



## Ethiopian TVET-System



# Clerical Work Support Level-II

Based on August 2012 G.C. Occupational Standard

**Module Title:                   Contributing to Work Place  
Innovation**

**TTLM Code:                   EIS CWS2 M04 TTLM 0919v1**

**This module includes the following Learning  
Guides**

**LG11: Identify opportunities to do things better**

LG Code: EIS CWS2 M04 LO1-LG-11

**LG12: Discuss and develop ideas with others**

LG Code: EIS CWS2 M04 LO2-LG-12

**LG13: Address the practicalities of change**

LG Code: EIS CWS2 M04 LO3-LG-13



<b>Instruction Sheet</b>	<b>LG11:Identify opportunities to do things better</b>
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Being aware of **own role** in workplace innovation.
- Identifying Opportunities for improvement are pro-actively identified in own area of work
- Gathering Information which may be relevant to ideas and which might assist is gathered and reviewed in gaining support for ideas.

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 –

- Being *aware of* own role in workplace innovation.
- Identify Opportunities for improvement are pro-actively identified in own area of work
- Gather Information which may be relevant to ideas and which might assist is gathered and reviewed in gaining support for ideas.

**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

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 2 of 51
------------------------------	------------------------------	--	--------------------------	--------------



<b>Information Sheet-1</b>	<b>LO – I Identify opportunities to do things better</b>
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1.1 Be aware of own role in workplace innovation

Own role may relate to:

- Current organizational practice in relation to new ideas
- Knowledge of ways to suggest new ideas
- Scope of individual discretion and freedom in relation to new ideas

Who needs to be involved in the process opportunities for improvement may relate to;

- Changes in the physical work environment
- Different storage or maintenance procedures
- Different ways of communicating within the team
- Introduction of new technology
- Job role changes
- New customer base
- New work practices or services
- staffing changes
- work processes and procedures

**Understanding your role in workplace Innovation**

This unit assumes that there is wider organizational and management support for innovation and for individuals at all levels to contribute to the innovation process.

Innovation is the act of introducing something new or doing something in a different way. Innovation in business differs from creativity in that the latter is generally associated with the generation of new ideas. In contrast, innovation refers to taking those new ideas and actually implementing them in the marketplace. Thus, creativity is simply one element of the innovation process through which new ideas lead to new products, procedures, or services. Business scholars often attribute company success to innovation. Because of growing international competition, innovation became even more vital for companies toward the end of the 20th century.

Innovation usually results from trial-and-error experimentation and sometimes occurs incidentally where researchers produce something other than what they intended. Nevertheless, because of the growth of and accessibility to knowledge and information through the technology and information revolutions, researchers of

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 3 of 51
------------------------------	------------------------------	--	--------------------------	--------------



the late 20th century generally could move from ideas to innovations much more quickly than their predecessors. A confluence of factors contributes to innovation in the business setting, including the research environment, market need, company strategy, and company resources.

The first step in innovation is to pay attention to what we do and the way we do it. This helps us to do our jobs well and to make them even better – for our own benefit and that of our organization. The next step is to think creatively about our work both individually and in teams. The final steps include engaging others, reviewing, planning and implementing the innovation.

Knowing the requirements of your work role does not just mean following orders. You might think of how to do something better than the way it is being done. You might discover something that is being done incorrectly or that does not meet a particular standard. It is important to share this information, and it is your responsibility to advise the right person or people so that changes can be made.

**What is innovation?**

Innovation can take many forms. It might involve creating new products, services or systems or building on existing ones. It might be about changing attitudes to our jobs, our organization or our customers. It might involve new approaches to the way we do our work, such as changing team structures or developing new work teams. For example, Susan is a receptionist for a local council. Her job is to attend to customers at the counter and assist with incoming phone calls. She regularly has long queues of customers at the counter; some with quick enquiries, others who require more time.

She and the switchboard staff discuss ways to create at least two queues at the counter, how customers could choose which queue suited their needs, and how the staff could better share counter duties while still managing the phone calls. They present their ideas to their manager and include a way to pilot this innovation. Another example involves Spence. He was working in a paper factory and developed an adhesive. It was not strong enough for his purpose as it kept papers together but was too easily pulled apart. Colleagues used the adhesive to attach notes in work files as it didn't damage anything.

**Sources of Innovation**

There are several sources of innovation. It can occur as a result of a focus effort by a range of different agents, by chance, or as a result of a major system failure.

According to Peter F. Drucker the general sources of innovations are different changes in industry structure, in market structure, in local and global demographics, in human perception, mood and meaning, in the amount of already available scientific knowledge, etc. The robotics engineer Joseph F. Engelberger asserts that innovations require only three things:

1. A recognized need,
2. Competent people with relevant technology, and

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 4 of 51
------------------------------	------------------------------	--	--------------------------	--------------



### 3. Financial support

#### Why is innovation important?

Innovation is good for business, helping organizations to achieve commercial success through the provision of new and better products and services, often delivered at lower costs. Innovation is the key element in providing aggressive top-line growth, and for increasing bottom-line results. Doing things differently can also help to create better, more productive workplaces and make staff happier to be at work and to feel more involved. Clients also benefit, and so they should, after all they are the reason the organization exists.

#### Innovations can benefit organizations by helping them to make;

**a. The most of technology** – programs and equipment making it easier and faster to produce goods and to operate generally

**b. Compete globally** – lowering production costs and times and enabling competitive access to the world market maintain and grow their business – enabling constant adaptation to changing and diverse customer demands

**c. Work smarter not harder** – improving time management and streamlining systems and processes, producing greater output make workplaces more pleasant and productive – helping reduce absenteeism and staff turnover give staff a sense of ownership in their working life – building on their expertise and encouraging workers to take pride in their work and therefore to do their best.

Innovative organizations will outperform others. They can respond faster and better to changing environments, grasp opportunities and develop necessary partnerships to generate and act on ideas.

#### Your role in innovation

Everyone can contribute to making changes for the better. You don't have to wait to be asked to be innovative at work, nor do you have to be at a particular level. Changing work practices to meet current needs is part of your work role and can help keep you interested. You also develop new skills, which benefits your organization as a whole. Many of the small changes you will make on a daily basis won't be all that obvious, but everything adds to your sense of job satisfaction and to your organization's effectiveness. A small change might be something as simple as moving a visitors' couch to a more ideal location and adding some up-to-date reading material about the organization, its products or services in order to attract new business.

Some innovative work practices that occur might be someone else's idea, or you might work in a team where everyone does things a little differently. Recognizing that we all do things differently will also help us to use our individuality to advantage.

If you have an idea for innovation, you should always:

- include others who need to know about it and who need to be involved
- be able to show how it will help your organization
- follow any set procedures in your organization for presenting new ideas
- accept that the final decision may not be yours

Clerical Work Support L – II	EIS CwS2TLLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 5 of 51
------------------------------	------------------------------	--	--------------------------	--------------



- Implement changes only when you are sure you have the approval to do so.

The following examples shows how can employee can use their initiative in the Workplace

### How do organizations encourage innovation?

More and more, organizations are seeing the benefit of encouraging staff to present innovative ideas. While just about anyone will welcome a good idea, some organizations actively encourage innovation through a range of methods including:

- Suggestion boxes
- Team meetings
- Workshops
- Planning days
- Training and development
- Staff surveys
- Competitions
- innovation-based reward practices

Different Ways That Different People May Contribute May Relate To Individual Strengths around:

- Creating positive energy within the team
- Fundamental literacy strengths (e.g. particularly strong in visual literacy, written or spoken communication)
- Generating ideas
- Networks or spheres of influence
- Particular ways of thinking
- Powers of persuasion
- Problem-solving capacities
- Specific technical skills or knowledge

The evolution of scientists contributes to produce practical, reproducible technologies, which businesses could reasonably afford. Because of this collaboration, innovation grew quickly. Despite the partnership, however, science and businesses still remained separate entities. Researchers worked either independently or as members of companies that specialized in developing, producing, and marketing innovations during this period. Consequently, many of these innovations failed to make it to the market.

