 3).

13. If you earned a satisfactory evaluation proceed to "information Sheet 4". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Instruction#11.

14. Read the information written in the "Information Sheets 4". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.

15. Accomplish the "Self-check 4" in page 28.

16. 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-checks 4).

17. If you earned a satisfactory evaluation proceed to "information Sheet 4". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Instruction#15. But if satisfactory you can proceed to Learning Guide #47.

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

What is 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.

Work group; - Group within a work force who normally work together.

A workgroup is a peer to peer network using Microsoft software. A working group allows all participating and connected systems to access shared resources such as files, system resources and so on.

What are roles in a group?

Take a moment to think about the individuals in a particular group you were in and the role each of them played. ... We organize group roles into four categories—task, social-emotional, procedural, and individual. Task roles are those that help or hinder a group's ability to accomplish its goals

What are the roles and responsibilities?

The Importance of Roles & Responsibilities

How often to you find people duplicating work, or work not being completed? What about tasks being started by one person, to be completed by another?

As organizations continue to do more with less, ensuring everyone is on the same page and pulling their weight becomes increasing important. The lines of communications, expectations, and alignment on achieving the vision of the organization are critical to the success of a maintenance department.

Often most people are put in to positions without fully knowing what they are responsible and accountable.

Defined Roles and Responsibilities provide clarity, alignment, and expectations to those executing the work and keeping our plant running. Roles & Responsibilities enables effective communications between the various groups, facilitating the full integration of the department and organization.

This workshop guides the team through the best in class process and targets the organization is seeking to achieve, and allows for a challenge and build sessions on who will be responsible and accountable, consulted and informed (RACI). The second part of the workshop is to establish the proper meeting structure for the maintenance department. Striking the right balance of meetings may determine the success of the maintenance department and ultimately the organization.

Roles and Responsibilities sound simple, but when clarity is provided, exceptional results can occur. More than a few sites that went through this exercise were able to increase engagement of their craft, supervisor, planners, and the operations team. The sites shifted from a reactive to a proactive organization, through Planning & Scheduling, Storeroom Optimization, and an effective Equipment Strategy. They found the time to focus on these critical areas, once that clarity was provided and they were aligned.

Responsibilities are the specific tasks or duties that members are expected to complete according to their roles. They are the specific activities or obligations for which individuals are held accountable when they assume—or get assign

What are team member roles?

When a team is performing at its best, you'll usually find that each team member has clear responsibilities. ... He defined a team role as "a tendency to behave, contribute and interrelate with others in a particular way" and named nine such team roles that underlie team success

What are common problems encountered in group?

Eight Common Problems Teams Encounter

- Absence of team identity. Members may not feel mutually accountable to one another for the team's objectives. ...

- Difficulty making decisions. ...

- Poor communication. ...

- Inability to resolve conflicts. ...

- Lack of participation. ...

- Lack of creativity. ...

- Groupthink. ...

- Ineffective leadership

10 common problems project teams face

- Lack of trust. Trust is crucial to teamwork, and it starts with people knowing each other. ...
- Conflict and tension. ...
- Not sharing information. ..
- Low engagement. ...
- Lack of transparency. ...
- No long-term thinking. ...
- Talent Differences…
- Unclear Goals. ...
- Badly perceived, not delivering. ...
- Poor change management.

Here are some negative points of working in a group or disadvantages for group work.

- Unequal Participation: ...
- Intrinsic Conflict: ...
- No Individual thinking: ...
- Decision making takes time: ...
- Easy to avoid work: ...
- Loss of Creativity: ...
- Time Consuming: ...
- Inequality in getting work:

Whether you prefer working in groups, do best alone, or are adaptable and can work, either way, it's a good idea to spend some time deciding how you want to answer the question. Think about your past experiences. If you have not had much work experience, you can think about your projects and assignments in school. Teams create great results. Group members compensate for each other's weaknesses and share broad perspectives. Teamwork at work is what organizational

strength is all about – but it isn't the only way. However, working alone has many clear benefits – both for workers and the organizations/clients they serve.

What are some problem solving techniques?

Here are seven-steps for an effective problem-solving process.

- Identify the issues. Be clear about what the problem is. ...
- Understand everyone's interests. ...
- List the possible solutions (options) ...
- Evaluate the options. ...
- Select an option or options. ...
- Document the agreement(s). ...
- Agree on contingencies, monitoring, and evaluation.

How do you solve problems with group work?