Companies, however—especially power, chemical, and communications companies—began creating in-house research and development divisions early in the 20th century. In addition, they enhanced and marketed the innovations of others, breaking down the barrier between innovator and company. As a result, companies, not individuals, began

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 6 of 51
------------------------------	------------------------------	--	--------------------------	--------------





controlling the patents to new inventions. Furthermore, teams of company researchers, not lone inventors, became the primary innovators.

### The Innovation Process

While necessarily highly simplified, the "market model" of innovation highlights some of the significant steps in the development of new products and services. This model assumes that innovation arises from a market need and that the steps are not strictly linear, but recursive. Given this foundation, according to this model, developers create an invention designed to satisfy an existing market need. Next, developers assess the feasibility of the innovation in terms of both sales and production potential. If deemed feasible, they develop a prototype and obtain the technology needed to produce it in large quantities. After this step, developers conduct research in order to manufacture the product successfully and to ensure that the product will satisfy market demand.

At this point, developers hone the product's definition and seek to prove that the product specification fits. In addition, they make sure that the product complies with all relevant regulations. While the product definition process is underway, production begins along with marketing campaigns, which facilitate the movement of the product from the factories to the stores. Here, developers establish sales targets, delivery dates, and sales goals. Finally, the new product is launched and its success is gauged. If needed, the product's marketing plan can be modified or the product itself improved.

### Functions and Attributes of Innovative Companies

Entrepreneurs, scientists, and other innovators in business have always assumed that creativity and innovation are necessary to succeed and advance in a constantly changing world and marketplace. Example, Ford motors achieved great success by innovating mass production techniques that boosted productivity and output.

The fast-paced technological advancement of the late 20th century and the opening of markets around the world through various trade agreements motivated companies to launch a profusion of new products and services, in many cases exploiting the advancing technology. As a consequence, innovation became a crucial part of corporate strategy during this period as companies tried to remain competitive and not lose market shares to more innovative companies. To attain this level of competitiveness, companies require not only the technology, but also the management skills and corporate vision to implement the technology successfully, according to Blackwell and Eilon.

Innovation and constant changes to meet customers' needs distinguish the most successful companies from the rest. In order for businesses to promote consistent innovation and achieve this level of competitiveness, Pearson contended that they must engage in the following five activities simultaneously: Establishing and maintaining a business environment that values innovation or stronger performance. Creating a corporate structure where innovation is the top priority. A Developing company strategy that encourages realistic innovations that will prove successful in the market supply and service delivering. Another Figuring out where to find innovative ideas and how to

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 7 of 51
------------------------------	------------------------------	--	--------------------------	--------------



implement them once they are found. The process of pursuing innovative ideas with full company, that support and resources providing in a given company.

### **Worker Roles in the Innovation Process**

Business innovation benefits from a diversity of personality types that fill different roles. After all, if every person in a company is extremely innovative, free-spirited, and nonconformist, the company might lack balance and grounding. Thus, a multiplicity of personality types and traits can be accommodated by the innovation process, which requires at least five general personality types. The first role of the innovation process is idea generator, someone who seeks to satisfy market needs by thinking of new ideas, developing solutions to problems, and identifying opportunities. Idea generators are often experts in one or two fields and are therefore able to recognize niche opportunities. They often enjoy working alone and are able to think abstractly and conceptually.

Champions, the second role in the innovation process, sell the ideas to others in the organization and secure resources to execute ideas. Individuals who play this role sometimes are referred to as entrepreneurs. In contrast to idea generators, champions are more apt to possess a wide range of interests, have general knowledge about several areas of a company or industry, and like to work with and influence other people. They are also more likely to be very energetic and to take risks.

Project leaders perform the third role in the process. They coordinate activities such as leading teams, planning and organizing projects, and balancing project goals with available resources and organizational needs. Effective project leaders are good at working with other people and fostering group cooperation. They are also adept at company politics and have a broad knowledge of company functions, such as finance, production, and marketing.

Gatekeepers, the fourth role in the innovation process, take charge of tracking influences outside of the organization through conferences, journals, friends at other companies, and similar sources. Gate-keepers pass the information on to others and serve as an information source, and sometimes critic, to idea generators, champions, and leaders. They facilitate group communication and project coordination. Good gatekeepers typically enjoy working with other people, are personable, and have a relatively high degree of technical competence. The gatekeeper role is one in which a non-innovative personality may still function to the benefit of the group.

Finally, the coaching role of the organizational innovation process involves encouraging and assisting team members, protecting the team from destructive outside forces (e.g., undertakers in other departments or groups), and securing the support of top-level management. Employees who fill the coaching role in the innovative process are usually good listeners. In addition, they tend to be less opinionated than their coworkers, a characteristic not ascribed to the stereotypic creative personality. Effective coaches are also proficient at politicking and have proven experience sponsoring new ideas

### **Internal Impetuses**

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 8 of 51
------------------------------	------------------------------	--	--------------------------	--------------





Unexpected occurrences include mishaps, such as a failed product introduction. It is often through such unexpected failures (or successes) that new ideas are born from new information brought to light. For instance, Ford's failed Edsel gave the company new information about marketing that allowed it to achieve stellar gains with succeeding products. Unexpected occurrences can also take the form of accidents. For example, the hugely successful Nutra-Sweet artificial sweetener was created by an accident during a project completely unrelated to sweeteners.

Incongruities result from a difference in a company or industry's perception and reality. For example, although the demand for steel continued to grow between 1950 and 1970, profits in the steel industry fell. This incongruity caused some innovators to develop the steel mini mill, a less expensive method of making steel that was also more conducive to changing market demands.

Innovations inspired by process needs are those created to support some other product or process. For example, advertising was introduced to make mass-produced newspapers possible. Newspaper publishers devised ads to cover the expense of printing the newspapers on the new equipment that made such printing possible.

Industry and market changes, the fourth internal impetus to innovate, often result in the rise (and decline) of successful innovators. For example, innovation and business savvy allowed International Business Machines Corp. (IBM) to effectively dominate the computer industry during the 1970s and early 1980s. It failed, however, to respond to a market switch during the 1980s from mainframes to smaller computer systems, particularly workstations and personal computer networks. As a result, IBM's share of the computer market plummeted and profits plunged as more innovative newcomers emerged.

**External Impetuses**

External impetuses to innovate include demographic changes, shifts in perception, and new knowledge. Demographic changes affect all aspects of business. Changes in perception also open the door to innovation. For example, despite the fact that health care in the Ethiopian state has continually gotten better and more accessible, people have become increasingly concerned about their health and the need for better and more accessible care. This change in perception has generated a huge market for health magazines, vitamin supplements, and exercise equipment.

Finally, one of the strongest external impetuses for innovation is new knowledge, or technology. When a new technology emerges, innovative companies can profit by exploiting it in new applications and markets. For example, the invention of fertilizer material has spawned thousands of new product innovations, ranging from improved quantities and qualities to produce more products in small scale farming.

**Innovation Strategies**

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 9 of 51
------------------------------	------------------------------	--	--------------------------	--------------



Two types of strategies for innovation in business are internal and market-based approaches. Internal strategies include programs and initiatives implemented by companies to foster a creative and innovative environment, whereas market-based strategies—such as the leader, quick follow, and slow follow strategies—refer to different approaches to delivering innovations to the market.

**Internal Innovation Strategies**

Internal strategies usually seek to develop and nurture the attributes of innovative corporations, such as prioritizing and encouraging innovation. Specific approaches to encouraging innovation differ by company and industry. For example, an integral aspect of Dow Corning Inc.'s strategy is to form "research partnerships" with its customers that solicit creative input from consumers and help the company benefit from new market opportunities. Other companies that employ customer-partnering programs include Black & Decker Corp. and General Electric.

One of the innovator firms Company sustains its creative environment by following a set of simple rules. By keeping its divisions small, division managers know the first names of all their subordinates, and, moreover, the company splits up divisions before their sales. It tolerates failure by promoting risk taking and experimentation. One of the most renowned strategies to generate innovation in organizations is the "Office of Innovation" model developed by Eastman Kodak Company in the late 1970s. The Office of Innovation provides a mechanism for drawing people together to brainstorm on ideas that may not even be related to their departments or expertise. In fact, its chief benefit is that it promotes cross-fertilization and free-flow of ideas within a company.

**Challenges of being innovative may relate to:**

- Budgetary or other resource constraints; refers the deficiency of budget to apply the proposed innovation. It is clear that, without steed budget it is impossible task implementation. So duet o lack of budget some innovation opportunity may stop.
- Competing priorities; this is the comparison of steed goals in terms of their implication in their sequence.
- Organizational culture; the organizational culture has a crucial influence on the process of behave and practice innovation activities. This means the commitment of staff members and other colleagues in case of their motivation as well, as implementation lead for new employees' commitment on implementing of their task against the organization standard.
- Problems with breaking old patterns of behavior or thinking; from this term it is obvious to dedicate that, if one organization lose the good behavior of working style the organizational plane and goals may not attain.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 10 of 51
------------------------------	------------------------------	--	--------------------------	---------------



- Time pressures; time pressure refers the delivering of an enough time to innovate effectively. It clear that, performing of any action needs its own time duration to put in practice, however, time length is vary up on the task easy and heaviness. To conclude, to raise effective an innovation it asks time to think and to apply on practice.

<b>Self check -1</b>	<b>Discussion topics</b>
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### Discussion topics

Learners in a classroom can form a discussion group or have a debate. Those in the workplace might like to brainstorm these ideas with their colleagues. If you are learning independently, you might like to set up a chat room with other learners or ask a friend for their opinion.

- Discuss Reliable information is hard to find. As soon as you find it, it is out of date.
- Discuss Innovation is about change you bring about, rather than change being forced on you.
- Discuss the ways being innovative adds value to your working role.
- Discuss the most appropriate times to be innovative.

### Self check 2

Describe something innovative that you have done (it might be work-related or outside work) and how it benefited you and anyone else. If you can't think of anything you have done, interview someone else (a relative, friend or team member) about an innovative activity they have been involved in. Identify which employability skill or skills were displayed.

### Self check 3

Tick the box when you can do the following.

- 
- Understand your role in innovation
- Identify opportunities for improvement organization work style
- Gather and review relevant information

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 11 of 51
------------------------------	------------------------------	--	--------------------------	---------------



<b>Information Sheet-2</b>	<b>Pro-actively identify opportunities for improvement in own area of work</b>
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This subtopic, applies to individuals working in any industry or community context, in both small and large organizations. They take a pro- active approach to identifying, suggesting and developing ideas about better ways of doing things at a practical operational level in a specific work area. While the individual's overall work is undertaken with some supervision and guidance, the nature of this process requires the application of discretion, judgment and effective interpersonal skills.

Always have a pro-active stance for features creep.

In most sports, you'll see the athletes in a "ready" position waiting for an action which they will act on. Proactive means it the matter of being prepared and proactive; especially for feature creep, can ensure that you won't be caught off guard when you find the project scope changing.

Following these best practices for effectively handling scope creep should be a good guideline in helping you manage scope creep on your own projects. However, it's also important to note that even the best project managers can't always prevent it when it's happening. Some project managers that can't handle adversity may choose to absolve themselves from the project and quit, preferring to find a more realistic project.

When you find yourself on a project where there is obvious scope creep and requirements are getting out of control, remember to keep a positive attitude and treat even a troubled project as a learning experience. Even if you can't save your current project from scope creep, do what you can to minimize the negative impact and you may find yourself saving the day and receiving important accolades. You are sure to end up on another project where your requirements and project management toolset along with your experience in managing scope creep is strong enough to bring your project to the finish line

**The individual and group of emplacements of one organization have the remarkable responsibility to improve their organization work place by;**

- Changing the physical work environment; change the physical work environment refers the structural shifting of work place in its place and system of work performance from the previous situation. This remedy of past wrong action by avoiding the negative and back ward retarded forces to achieve a remarkable production and service delivering.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 12 of 51
------------------------------	------------------------------	--	--------------------------	---------------



- Different storage or maintenance procedure; the employees contribute their best on improving different maintenance system and improving storage areas of the organization in favor to improvement of quality, quantity and level of satisfaction for customer and workers.
- Different ways of communicating within the team; the different methods of communication, and which is best for you?

Many times, when people think of the word communication, they think of an exchange of information and ideas through words. However, verbal communication is just one small part of communication. There are many different methods of communications and determining which is right for you and your organization is an important decision.

What are the different methods of communication?

The following are some different methods of communication that are commonly used within the workplace:

**Verbal**

Verbal communication is simply speaking. This can be done one-on-one, in a group setting, over the phone, etc. Verbal communication is a personal means of communication and should be utilized more than just emails or phone calls when possible. Being able to see the person you are communicating with face to face can help you gauge their response by reading their body language and actively participating in dialogue. When you use verbal communication, be aware of your tone of voice, speed, and inflection. Avoid sarcasm or angry tones, as they can put the people you are speaking with on the defensive. When speaking to a group or your team, make sure you speak loudly and clearly so everyone can understand you. Arrange for a microphone if you are addressing a group in a large room.

Verbal communication is best when you need to discuss something in detail, or when complimenting or reprimanding someone. Written you can't avoid written communication in the workplace; it's everywhere. Emails, memos, reports, and other written documents are all part of everyday business life. Written communication is the most appropriate when detailed instructions are required, when something needs to be documented, or when the person is too far away to easily speak with over the phone or in person.

Email is a lifesaver for many people, especially in the business world. If you rely on emails and memos to conduct your business, it's very important to portray a professional image. Don't use abbreviations unless they pertain to your field, and always use spell check and read over your email before you send it to make sure it's clear and concise. Emails should be brief and to the point.

**Non-verbal;**

Non-verbal communication plays a large role in the way you communicate with others. Unless you're using sign language, however, you probably don't want to rely on it as your sole means of communication. You do, however, need to be aware of it. Your gestures, eye contact and movement, and the way you stand and sit all convey a

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 13 of 51
------------------------------	------------------------------	--	--------------------------	---------------



message to the person you are communicating with. Use gestures appropriately, or leave your hands at your sides. Don't fidget, which is distracting, and avoid crossing your arms, which sends off the appearance of being angry or closed off. Always look the person you are speaking to in the eye, and don't roll your eyes or stare while they talk.

Which method is right for me?

There is not one "right" way to communicate, but you should be aware of what is appropriate and when. Your chosen method of communication is dependent on the situation. Put yourself in your employees' shoes. If you needed to have a certain message conveyed to you, think first how you would like to receive it. Use your good judgment of the situation and be considerate of your employees and you will be an effective communicator. Communication skills to liaise with other team members, to discuss a range of ideas and to be open to different opinions comprehension skills to review and interpret information from a wide range of sources

Organizational skills to articulate practical processes and actions for change problem-solving skills to identify and anticipate problems at a practical operational level and to develop possible solutions. Introduction of new technology; With Technology more and more organizations are relying on innovative technology solutions to implement performance management best practices and automate painful manual processes. A move to web-based, on-demand technology is making these systems affordable, regardless of the size of an organization, with quick implementation schedules, no IT support requirements and automatic upgrades.

An automated system can ensure that the performance management process is built around world-class best practices, easy to complete, efficient and consistent across an organization. Necessary visibility into organizational and departmental goals is simplified, as is access to necessary data to support accountability, consistent standards, (by viewing manager average ratings) and identification of top performers. In addition, technology enables companies, managers and employees to address many of the issues discussed. When selecting an automated performance management solution make sure to do your research. Some solutions offer nothing more than an electronic appraisal form while others offer complete best-of-breed goal management solutions. The best solutions offer:

- instant form routing and paperless processes
- goal tracking and cascading functionality for complete visibility and alignment
- automated goal management and performance review reminders
- legal scan wizards to ensure appropriate/legal use of language
- writing assistants to help managers prepare appraisal forms
- support tools providing coaching support to managers when they need it most
- dashboards to deliver company-wide, aggregated or individual reporting

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 14 of 51
------------------------------	------------------------------	--	--------------------------	---------------





It is especially important that technology provides us access to performance data and the ability to evaluate progress against goals, compare average manager ratings, easily access performance levels of individuals and use this data to support decision making. Aggregating and analyzing data in traditional paper-based forms is often too time-consuming and costly.