Try using these strategies to facilitate better creative problem solving as a group:

1. Make someone in charge. ...
2. Select the right team. ...
3. Mandate participation. ...
4. Assign homework. ...
5. Give people individual time to brainstorm. ...
6. Keep the meeting short. ...
7. Set an agenda. ...
8. Listen to all ideas

TEAM ADVANTAGES	TEAM DISADVANTAGES
Team members have the opportunity to learn from each other.	Some individuals are not compatible with team work.

Potential exists for greater work force flexibility with cross-training.

Workers must be selected to fit the team as well as requisite job skills.

Working in teams increases collaboration and allows brainstorming. As a result, more ideas are developed and productivity improves. Two or more people are always better than one for solving problems, finishing off difficult tasks and increasing creativity.

What is better teamwork or individual work?

Besides that, teamwork can also increases communication between team members. Communication is very important for a team to work well. Teamwork will help when we are solving a problem. ... Two or more people are always better than an individual for solving problems, finishing off difficult task and increasing creativity.

A job description describes the activities to be performed and a job specification lists the knowledge, skills and abilities required to perform the job

What is employment arrangement?

A formal agreement that specifies the conditions of the relationship between an employee and an employer including compensation and expectations. Also referred to as employment contracts, they are often executed for a specified period of time, such as one year

What means of Organization?

An organization is a group of people who work together, like a neighborhood association, a charity, a union, or a corporation. Organization is also the act of forming or establishing something (like an organization). It can also refer to a system of arrangement or order, or a structure for classifying things.

There are three main types of business organizations: sole proprietorship, partnership and corporation.

A policy is a statement of intent, and is implemented as a procedure or protocol. Policies are generally adopted by a governance body within an organization. ... In contrast policies to assist in objective decision making are usually operational in nature and can be objectively tested, e.g. password policy.

What is an organizational policy?

An organizational policy is a set of guidelines and best practices put in place to protect the company, employees, and customers. ... In general, organizational policies define what is or is not permitted within the organization. By doing this, they establish expectations and limitations related to behavior.

Why has a policy to an organization?

Policies and procedures are an essential component of any organization. Policies are important because they address pertinent issues, such as what constitutes acceptable behavior by employees. ... Utilizing both policies and procedures during decision-making ensures that employers are consistent in their decisions

Organizational policies and procedures

Firstly, let's define *policy* and *procedures*.

A policy is a course of action or guidelines to be followed whereas a procedure is the 'natty gritty' of the policy, outlining what has to be done to implement the policy. For example, a staff recruitment policy could involve the following procedures:

1. All vacant paid positions will be advertised in local and state-wide papers.
2. The advertisements will have details of duties, salary range, closing date and contact details.
3. All interested people will be mailed job descriptions and information about the organization.

Importance of policy in an organization

Policies and procedures are an essential component of any organization. Policies are important because they address pertinent issues, such as what constitutes acceptable behavior by employees. ... Utilizing both policies and procedures during decision-making ensures that employers are consistent in their decisions

- An organizational structure is a system that outlines how certain activities are directed in order to achieve the goals of an organization. These activities can include rules, roles, and responsibilities. The organizational structure also determines how information flows between levels within the company.

What is the meaning and purpose of supervision?

Definition that supervision is 'what happens when people who work in the helping professions make a formal arrangement to think with another or others about their

work with a view to providing the best possible service to clients, and enhancing their own personal and professional development ..

What is accountability and why is it important?

Accountability eliminates the time and effort you spend on distracting activities and other unproductive behavior. When you make people accountable for their actions, you're effectively teaching them to value their work. When done right, accountability can increase your team members' skills and confidence.

What does it mean to have accountability?

If you take responsibility for your own actions, you show accountability. ... A government has accountability for decisions and laws affecting its citizens; an individual has accountability for acts and behaviors. Sometimes, though, taking accountability means admitting you made a mistake.

Definition of a **code of conduct** is a collection of rules and regulations that include what is and is not acceptable or expected behavior. A handbook of an organization setting forth rules for behavior by members is an example of a code of conduct.

Self-Check 1	Written Test

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

1. What are common problems encountered in group? (4 points)
2. What is a workplace? (3points)
3. What are the pros and cons of working in groups and teams? (4 points)
4. What are the advantages and disadvantages of working in teams? (3 points)

5. Explain Organizational policies and procedures. (6 points)

6. What is accountability and why is it important? (5 points)

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

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Information Sheet 2	Seeking assistance from work group

Supervisor; - Is a person who supervise a person or an activity. A person who directs and avers sees the work of postgraduate.

A supervisor, or also known as foreman, oversees, facilitator, monitor area, coordinator or gaffer is the job tittle of a low level management position that is primarily based on authority over a worker or charge of a workplace

Types of Supervision:

- Autocratic or Authoritarian supervision: ...

- Laissez-faire or free-rein supervision: ...
- Democratic supervision: ...
- Bureaucratic supervision

What are the five functions of a supervisor?

It includes planning, organizing, directing, and controlling the work and the activities of subordinates or employees—the so-called four functions of management.

Supervisors are defined as members of management; therefore, they must perform these four general functions.

Supervision is about sharing, showing and giving support to help another person make progress and feel comfortable in their work. It involves making time and developing a practical structure to provide this support. ... Good supervision enables staff to: build effective professional relationships.

Manager– Any position that is responsible for managing a program or program segment and whose duties include responsibilities of "formulating, determining, or influencing the policies" for their assigned program scope which can also have an impact on the overall policies of the Service. These positions need not have any supervisory responsibilities.

Managing personnel could be divided in to many groups, it depends on the undertaken criterion. The most often referred criterion is the position of manager in the organization's structure (hierarchy). From this point of view one can distinguish:

a) top-management – including managers occupying the highest posts in company's central administration or in branch establishments; they are responsible for planning and strategic decisions;

b) middle-management – that means managers of departments and services in company's central and its branch establishments; they come to operating decisions, pass them on first-line management and control implementation of this decisions;

c) First-line management, supervisory management or junior management – including mainly supervisors of production's divisions (that is foremen and brigadiers) responsible for implementation of made decisions and direct control of tasks realization's process.

In another way administration personnel could be divided, when one makes allowance

for manager's sphere of activity and job description. When man takes into consideration this criterion, then it could be marked out:

I. functional managers – responsible for one kind of activity in given business organization (e.g. production, marketing, selling or finance),

II. overall managers – supervising complicated economic unit, like enterprise, branch establishment or separate department and responsible for whole economic activity of this unit (i.e. production, marketing, selling and finance).

Self-Check 2	Written Test

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

1. What are the types of supervision? (5 points)
2. What does it mean supervisor and manager? (5 points)
3. What is effective supervision? (5 points)

Answer Sheet

Score = _____

Rating: _____

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Short Answer Questions

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Information Sheet 3	Encouraging, acknowledging and acting upon Provided feed back

Formal/informal performance appraisal

Feedback is a mechanism, process or signal that is looped back to control a system within itself. Feedback refers to messages or information that is sent back to the source from where the message came.

Way of giving and receiving feedback in the workplace

1. Check Your Motives. Before giving feedback, remind yourself why you are doing it. ...
2. Be Timely. The closer to the event you address the issue, the better. ...
3. Make It Regular. Feedback is a process that requires constant attention. ...
4. Prepare Your Comments. ...
5. Be Specific. ...
6. Criticize in Private. ...

7. Use "I" Statements. ...

8. Limit Your Focus.

Here are a few ideas of how ask feedback from team members.

1. Show Interest. The best way to get candid feedback from your team is to create a culture of open and honest communication. ...

2. Pay Attention to Non-Verbal. Look around the room when you speak to your team…

3. Ask for Feedback From Others. ...

4 Avoid Defensiveness. ...

5. Own Your Mistakes.

There are four types of constructive feedback:

- Negative feedback – corrective comments about past behavior. ...

- Positive feedback – affirming comments about past behavior. ...

- Negative feed forward – corrective comments about future performance. ...

- Positive feed forward – affirming comments about future behavior.

Formal/Informal performance appraisal

Informal appraisals occur when a manager provides significant feedback and direction to an employee outside of a formal review meeting.

A **formal appraisal** is a method used when a system is in place to report managerial impressions and observations on employee performance. It takes place in a formal meeting between manager and employee. It is a method or a tool to improve the performance of each and every employee in the organization.

Obtaining feedback from supervisors and colleagues and clients

TIPS FOR GATHERING THE FEEDBACK:

1. Determine the purpose of the data collection. Rounded feedback can be used to gather input for evaluation and/or developmental purposes. ...