- Job role changes; the other point, that contribute an input is applicable by changing the job role of individual employees by interchanging products as well as, workers of an organization with in its scope.
- New customer base; the employers may have good opportunity to attract new customers who are their friends, families and someone who have good inter personal relation with themselves.
- New work practices or services; the talent employees have an ability to introduce new work style which can improve organizational quality and profitability in the true workers safety and satisfaction.

• staffing changes; **Link Performance Management With Rewards and Recognition**  
 More and more, organizations are linking performance to compensation. This link, however, cannot effectively be established without the existence of sound performance management processes that are seen as fair and equitable.

Clear documentation of progress against performance expectations also allows proper recognition for a job well done. This can be provided a number of ways, i.e.: formal recognition events, informal public recognition or privately delivered feedback. It is important also to note the benefits of a consistent process across the organization. A consistent process creates a sense of fairness and significantly increases job satisfaction. This is even more critical if compensation is linked to performance. Employees need to know that if an individual in one department is identified as a top performer and compensated accordingly, then an employee performing at the same level in another department will receive similar rewards

- Work processes and procedures; the servants may innovate/ offering a new work performance with respect short and clear procedure. This kind of opportunity helps to all employees to implement their task duties with in short period at high quality standards.

**Different Ways That Different People May Contribute May Relate To Individual Strengths around:**

- Creating positive energy within the team; those kinds of people facilitator and motivator for all employment to create positive work habit and sense of hard work.
- Fundamental literacy strengths; (e.g. particularly strong in visual literacy, written or spoken communication) those source of impute people teach for their co workers to able to read and write as well as to develop an assertive communication system.
- Generating ideas; the people who are considered as source of impute may contribute as source of constructive ideas for the institution and for the employees as a general

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 15 of 51
------------------------------	------------------------------	--	--------------------------	---------------



- Networks or spheres of influence; the individual people those provide impute may have power to influence, convince, and to lead other people in the specific work area.
- Particular ways of thinking; the people who are sources of impute in the steed organization have a positive and rational attitude to perform healthy inter personal relation and sense of productivity.
- Powers of persuasion
- Problem-solving capacities; the wise analisisists and care fuel, and committed persons have the potential to solve faced problems at lowest cost.
- Specific technical skills or knowledge; the individual persons who has the capability of generating impute by applying his/ her specific technical skill and knowledge for the improvement of organizational work and productive performance.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 16 of 51
------------------------------	------------------------------	--	--------------------------	---------------



<b>Information Sheet-3</b>	<b>Gather and review information which may be relevant to ideas and which might assist in gaining support for ideas</b>
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It is clear that any organization take and shared different ideas from and from its. the main focuses which considered is organize as well as coordinate the most relevant information for the suggested or targeted ideas of the given organization.

**Gather Information from a Number of Sources**

Gathering performance information from a variety of sources increases objectivity and ensures all factors impacting performance are considered. This information should include objective data like sales reports, call records or deadline reports. Other valuable information includes: feedback from others, results of personal observation, documentation of ongoing dialogue, records of any external or environmental factors impacting performance. Many reviews also include an employee self-evaluation. Other documents that help define performance objectives include: past performance appraisals, current departmental and organizational objectives and documented standards related to career goals.

In order to gather feedback from other employees, organizations will often use a 360° feedback process. Along with the completion of a self-assessment, selected peers, subordinates, and manager(s) are asked to contribute feedback around pre-identified areas. The feedback is based upon specifically identified skills or competencies and the final results are compared against the employee's self-assessment. This type of feedback increases self-awareness and in some cases is used to support the performance evaluation process.

Objectivity is essential when evaluating performance and it begins with clarity about job expectations and evaluation methods. Certain checks and balances can be built in to ensure objectivity. Managers commonly make mistakes when they conduct evaluations and the first step to minimizing those errors is to acknowledge they exist. Consistent processes organization-wide contribute to fairness and objectivity. Access to information allows others to check the validity of the process. Obviously, not all employees need access to other employees' performance appraisal results, but processes like calibration meetings will help ensure consistency. In the calibration process, managers with employees in similar positions meet and discuss the appraisals before they are finalized and shared with the employees. A calibration meeting helps establish the reasons

<b>Clerical Work Support L – II</b>	<b>EIS CwS2TTLM 09 19V1 LG01</b>	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 17 of 51
-------------------------------------	--------------------------------------	--	--------------------------	---------------



individuals are awarded various performance rankings educates managers about the process across the organization and promotes consistency. It also provides validation for manager's decisions, if appropriate.

Reporting is very valuable to assess the fairness/consistency of the process—for example, to compare ratings in one division to the next or for one manager to the next.

**Generally the Information which may be relevant to ideas may include:**

- Examples of similar approaches in other contexts or organizations; the stated information must be related tested on other organization. That is developed from supervision and sharing of experience. If the information is apply on practice, such kind of information there is no ambiguity of put on practice.
- Media articles about similar ideas; if the new information related to publicized in formation it is relevant. Since if the information disseminates all most the employees and other parties of an organization accept as attainable.
- Notes about how the idea could improve efficiency or service levels; this indicates make clear and brief notes or memos about the new ideas regarding; how is its effectiveness, what process follow to act, show the validity and clearly justify its advantage in contrast to the old work style.
- Pricing information; the information that disseminating choice to be short and precisely. If the information is Jorgen the audience or the followers of that information not understand easily without help of others. Due to this reason the information better to be precise and clear.

<b>Self check</b>	<b>Written test</b>
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Discuss.

1. Innovation is about change you bring about, rather than change being forced on you.
2. Discuss the ways being innovative adds value to your working role.
3. Discuss the most appropriate times to be innovative.
4. Describe something innovative that you have done (it might be work-related or outside work) and how it benefited you and anyone else. If you can't think of anything you have done, interview someone else (a relative, friend or team member) about an innovative activity they have been involved in. Identify which employability skill or skills were displayed.



<b>Instruction Sheet</b>	<b>LG12: Discuss and develop ideas with others</b>
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Providing input into ideas is identified for improvements.
- Approaching people is selected to begin sharing ideas.
- Feedback on improvement of ideas is sought, and options and possible variations are discussed and developed.
- Reviewing Ideas and selected for follow-up based on feedback and further review

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

- *Provide input* into ideas are identified for improvements.
- *Approach people* are selected to begin sharing ideas.
- *Feedback* on improvement of ideas is sought, and *options and possible variations* are discussed and developed.
- Review Ideas and selected for follow-up based on feedback and further review.

**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



<b>Information Sheet-1</b>	<b>LO 2 Discusses And Develops Ideas With Others</b>
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**2.1 Identify People Who Could Provide Input into Ideas for Improvements**

The **reasonable person** (historically reasonable man) is one of many tools for explaining the law to a jury. The reasonable person is an emergent concept of common law. While there is (loose) consensus in black letter law, there is no universally accepted, technical definition. As a legal fiction, the "reasonable person" is not an average person or a typical person. Instead, the "reasonable person" is a composite of a relevant community's judgment as to how a typical member of said community should behave in situations that might pose a threat of harm (through action or inaction) to the public.

The standard also holds that each person owes a duty to behave as a reasonable person would under the same or similar circumstances. While the specific circumstances of each case will require varying kinds of conduct and degrees of care, the reasonable person standard undergoes no variation itself.