2. Define how the data will be gathered and shared. ...

3. Involve the employee. ...

4. Select the additional participants (raters) carefully.

Personal, reflective behavior strategies

Reflective supervision is an opportunity to provide structured support for staff who wants to build skills and enhance their work with families. Positive Goal-Oriented Relationships: **Reflective Strategies**

Developing and Using Reflective Practice

1. Read - around the topics you are learning about or want to learn about and develop.
2. Ask - others about the way they do things and why.
3. Watch - what is going on around you.
4. Feel - pay attention to your emotions, what prompts them, and how you deal with negative ones.

Routine organizational methods for monitoring service delivery

Evaluation assesses relevance, efficiency, effectiveness, impact and sustainability.. Assessing and facilitating the implementation of your organizations Monitoring and Evaluation processes proactively improves and enhances service delivery against strategic and operational objectives

A clear framework is essential to guide monitoring and evaluation. ... A framework increases understanding of the programmer's goals and objectives, defines the relationships between factors key to implementation, and articulates the internal and external elements that could affect the programmer's success.

In general, monitoring is either quantitative or qualitative: Quantitative methods use numerical data to evaluate the project. These methods may include financial auditing, auditing of resources and analysis of person-hours spent on the project. Qualitative methods monitor non-numerical aspects of the project.

It Increases Employee Efficiency

When employees know that management is monitoring their performance and behavior, and that management keeps track of what they do with their time, employees tend to be more focused and less distracted in their work, which improves the overall productivity of the business.

There are several advantages to continuously monitoring system performance. Continuous system performance monitoring can do the following: Sometimes detect underlying problems before they have an adverse effect. Detect problems that affect a user's productivity.

Self-Check 3	Written Test

Instructions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers. Write your answers in the sheet provided in the next page.

1. Define formal and informal appraisal? (3 point)
2. How do you give and receive feedback in the workplace? (3 point)
3. How do you demonstrate reflective practice? (3 point)
4. How do you gather feedback on team performance? (3 point)
5. What are the monitoring methods? (3 point)

Note: **Satisfactory rating - 15 points   Unsatisfactory - below 15 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

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Information Sheet 4	**Respecting and acknowledging Differences in personal values and beliefs**

Every person likes to have their own values and personal integrity respected. Mutual respect fosters a strong team spirit.

A common source of conflict is misunderstandings brought about by the judgments we or other people make.

Judgments may include those about:

Beliefs   what we believe to be true

Conditioning   what we have been taught to expect/believe

Expectations   what we expect will happen

Culture   our own ways of living

It is important that differences between workers are respected. You will work with all types of different people throughout your working life. Some will be very religious; others political while others don't care for either politics or religion. Differing opinions, sexual preferences, lifestyles, religion, interests and circumstances can lead to people holding very different views on things.

Their values and beliefs may be very different from yours but this does not mean that you cannot get along and respect one another. Having an open mind and being tolerant are fundamental to establishing and maintaining good working relationships. Respect others and they will respect you. There is no room for discrimination, racism, or bullying in today's workplaces, in fact, they are against the law.

OTHER MEMBERS OF THE ORGANIZATION

A **membership organization** is any **organization** that allows people to subscribe, and often requires them to pay a **membership** fee or "subscription". ... Types

of **membership organization** include Professional associations, Trade associations, Voluntary associations, Political parties, Clubs and a wide range of others.

- ✓ Disagreements and differences of opinion in the workplace should not escalate into personal conflict.
- ✓ Intervention is critical if this occurs to resolve the conflict as soon as possible. Some actions which can be taken to resolve conflicts are:
  - ➢ Do not avoid the conflict, hoping it will go away.
  - ➢ Even if the conflict appears to have been superficially put to rest, it will rear its ugly head whenever stress increases or a new disagreement occurs.
  - ➢ An unresolved conflict or interpersonal disagreement festers just under the surface in the work environment.
  - ➢ Talk to the people involved in the conflict and to your supervisor. Sometimes mediation is required so that all employees are listened to and involved in the resolution.
  - ➢ Everyone in your office and every employee, with whom the conflicting employees interact, is affected by the stress when a conflict occurs. People feel as if they are walking on egg shells in the presence of the antagonists.
  - ➢ This contributes to the creation of a hostile work environment for other employees. In worst case scenarios, team members take sides.