**People who could provide input may include those who might:**

In different work areas there are many peoples with variety skill, knowledge, and experience and different natural talent. Those kinds of employees who have the above listed personality criteria have a gate chance to be selected as sources of new ideas and improver of the previous designed ideas with in the given organization. Such kinds of employee’s contribute for their organization by;

- A.** Challenge and test the ideas; this is due to their long period work they tested many challenge and their solving mechanisms.
- B.** Supervisory or management responsibility; the long period career employee’s help for fresh man employees as supervisor and as managers of the new employers.
- C.** Promote the ideas to others; the sources of impute of ideas for one organization serve as disseminator different for the new employers and for the people out of the organization as reference of the given ideas.
- D.** Provide their technical knowledge to all members of the organization; in this case those who can source of impute distribute their long period captured knowledge and technical skill for others.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 20 of 51
------------------------------	------------------------------	--	--------------------------	---------------





- E. Sourcing different ideas those use to improve the organization performance forward; the people who are sources of impute, they have a power and skill to perceive and influence others in the process of formulating as well as designing different working styles, organizational policies that can inspire employers to perform their task accuracy.
- F. Review any budgetary implications; the people who have potential to contribute impute idea for improvement organizational performance, they have a capacity to anglicize budgetary implication.
- G. By sharing their experience they served in the same area or position; because of long period experience the long period career employees they faced for different challenge and they use different problem solving mechanisms in case of this the share their personal experience to others.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 21 of 51
------------------------------	------------------------------	--	--------------------------	---------------



Information Sheet-2	Discusses And Develops Ideas With Others
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## 2.2 Best Way of Approaching People

### Best way of approaching people may be influenced by:

- Degree of formality required; the good approaching of wise person in one organization must be rely on the formal relation for all activities and role implementation. Whereas, if any approach is out of formal relation, it may tend to wrong side or criminal action against the organizational standard.
- Location of people (e.g. may not be on-site); location is site of living area that influence an approach of people in daily life as well, as staff working relation.
- Need for any supporting documentation; a good approaching characterized by documented form, otherwise the relation of may tend to personal relation rather than formal or staff relation.
- Time pressures and priorities; time pressure and priorities are the determinant factor of a best approach in influencing others attitude and perception to positive side.

### Community reinforcement approach and family training

The study of behavioral factors related to addictions has a long history. Thus it is no surprise many behavioral treatments would be found to be efficacious. One efficacious approach is the community reinforcement approach. The community reinforcement approach has considerable research supporting it as efficacious. Started in the 1970s by [Nathan H. Azrin](#) and his graduate student Hunt, the community reinforcement approach is a comprehensive operant program built on a functional assessment of a client's drinking behavior and the use of positive reinforcement and contingency for nondrinking. When combined with an aversive procedure community reinforcement showed remarkable effects. One component of the program that appears to be particularly strong is the non-drinking club. Applications of community reinforcement to public policy have become the recent focus of this approach.

An off-shoot of the community reinforcement approach is the training. This program is designed to help family members of substance abusers feel empowered to engage in treatment. The rates of success have varied somewhat by study but seem to cluster around 70%. The program uses a variety of interventions based on functional assessment including a module to prevent domestic violence. Partners are trained to use positive reinforcement, various communication skills and natural consequences.

Try implanting a system where they are encouraged to recognize each other for a job well done. Provide a station where employees can obtain thank you cards, candy, and small gifts (with the company logo) and are allowed to reward each other. I worked in a

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 22 of 51
------------------------------	------------------------------	--	--------------------------	---------------



hospital that had a program like this, and it was amazing what a difference it made when we were encouraged to support and recognize each other's hard work and accomplishments. It did cost the organization some money to implement and operate the effort, but they more than made up for it in increased morale and productivity.

Another concept is merit-based pay increases. Implement a points system and have supervisors to set mutual goals with employees during their annual review. When the targeted goals are obtained, the employee should be rewarded the maximum payment will be increased allowed by the company. For fewer points, the employee should receive a smaller pay raise.

Perform an employee satisfaction survey. Find out what they really want from you. Often time's work-life balance plays a major role in work performance. If it is possible to provide better benefits packages, flexible scheduling, occasional free meals or snacks, bonuses for working extra shifts when needed, recognition for employees on their birthday, etc.... it's the little thoughtful things that make people feel appreciated. As you can see, this was an awesome place to work... I'd go back in a heartbeat, but its 900 miles away. also where i used to work they implemented concepts from several theorists and periodically hired motivational speakers to improve employee satisfaction and productivity... these are my favorites that made me always want to do my best at work, because they encourage partnership between employees, employers, and customers.

Acknowledge with no practice is yet another word for ignorance. The true nature of knowledge is to make of us better beings, to advance. In a way, knowledge is meant to lead to humility, to openness and eventually to virtue. The more we know, the more we realize how small we are compared to all the knowledge we want and need. But then again, mankind is imperfect. Naturally, we are to be made humble by the knowledge we acquire. But due to our imperfection, we reverse it to pride. To arrogance, but that does not mean, such imperfection cannot be mended. **Business Networking - How to Approach People and Connect When You Network for Business**

When you are networking for business, do you feel apprehensive about approaching strangers? You can welcome and encourage contact by showing that you are open to people. To invite interaction, use these simple networking tools and tips to get the benefits of networking:

- Make eye contact to show you are accessible.
- Be the first to offer a warm smile.
- Keep your body language open. Don't cross your arms over your chest. This sends the signal that you are not approachable
- Position yourself near the door. That way you get to talk to a lot of people for a short amount of time.
- The best person to approach is someone standing alone. He or she is probably feeling awkward, and will be grateful to be rescued when you approach.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 23 of 51
------------------------------	------------------------------	--	--------------------------	---------------



- Know that people always congregate at the bar or food table. Approach, and make comments to whoever is there about the food, the decor, and the event.
- Remember the old saying: two's company, three's a crowd? Two people who are deep in conversation may not want to be interrupted. Look for groups of three or more people to approach.
- Assume the role of host. Introduce people that you know. Offer to show people where the coat check or restroom is, if they ask. Soon you'll be chatting like old friends.
- Keep moving around. If you sit down, or stand in the corner of the room, no one will see you.
- Don't stick with your buddy. If you come to the event with a colleague, separate to make new contacts, and join up later.
- Come in with a positive attitude about meeting new people, and your interest in meeting others will show through.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 24 of 51
------------------------------	------------------------------	--	--------------------------	---------------



<b>Information Sheet-3</b>	<b>Discusses And Develops Ideas With Others</b>
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### 2.3 Feedback on improvement of ideas, and discuss and develop options and possible variations

Feedback means giving our own opinion about the discussion or the result of some important work or some once work is measured by the feedback which he has received."...'feedback' exists between two parts when each affects the other. Feedback is a process in which information about the past or the present influences the same phenomenon in the present or future. As part of a chain of cause-and-effect that forms a circuit or loop, the event is said to "feed back" into itself.

Feedback is also a synonym for:

- Feedback signal - the measurement of the actual level of the parameter of interest.
- Feedback mechanism - the action or means used to subsequently modify the gap.
- Feedback loop - the complete causal path that leads from the initial detection of the gap to the subsequent modification of the gap.

Feedback could be gained in a range of ways and may include:

- asking questions
- talking to colleagues or supervisors
- using brainstorming techniques
- using 'what if' scenarios

Giving feedback effectively is a skill. And like all skills, it takes practice to build your confidence and improve. The following is a collection of "feedback giving" tips that you can start putting into practice today. Feedback is a two way street. You need to know how to give it effectively and at the same time model how to receive it constructively. When your employer ask you and other co-workers to provide them with information on how the company

#### Benefits of Using a Feedback Process

There are several benefits of implementing a feedback process:

- It gives your customers, service users, and your team a way to resolve problems with your product, service, or organization.
- If set up correctly, it allows continuous feedback . Many organizations collect feedback from their teams or customers only once a year. But collecting feedback should be a constant process, not an occasional event.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 25 of 51
------------------------------	------------------------------	--	--------------------------	---------------

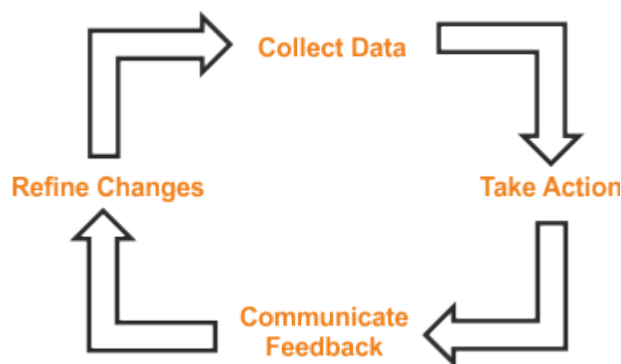


- An effective feedback process gives you the data that you need to create real, lasting improvement. Team morale, product quality, and an organization's reputation may all improve as a result.
- A good process helps organizations act on the feedback that they receive. This, in turn, can create a strong bond between the organization, and its employees and customers.