1.1 Techniques of developing communication skills to receive feedback

- ✓ Some studies have shown that job failures can be due to personality clash rather than lack of job knowledge, skill or competence.
- ✓ The skills required to develop positive working relationships include :
  - ▪ Open communication
  - ▪ Negotiation for a "win-win" situation rather than a "win-lose" result
  - ▪ Trust and respect
  - ▪ Acknowledgment of individual differences
  - ▪ Effective listening

- Focus on controlling or changing yourself rather than trying to control or change others
- Giving everyone fair opportunity to contribute and express their concerns and issues
- Genuine appreciation of others, rather than criticism or blame
- Understand the needs or others

1.2 Respecting people of different ethnic background & their culture

- **Individual Differences**
  - ✓ It is essential that all team members demonstrate sensitivity to colleagues who may be having difficulty achieving their individual sub-goals.
  - ✓ It could be due to personal issues, tress, and lack of experience or exposure to the topic, just to name a few reasons. If your work load permits, offer a helping hand.
  - ✓ Remember, **this is a team objective**; the most important lesson here is communication within a team environment and achieving team goals.

There are also individual differences inherent in

- Culture
- Race
- Language
- Religion
- Physical capacity
- Ethnic origin
- Age and sex

✓ Every person has different experiences with the range of individual differences that can occur, and we can each increase our competence in relating to these differences be recognizing and developing ourselves, our opinions and attitudes.

❖ Problems may occur when the following attitudes are manifested in the workplace :

A. Denial

  - ✓ Denial of differences is the state in which one's own experience is accepted as the only real one.

- ✓ People with other differences are avoided by maintaining psychological and/or physical isolation.
- ✓ People with denial generally are disinterested in other's differences, although they may act aggressively to eliminate a difference if it impinges on them.

B. Defense
- ✓ Defense against individual differences is the state in which one's own experience is accepted as the only good one.
- ✓ The world is organized into "us and them," where "we" are superior and "they" are inferior.
- ✓ This attitude is threatened by differences, so they tend to be highly critical of others, regardless of whether the others are their managers, their customers, or newcomers to the environment.

C. Minimization
- ✓ Minimization of differences is the state in which elements of one's own world view are experienced as universal.
- ✓ Team members with a minimization attitude expect similarities, and may become insistent about correcting others' behavior to match their expectations.

❖ These problems can be overcome by developing these attitudes to replace those listed above:

A. Acceptance
- ✓ Acceptance of differences is the attitude in which one's own experiences are viewed as just one of a number of equally complex worldviews.
- ✓ Acceptance does not mean agreement — however differences may be judged positively instead of negatively.
- ✓ People with acceptance are curious about and respectful toward differences.

B. Adaptation
- ✓ Adaptation to differences is the attitude in which the experience of another's viewpoint yields perception and behavior appropriate to that difference.

✓ One's worldview is expanded to include constructs from other worldviews. People with adaptation are able to look at the world "through different eyes" and may intentionally change their behavior to communicate more effectively with people from a wide range of experiences.

C. Integration

✓ Integration of differences is the attitude in which one's experience of self is expanded to include the movement in and out of different worldviews.

✓ This attitude is not necessarily better than adaptation in most situations demanding team competence, but it is common among non-dominant minority groups.

Self-Check 4	Written Test

Instructions: Perform the following tasks. Write your answers in the answer sheet provided:

1. Define member of an Organization? (5 points)
2. Define and explain different attitudes are manifested in the workplace that cause problems. (5 points)
3. Explain techniques of developing communication skills to receive feedback. (5 points)

Note: **Satisfactory rating - 15 points   Unsatisfactory - below 15 points**
You can ask you teacher for the copy of the correct answers.
Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

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Instruction Sheet	**LG47: Contribute to work group activities**

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

- Providing support to team member for ensuring work group goal
- Making constructive contribution to work group goals according to organizational requirements
- Sharing relevant information to work with team members

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 –

- Support is provided to team members to ensure workgroup goals are met

- Constructive contributions to workgroup goals and tasks are made according to organizational requirements

- Information relevant to work is shared with team members to ensure designated goals are met

Learning Instructions:

19. Read the specific objectives of this Learning Guide.

20. Follow the instructions described in number 3 to 14.

21. Read the information written in the "Information Sheets 1". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.

22. Accomplish the "Self-check 1" in page 6.

23. 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 1).

24. If you earned a satisfactory evaluation proceed to "Information Sheet 1". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Instruction#3.

25. Read the information written in the "Information Sheet 2". Try to understand what are being discussed. Ask you teacher for assistance if you have hard time understanding them.

26. Accomplish the "Self-check 2" in page 13.

27. 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 2).

28. If you earned a satisfactory evaluation proceed to "information Sheet 4". However, if your rating is unsatisfactory, see your teacher for further instructions or go back to Learning Instruction#7.