### Closed-Loop Feedback Process

Many people spend time collecting feedback from people such as customers and employees. They may use a suggestion box or surveys, or even hire consultants to measure employee and customer satisfaction in a more scientific way. The problem is that people often don't act on this useful feedback. Therefore, company or personal performance never improves. This is politely known as an open-loop feedback process. (Less politely, it's called a broken feedback process.) A more effective solution to deal with feedback is a closed-loop feedback process (see Figure 1). You can apply this process to any situation where you receive feedback or complaints.

Figure 1: The Closed-Loop Feedback Process



As the diagram shows, there are four steps in the process:

1. Collect data.
2. Take action.
3. Communicate feedback.
4. Refine changes.

We'll look at how you can apply each step of the process in more detail, below:

#### Step 1: Collect data

To implement a closed-loop process successfully, first define how you'll collect feedback. For instance, will one person be responsible for collecting feedback, or will team members add feedback they receive to a central database, which you'll then review regularly? As well as collecting ad-hoc feedback and complaints, you could also send out satisfaction surveys, or ask people for their feedback during routine telephone calls.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 26 of 51
------------------------------	------------------------------	--	--------------------------	---------------





It also helps to identify the metrics that you need to measure. Are you measuring customer satisfaction with your company's latest products? Are you measuring how happy your employees are with the new benefits package? Identify key areas for focus.

Ask specific questions when you're gathering feedback or responding to complaints. Vague questions – such as "Are you happy with the service?" rarely provide enough data to implement real change. More specific questions – such as "How responsive did you find the customer service team?" – give you much more usable information.

### Step 2: Take action

Once you have your data, use it to take action. This is the step that people skip most often. Remember, collecting feedback is of no value unless an action or change occurs.

Tip:

Our problem solving and decision making sections can help you to identify problems, and explore solutions before you make any changes.

### Step 3: Communicate the feedback

When you take action following feedback, let everyone know! This will show people that you really listened, and it will ensure that people continue to offer feedback in the future. This is another important step in the feedback process that is often overlooked. It can also be important (sometimes!) to communicate when you don't take action. Explain the reasons why it didn't happen, or highlight other actions that you've taken instead.

### Step 4: Refine the changes

This step completes the feedback loop. Here, you use any additional feedback that you've received as part of the communication step to refine and improve what you do. Use the ideas behind kaizen – the art of continual improvement – to make sure that you're always looking to improve the ways that you do things. **Ensuring Satisfaction An important part of managing complaints and feedback is making sure that people are satisfied with the outcome of their feedback.**

This is where it can be worth following up with every person who takes the time to provide feedback. Even if that feedback is a complaint, thank them for communicating with you. People are rarely thanked for their feedback, so this will make an immediate impact. Next, ask them directly if they're satisfied with how you handled their complaint or feedback. If not, ask them what resolution they'd like to see. If you haven't met their expectations, do what you can to resolve the issue. Any extra bits of information here can feed back into the feedback process.

For true collaboration and resolution to take place, you and your team must take responsibility for the problem, and let the person know that you've heard their views. Training your team to connect with people on both a professional and personal level is vital for turning that person into a champion for your organization, or team.

### More Tips for Managing Feedback Effectively

- **Make it easy** – It should be easy for your customers or your team to give feedback. For example:
- For internal feedback, encourage people to use suggestion boxes, and make sure everyone knows where the boxes are.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 27 of 51
------------------------------	------------------------------	--	--------------------------	---------------



- Set up a feedback hotline or specific email address that allows people to offer comments quickly.
- Give your managers and team the power to do whatever it takes to resolve a problem.
- Offer incentives for people to provide feedback.
- **Use careful language** – Watch your wording when you speak with, or write to, a customer or employee. Certain phrases create partnerships and may ease tense situations. For example: "Let's do this together" or "Let's find a solution for this" or "Here's how we can proceed." Also, make sure that you're actively listening to what people say.
- **Empathize** – Some people may be angry about a problem. Empathize with them with phrases like "I know you're angry. I would be too," and try to see the situation from their point of view. Our article Conflict Resolution may help.
- **Prepare for difficult situations** – When you speak with an angry person, it's easy to panic and become uncomfortable. Many of us feel threatened in these situations, which triggers our "fight or flight" response and makes it difficult to think clearly. Our article Role Playing teaches you how to prepare for difficult conversations.

**Key Points**

Many of us have to manage complaints and feedback as part of our job, and we can use this feedback to improve the way in which we work.

Consider using a feedback process based on the closed-loop process, with an effective step for taking action on the feedback. Decide on what you want to measure, how you'll collect data, and how you'll use the data to take action.

Follow up with people once you've handled their complaints, and make sure they're satisfied with the resolution. If not, do what you can to make it right. This site teaches you the skills you need for a happy and successful career; and this is just one of many tools and resources that you'll find here at Mind Tools

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 28 of 51
------------------------------	------------------------------	--	--------------------------	---------------



<b>Information Sheet-4</b>	<b>Discusses And Develops Ideas With Others</b>
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## 2.4 Ideas for follow-up based on feedback and further review

Ideas for follow-up based on feedback may occur by:

- **Considering resources needed;** after the feedback obtaining the idea must be analysis if it is attainable. It is clear that, all feedbacks couldn't implement based on the standards of service seekers. Because, to put into practice all feed backs you must be consider your organization performance focusing on material needed, either materials or human resources.
- **Considering time required;** before you try to replay your feedback corrective action think over the time duration. It is obvious; to do any task it needs a time range. So hence you implement the given feedback you have to check if you have an abundant time to do the vested responsibility.
- **Taking on broad ideas from other people;** at the time of applying feedback improvement, it important to get valid ideas that convince your attitude. The considered as a valid ensured after you crosscheck different ideas from different people broadly.
- **Thinking through all aspects of the ideas;** before make any corrective action think deeply about the received feed back in case of its reality and its constraint.
- **Whole new concepts that come out of discussions;** different constructive concepts ideas come from hot group discussion after reacted in different corner of the forum of discussion. It is necessary, reacting concept of making decision in group form to consider all negative and positive consequence of the new concept.

### Follow Up

The whole purpose of feedback is to improve performance. You need to measure whether or not that is happening and then make adjustments as you go. Be sure to document your conversations and discuss what is working and what needs to be modified.

### Key Points

Feedback is a two way street. You need to know how to give it effectively and at the same time model how to receive it constructively.

When you make a conscious choice to give and receive feedback on a regular basis you demonstrate that feedback is a powerful means of personal development. Done properly, feedback need not be agonizing, demoralizing, or daunting and the more practice you get the better you will become at it. It may never be your favorite means of communicating with employees, co-workers, or bosses but it does have the potential to make your workplace a much more productive and harmonious place to be.

This site teaches you the skills you need for a happy and successful career; and this is just one of many tools and resources that you'll find here at Mind Tools. Time pressure as

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 29 of 51
------------------------------	------------------------------	--	--------------------------	---------------



a barrier to information was measured by the following Likert-scale statement: *Sometimes I simply do not have time to seek information.* Make your feedback have the impact it deserves by the manner and approach you use to provide performance feedback. Your feedback can make a difference to people if you can avoid provoking a defensive response. The main measurements of effective feedback include;

1. Effective employee feedback is specific, not general. For example, say, "The report that you turned in yesterday was well-written, understandable, and made your points about the budget very effectively." Don't say, "Good report."
2. Useful feedback always focuses on a specific behavior, not on a person or their intentions. (When you held competing conversations during the meeting, when Mary had the floor, you distracted the people in attendance.)
3. The best feedback is sincerely and honestly provided to help. Trust me; people will know if they are receiving it for any other reason.
4. Successful feedback describes actions or behavior that the individual can do something about.
5. Whenever possible, feedback that is requested is more powerful. Ask permission to provide feedback. Say, "I'd like to give you some feedback about the presentation, is that okay with you?"
6. When you share information and specific observations, you are providing feedback that an employee might use. It does not include advice unless you have permission or advice was requested. Ask the employee what he or she might do differently as a result of hearing the feedback. You are more likely to help the employee change his approach than if you tell the employee what to do or how to change.
7. Whether the feedback is positive or constructive, provide the information as closely tied to the event as possible. Effective feedback is well timed so that the employee can easily connect the feedback with his actions.
8. Effective feedback involves what or how something was done, not why. Asking why is asking people about their motivation and that provokes defensiveness. Ask, "What happened?, How did that happen? How can you prevent that outcome in the future? How can I have done a better job of helping you? What do you need from me in the future?"
9. Check to make sure the other person understood what you communicated by using a feedback loop, such as asking a question or observing changed behavior.
10. Successful feedback is as consistent as possible. If the actions are great today, they're great tomorrow. If the policy violation merits discipline, it should always merit discipline.