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

30. Accomplish the "Self-check 3" in page 17.

31. 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-checks 3).

32. If you earned a satisfactory evaluation proceed to Learning Guide #47. However, if your rating is unsatisfactory, see your teacher for further instructions or go back

to Learning Instruction#11.Submit your accomplished Self-check. This will form part of your training portfolio.

Information Sheet-1	Contribute to work group activities

Providing support to team members to ensure achievement of goals

- ✓ People effectively achieve organizational goals through teams. When working in a team, you consider your individual work plans when helping to fulfill a team's overall goal.

- ✓ Goals are better achieved by teams when there is too much for a single person to do or when there are ranges of tasks involving varied skills. In meeting goals, the team must be well organized and coordinated in its efforts.

- ✓ A team must have a leader or a coordinator who is responsible for monitoring, collating and, at times, approving the individual efforts which will contribute to the team goal.

- ✓ Teams may have a range of goals but there should be one overall outcome to achieve.

- ✓ The overall goal is usually quite broad and provides a focus for the team. The team will develop smaller goals based on the overall goal. These sub-goals will be more specific and appointed to individuals for the task to be carried out.

- ✓ The whole team may or may not be involved in the determination or allocation of these specific sub-goals.

- ✓ However all team members must be advised what the goals involve and how they are expected to achieve them. This would occur through a team meeting or discussion.

- ✓ Timeframes are usually set in agreement with the individuals and the leader; however the urgency of the overall goal may set the timeframe.

- ✓ Parameters should be set on how often progress reporting is necessary and for the format for updates.

- ✓ Remember to communicate with the leader and the other team members when you find problems or need assistance. A critical part of a team working together is meeting timeframes and the commitment to one another. If you are unable to complete any tasks on your own, do not think of this as being a failure but rather an opportunity for the team to again re-evaluate its goals and timeframes.

Explaining and clarifying. It is difficult to expect people to come together as effective teams if there isn't a clear and definitive expectation of the importance of that. It may seem obvious to you, but you probably know what assuming can do… if you want great teams, start by making your expectations clear. Then make sure you are encouraging teamwork through your conversations, feedback, recognition and rewards systems and more. Expectations are great, but your daily actions will show how important teamwork is to you and your organization.

Be committed to team success and help grow the commitment of others. The best teams are committed to their success and to each other. Are you committed to both of those things? As the leader of a team you are also part of the team, too. Yes your role is different, but are you all in for the team? If you aren't, how can you expect them to be? While being committed yourself is important, you must recognize the importance of this commitment and engagement and encourage it in others as well. This may require conversations, coaching and even conflict resolution, but doing the

things that help teams become more committed to the work and each other will pay huge dividends in results.

Helping colleagues A team can be committed and "get along" and do great work, but if they aren't moving in a direction that is the desired direction for overall organizational success, they are less effective than they could be. Whether you set the goals or involve them in setting them, no team can succeed without them. Goals alone aren't enough however. We must help people connect their personal work to the goals of the team and the vision of the organization. Our role as leaders is to help make that happen.

Providing encouragement. Often leaders make the mistake that if people get to know each other, they will get along better and most, if not all, team problems will melt like the Wicked Witch of the West. While many consultants make a living based on this basic premise, it is short sighted and incomplete. That said, relationships among team members matter and will aid in team development and success. If you want highly successful teams, be a relationship builder and allow time and space for team members to build relationships while they accomplish tasks.

Be available to help and let your team grow independent of you. Your team will need you, you are committed and are excited and believe in the goals of the team. You must have time and invest time in your team. And . . . you must leave them alone. Don't micromanage them. People grow and learn with help, but you can't do things for them. Give them space, opportunity and be patient. Finding this balance may be a challenge, but remember that as they learn and grow you are leveraging that learning for the lifetime of the team.

Be supportive and encourage team members to support each other. Be supportive both of the team as a whole, which we have already talked about in several ways, but also of the individuals on the team. Remember that a team is made up of individuals, and when you support them you are building their confidence and creating positive attitudes. Since you know that confidence and a positive attitude and energy

will improve individual (and team) results, it is important that you not only do this, but help people do the same for each other. Creating this upward spiral or support and encouragement will grow your team's results as fast as almost any other thing, and it starts with you.

Self-Check 1	Written Test

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

1. Explain how to support team members to ensure achievement of goals? (10 point)

Note: **Satisfactory rating – 10 points   Unsatisfactory - below 10 points**
You can ask you teacher for the copy of the correct answers.