Tips:

1. Feedback is communication to a person or a team of people regarding the affect their behavior is having on another person, the organization, the customer, or the team.
2. Positive feedback involves telling someone about good performance. Make this feedback timely, specific, and frequent.
3. Constructive feedback alerts an individual to an area in which his performance could improve. Constructive feedback is not criticism; it is descriptive and should always be directed to the action, not the person.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 30 of 51
------------------------------	------------------------------	--	--------------------------	---------------



4. The main purpose of constructive feedback is to help people understand where they stand in relation to expected and/or productive job behavior.
5. Recognition for effective performance is a powerful motivator. Most people want to obtain more recognition, so recognition fosters more of the appreciated actions.

## **Ways to Optimize the Performance Review Process**

### **Set Goals Effectively**

Goals are the basis of an effective process. There are two key elements to consider when developing goals. First, are goals written clearly and objectively? Second, are they directly contributing to the achievement of business strategy? Clearly communicating strategic business objectives is the first step to creating alignment. Providing visibility to goals set by departments across the organization furthers alignment. Typically the process begins with departmental managers setting goals for their departments, based upon organization-wide goals, which support the general business strategy. Making departmental goals accessible to all managers ensures there is no overlap, reduces conflict, and allows members of different departments to see where they support each other and ensure they are not working at cross purposes. Each manager in turn shares the overall goals with his/her department and meets with employees to identify individual performance goals and plans. When setting goals, key job expectations and responsibilities should act as the main guide and reference. Goals should be set that not only address what is expected, but also how it will be achieved. For example, the "what" covers quality or quantity expected, deadlines to be met, cost to deliver, etc. The "how" refers to the behavior demonstrated to achieve outcomes, for example, focus on customer service. In addition, some organizations choose to include competencies within performance expectations, to reinforce the link to business strategy, vision and mission.

An accepted framework to use to help write effective goals is the "SMART" goal:

- S- Specific
- M - Measurable
- A - Achievable/Attainable
- R - Results oriented/Realistic/Relevant
- T - Time bound

The inclusion of the above criteria results in a goal that is understandable and easily

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 31 of 51
------------------------------	------------------------------	--	--------------------------	---------------



visualized and evaluated. Making a goal specific, measurable, and time bound contributes to the ability to make progress on the goal and track that progress. Some managers choose to further define goals with a start and finish date with milestones in between. As we have mentioned, goals must be achievable and realistic. An unachievable goal is just that. An employee knows when he/she does not stand a chance of reaching it, and their effort to achieve the goal will be affected. In addition, goals must reflect conditions that are under the employee's control and the R's (results oriented, realistic and relevant) should definitely consider these conditions. Sometimes the focus on the outcome of the goals can overshadow the necessary steps to achieve them. Action plans to support each goal can include documentation of the steps necessary to achieve a goal. By keeping goals relevant, a manager reinforces the importance of linking to strategic objectives and communicating why the goal is important. Some organizations have suggested the use of SMARTA, or SMARTR with the additional A standing for aligned and the R standing for reward.

A focus on objective, behavioral-based, and observable outcomes that are job-related helps ensure fairness of the process and reduces discrepancy. Although sometimes difficult to hear, objective feedback supported with regular documentation is difficult to dispute. This is also where an understanding of the organization's overall objectives and goals and how individual efforts contribute becomes essential. If for example, an individual understands that their actions support an area of the business then it is easier to understand the impact when deadlines are not met. Using the SMART framework provides clarity up front to employees who will be evaluated against these goals.

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 32 of 51
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<b>Self-Check -1</b>	<b>Written Test</b>
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**I**

1. Identify people who could provide impute into ideas for improvements
2. Select the best way of approaching people to begin share ideas.
3. Consider the advantage of feedback on improvement of ideas, and discusses and develop options as well as, possible variables.
4. Review and respect ideas for follow-up based on feedback and further review in those.

**II**

1. State the characteristics of input provider people in organizational improvement.
2. What are best approaching people behavior?
3. What is the contribution of receiving and apply on practice the given feedback?
4. What is the necessity of review and follow-up on given feedback?



Instruction Sheet 1	<b>LG13: Address the practicalities of change</b>
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics –

- Taking an Action to implement *routine changes* in consultation with others and within scope of own responsibility.
- *Practicing the processes* and articulated for implementing proposed ideas.
- presenting Ideas and practical suggestions to the appropriate people about how improvements could be made

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

- Take an Action to implement routine changes in consultation with others and within scope of own responsibility.
- Practice *the processes* and articulated for implementing proposed ideas.
- present Ideas and practical suggestions to the appropriate people about how improvements could be made

**Learning Instructions:**

7. Read the specific objectives of this Learning Guide.
8. Follow the instructions described
9. 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.
10. Accomplish the “Self-checks---”.
11. 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---).
12. Submit your accomplished Self-check---. This will form part of your training portfolio



<b>Information Sheet-1</b>	<b>LO 3 Address The Practicalities Of Change</b>
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### 3.1 Take Action to Implement Routine Changes in Consultation with Others and Within Scope of Own Responsibility

**Routine changes may include:**

- Adjustments to work practices with minimal impact on others or within a small team
- Changes that do not require management approvals
- Changes that have the support of management and for which authority is given for immediate action to be taken.

**What are the requirements for staff welfare facilities change?**

**What are the requirements for staff welfare facilities?**

The Council Directive 89/654/EEC of 30 November 1989 has adopted minimum requirements for encouraging improvements, especially in the working environment, to ensure a better level of protection of the safety and health of workers. Amongst other requirements are:

- The provision of rest rooms with appropriate facilities and protection against discomfort caused by tobacco smoke;
- The provision for sanitary equipment (changing rooms and lockers where required, showers and washbasins, lavatories), as required by the nature of the work;
- The organizations of workplaces to take account of handicapped workers (this provision applies in particular to the doors, passageways, staircases, showers, washbasins, lavatories and workstations used or occupied directly by handicapped persons).

Requirements that are more specific will depend on the Member State and the size and type of educational establishment. You should contact the relevant enforcing authority.

### Consumer and professional relationships change

Open communication and a supportive relationship between educational systems and families allow the student to receive a beneficial education. This pertains to typical learners as well as to individuals who need additional services. It was not until the 1960s that researchers began exploring behavior analysis as a method to educate those children who

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 35 of 51
------------------------------	------------------------------	--	--------------------------	---------------



fall somewhere along the autism spectrum. Behavior analysts agree that consistency in and out of the school classroom is key in order for children with autism to maintain proper standing in school and continue to develop to their greatest potential.

Applied behavior analysts sometimes work with a team to address a person's educational or behavioral needs. Other professionals such as speech therapists, physicians and the primary caregivers are treated as key to the implementation of successful therapy in the applied behavior analysis (ABA) model. The ABA method relies on behavior principles to develop treatments appropriate for the individual. Regular meetings with professionals to discuss programming are one way to establish a successful working relationship between a family and their school. It is beneficial when a caregiver can conduct generalization procedures outside of school. In the ABA framework, developing and maintaining a structured working relationship between parents or guardians and professionals is essential to ensure consistent treatment.