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

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Information Sheet 2	Making constructive contribution to work group goals according to organizational requirements

You will probably experience being part of a workgroup at some stage. The main difference between a workgroup and a work team is that teams tend to be more cohesive and work towards a team goal. Workgroups contain individuals who work together but who are concerned about individual goals. It is essential that you are able to work well within the group and support group members.

You can provide support to others by:

- listening
- giving feedback
- showing empathy and understanding
- communicating clearly
- being approachable
- being open and honest
- keeping others on track and committed

Achieving workgroup goals

A workgroup must achieve a goal or set of goals to be successful. In any organization, goals are set so that profits are made and the company stays in business. Teams are given specific, smaller goals which contribute to the achievement of the overall goals. It is the responsibility of group members to support each other so that these goals are met.

Goals and the SMART approach

- The SMART approach to goal setting suggests that goals should be:
- **Specific** – goals are clear, understood and clearly communicated so that all members understand what needs to be achieved
- **Measurable –** goals need to be measured. For example it may be to produce 4,000 boxes by 5pm Friday
- **Attainable –** goals must be achievable. They should be challenging but not unrealistic
- **Relevant –** the goals must be in line with what the group does and important to the group
- **Tractable –** goals should not be set in an inflexible manner. They should be flexible to allow for changes or unforeseen circumstances

Contributing to the achievement of goals

In order to achieve workgroup goals, constructive contributions and relevant information must be shared with other members. It is essential that good communication occurs between members.

In order for individuals to be involved in an effective workgroup, members need to:

- share common goals
- interact with one another
- see themselves as a group
- gain satisfaction as a result of group memberships and participation

These things help the group work well and ensure positive contributions are made. Individuals are also more likely to share information if they feel positive and committed to the team.

Skills for constructive contribution

To be a good team member the things you should do to make sure that you are making a valuable contribution are:

- Enter into discussion voluntarily
- Share ideas, information and experiences
- Help the group understand their goals
- Listen actively
- Draw all participants into the discussion
- Keep discussion on track
- Support all members of the group to be able to say their piece
- Build on the contribution of others
- Help the group to work out conflicts and problems
- Give feedback
- Show empathy
- Respect different points of view
- Respect the feelings of others

Goals are the agreed outcomes of a project which SMART performance.

Objectives are the set of operations that need to take place for achieving the project goal.

Goals are usually broad and long –term outcomes. Whereas objectives are the tangible result of short term activities that address the project goals.

Goal are general guideline that explain what you want to archive in your community

Objectives define strategies or implementation steps to attain the identified goals.

Unlike goals. Objectives are specific, measurable. And h have a defined completion date.

In general, objectives are more specific and easier to measure than goals. Objectives are basic tools that underlie all planning and strategic activities. They serve as the basis for creating policy and evaluating performance.

Plane; - Written account of intended future course of action (scheme) aimed at achieving specific goal(s) or objective(s) within a specific timeframe. It explains in detail what needs to be done, when, how, and by whom, and often includes best case, expected case, and worst case scenarios.

Process; - . Sequence of interdependent and linked procedures which, at every stage, consume one or more resources (employee time, energy, machines, money) to convert inputs (data, material, parts, etc.) into outputs. These outputs then serve as inputs for the next stage until a known goal or end result is reached.

Organizational policies and procedures

Firstly, let's define policy and procedures.

A policy is a course of action or guidelines to be followed whereas a procedure is the 'nitty gritty' of the policy, outlining what has to be done to implement the policy. For example, a staff recruitment policy could involve the following procedures:

1. All vacant paid positions will be advertised in local and state-wide papers.
2. The advertisements will have details of duties, salary range, closing date and contact details.

All interested people will be mailed job descriptions and information about the organization.

The written documents can vary dramatically depending on the:

- nature of the service
- skills and abilities of workers
- resources available for policy development
- Resources provided by government funding bodies to assist with the policy development process.

Working within organizational policy and procedures is not as simple as reading policy and procedure manuals. Policy is not just the written word. A critical aspect of policy is the way in which it is interpreted by various people and the way it is implemented ('the way things are done around here'). For example, the organization may have a written policy that staff meetings occur every second Wednesday. However what you notice is that all staff members go to the staff room and an informal catch-up about recent events and team tasks occurs over lunch a couple of times a week instead of

at a formal meeting. If you were to go out every day for lunch, you would miss this valuable networking time.

To ensure that you are always working within policy and procedures, you need to:

- network closely with colleagues and management
- attend staff and management committee meetings where possible
- informally network with other workers
- read emails and memos
- Take opportunities to be involved in policy development.

Ethical standards that when followed, promote values such as trust, good behavior, fairness, and/or kindness. There is not one consistent set of standards that all companies follow, but each company has the right to develop the standards that are meaningful for their organization.

The ethical standards in the workplace are partially set by laws and regulations and partially by the moral standards the company seeks to live by.

Creating ethical standards in the workplace is the foundation for happy employees and satisfied customers. When ethical standards are set forth clearly and without ambiguity, fewer human resources issue arises, morale picks up and productivity increases. The ethical standards in the workplace are partially set by laws and regulations and partially by the moral standards the company seeks to live by.

Definable, measurable, and constant or variable characteristic, dimension, property, or value, selected from a set of data (or population) because it is considered essential to understanding a situation (or in solving a problem)

A continual improvement process, also often called a continuous improvement process (abbreviated as CIP or CI), is an ongoing effort to improve products, services, or processes. These efforts can seek "incremental" improvement over time or "breakthrough" improvement all at once

Continuous quality improvement, or CQI, is a management philosophy that organizations use to reduce waste, increase efficiency, and increase internal (meaning, employees) and external (meaning, customer) satisfaction. It is an

ongoing process that evaluates how an organization works and ways to improve its processes.

Process Improvement is the proactive task of identifying, analyzing and improving upon existing business processes within an organization for optimization and to meet new quotas or standards of quality. ... Process improvement is a key feature of many BPM Software products.

Process Improvement Methodologies. Process Improvement is used to identify, analyze and improve existing processes within an organization to meet new goals and objectives.

Self-Check 2	Written Test

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

1. Define the smart approach to achieve workgroup goals. (5 points)
2. Define organizational policy and procedure. (5 points)
3. List the valuable contribution for being a good team member. (5 point)

Note: **Satisfactory rating - 15points**   **Unsatisfactory - below 15 points**

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

Answer Sheet

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

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Information Sheet 3	Meet and sharing Information with team members

Teamwork is defined as a cooperative process that allows ordinary people to achieve extraordinary results". Also explain that a team has a common goal or purpose where team members can develop effective, mutual relationships to achieve team goals. Teamwork replies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills.

Information sharing is a central process through which team members collectively utilize their available informational resources.

The importance of information sharing to team performance, cohesion, decision satisfaction, and knowledge integration. Although moderators were identified, information sharing positively predicted team performance across all levels of moderators. The information sharing–team performance relationship was moderated by the representation of information sharing (as uniqueness or openness),

performance criteria, task type, and discussion structure by uniqueness (a 3-way interaction).

Teams share more information when

a. all members already know the information (biased information sampling)
b. members are all capable of making accurate decisions independently (informational independence),
c. Members are highly similar to one another (member similarity).

These findings suggest that less knowledge-redundant discussions, as in personnel selection interviews; structure increases the team's retrieval of decision relevant information. Similarly, suggesting to teams that they have the necessary knowledge, skills, and abilities to come to a superior solution likely sparks a greater vigilance in seeking out and integrating decision-relevant information. Lastly, promoting a cooperative climate is linked to greater use of informational resources by teams.

Information Processing

There are three information processing factors that tend to promote Information sharing (IS): task demonstrability, discussion structure, and cooperation. Highly demonstrable tasks, structured group discussions, and cooperative group discussions have been found to increase members' in-depth processing and elaboration of information.

Three factors that tend to undermine IS in groups:
- member heterogeneity
- informational interdependence
- Information distribution.

These three factors reflect some variant of the extent to which team members are redundant in their informational contributions to the team. To the extent that members are non-redundant, team performance could be enhanced through the effective sharing of information.

Self-Check 3	**Written Test**

Instructions: Answer all the questions listed below. Illustrations may be necessary to aid some explanations/answers. Write your answers in the sheet provided in the next page.

1. Define the Three factors affecting team information processing. (3 points)
2. Define the Three factors representing decreasing degrees of member redundancy. (3 points)
3. The information sharing–team performance relationship was moderated by the representation of _____ _____

    _____ _____

    (4 points)
4. Explain teamwork. (5 points)

Note: **Satisfactory rating - 15 points   Unsatisfactory - below 15 points**
You can ask you teacher for the copy of the correct answers.

Score = _____

Rating: _____

Name: _____   Date: _____

Short Answer Questions

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