With a core focus on enhanced functioning and skill development behavior analytic interventions under the heading behavior therapy have come to form the core of evidence-based practices in speech–language pathology, organizational behavior management, education, mental health and addiction treatments. In the area of mental health and addictions a recent article looked at APA's list for well-established and promising practices and found a considerable number of them based on the principles of operant conditioning and respondent conditioning.<sup>[141]</sup> A 1985 meta-analysis of social skills training methods found operant conditioning procedures had the largest effect size, the greatest generalization and the shortest training time; modeling, coaching, and social cognitive techniques, respectively, had smaller and smaller effect sizes.<sup>[142]</sup>

## Change Management for Employees

Written to speak directly to employees, this book answers frequently asked questions to provide an understanding about why change is happening and how to control it

- What does change mean to me?
- What actions can I take?
- Who can I talk to about the change?
- What if my company has tried this before and failed?
- What will the future hold?
- What does it take to succeed in a changing environment?

### Managing Change - Size Matters - Scope the Change Work

There will come a time on every change project that you will wish you had read this article. The size and scope of the work does matter. Everyone today, especially in the larger organizations, wants to forecast heroism. By that I mean they want to think that because

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 36 of 51
------------------------------	------------------------------	--	--------------------------	---------------



they are who they are, or the organization is who it is you will then be able to do anything. Don't make that mistake.

When setting up any change project, and remember all project work is change work, there are three parts you must balance to succeed. They are...

1. Scope
2. Resources
3. Time

These three elements form a triangle and must have equal sides. That means the length of each side must remain relatively the same throughout the project. Let's address each individually then we'll tie them together as a whole.

**Scope:**

The scope of the work defines the boundaries of what you will work to change. The scope is your vision of the project. Are you going to change the processes of just accounts payable or are you going to reach out into other areas as you progress. You must carefully define the scope of the work in order to move to the next side of the change triangle and that is defining the resources.

**Resources:**

The resources of your change effort are the people, outside support, in some cases materials and most of all the finances, the money required to bring about the changes desired. Here is where we find the forecasting of heroism most common. Many leaders confuse sound planning with being macho. If you are the change leader don't accept the assignment without a realistic resource plan or you are doomed to failure. The gun that will eventually shoot you for failing is already aimed at you at this point. You must take the scope and support it with a realistic resource plan.

**Time:**

The third side of the change triangle is the by-product of the first two. Based on your vision, the scope, and the resources you have been given, the work will take a certain amount of time. You should get together your best and brightest as they say and given the scope of the work and your resources determine how long you think the work will take and then double it... that is how long it will really take. Remember, time is the by-product of the first two. Once you embark on your change journey inevitable 'changes' will surface. You will find

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 37 of 51
------------------------------	------------------------------	--	--------------------------	---------------



things out you didn't know and you may be tempted to add to the scope or speed up the delivery of the changes - don't do it. Let me correct myself, don't do it without balancing the change triangle. It is pretty simple to understand and do but it's difficult to gain support to make it happen.

You see when the boss comes along and says we have to finish the work in one year and not eighteen months and doesn't allow you to match that change with a reduction in scope or an increase in resources then they just cocked the trigger of that gun pointed at you. It is that simple. That's why 80% of all change efforts fail. They fail because of a lack of real leadership. Real leadership doesn't put the change project leaders in a position like this to fail in the first place. If they are placed in this position real project leaders will defend the change triangle at all costs and make sure that their 'heroic' leaders know what they are getting themselves in to in the first place.

Change leadership is simple to understand, difficult to deliver. First define the scope, based on the scope determine the necessary resources and the combination of the two will give you the timeline. Once you are approved and embark on the journey keep the three sides of the change triangle in balance. When the big dog comes and says speed up make sure you've laid the groundwork that they know to speed up requires a scope shrink or an increase in resources. It's that simple or you fail. What changes in organizations?

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 38 of 51
------------------------------	------------------------------	--	--------------------------	---------------



<b>Information Sheet-2</b>	<b>Address The Practicalities Of Change</b>
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**3.2 Identify and articulate issues and practical processes for implementing proposed ideas**

**Issues and practical processes may relate to;**

**Any approvals required;** any decision when it perceived to be a working principle it must needs an authorized person who has the legitimized power of approval.

**Identifying Goals Effectively**

Goals are the basis of an effective process. There are two key elements to consider when developing goals. First, are goals written clearly and objectively? Second, are they directly contributing to the achievement of business strategy?

Clearly communicating strategic business objectives is the first step to creating alignment. Providing visibility to goals set by departments across the organization furthers alignment. Typically the process begins with departmental managers setting goals for their departments, based upon organization-wide goals, which support the general business strategy. Making departmental goals accessible to all managers ensures there is no overlap, reduces conflict, and allows members of different departments to see where they support each other and ensure they are not working at cross purposes. Each manager in turn shares the overall goals with his/her department and meets with employees to identify individual performance goals and plans.

When setting goals, key job expectations and responsibilities should act as the main guide and reference. Goals should be set that not only address what is expected, but also how it will be achieved. For example, the "what" covers quality or quantity expected, deadlines to be met, cost to deliver, etc. The "how" refers to the behavior demonstrated to achieve outcomes, for example, focus on customer service. In addition, some organizations choose to include competencies within performance expectations, to reinforce the link to business strategy, vision and mission.

- **Cost of implementation;** it obvious during the process of implementation any task, goal, and planes it has its own cost of implementation. Regular goal tracking allows for the opportunity to provide feedback as needed, make adjustments to performance plans, tackle obstacles and prepare contingencies for missed deadlines. Without a mechanism to regularly track progress against goals, the ongoing, cyclical nature of

<b>Clerical Work Support L – II</b>	<b>EIS CwS2TTLM 09 19V1 LG01</b>	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 39 of 51
-------------------------------------	--------------------------------------	--	--------------------------	---------------





the process falls apart. Goal progress discussions, along with all performance feedback, should be delivered with respect and should be objective and supportive. Specific examples provide clarity and help the employee focus on future improvements. It is crucial that the manager listens to the employee's perspective and incorporates the employee's observations into future plans— the employee often experiences roadblocks the manager may not see.

- **Internal politics;** internal politics refers the political view of given state within its territorial administrative. There is no a single political stance of all citizens. This is due to having individual political outlook, believe, culture, and being member of different political parties.
- **Need for a planned communication approach (internal or external);** at the time communication it asks plane to meet its target. Since, when you make healthy communication it must follow the proposed plane.
- **Personalities and philosophies of others in the workplace;** this indicates the process of think rationally on personal duties and responsibilities of own and other workers of your organization.

**Evaluate and Encourage Full Participation and Success** is widespread recognition that an annual meeting to evaluate progress does not have the same benefits as ongoing dialogue and feedback. Feedback that is delivered when it is most relevant enhances learning and provides the opportunity to make necessary accommodations in order to meet objectives. Some organizations are moving towards conducting performance reviews twice a year, while a small portion is trying to conduct them more frequently. Regardless of frequency, the attitude towards ongoing feedback is crucial. If there is organizational recognition and support for the need to build constructive feedback into the fabric of day-to-day interactions combined with increased visibility into goals, then the environment will encourage development and drive goal-directed performance improvement.

Design the process right. The performance management process must add value, otherwise problems with resistance and non-participation will surface. In addition, the process itself must be efficient and as simple as possible, while still providing the necessary value. Automated reminders and scheduling tools can help keep the process on track. Another element to consider that contributes to success is upper level management support. This support needs to take not only the form of verbal support, but also through participation in the same performance management process for evaluations. In addition, consider the current culture of your organization when it comes to performance appraisals and performance management. Is the "atmosphere" supportive of an effective process? Is there a culture of open honest communication or are employees fearful when they make a mistake? Employees must be able to honestly

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 40 of 51
------------------------------	------------------------------	--	--------------------------	---------------



discuss performance and consider how to make improvements in order to move forward. **Relationship of the idea to organization priorities;** the idea which designed in a specific organization must be circulate in scope, propose, goals of the given organization.

Gathering performance information from a variety of sources increases objectivity and ensures all factors impacting performance are considered. This information should include objective data like sales reports, call records or deadline reports. Other valuable information includes: feedback from others, results of personal observation, documentation of ongoing dialogue, records of any external or environmental factors impacting performance. Many reviews also include an employee self-evaluation. Other documents that help define performance objectives include: past performance appraisals, current departmental and organizational objectives and documented standards related to career goals. Along with the completion of a self-assessment, selected peers, subordinates, and manager(s) are asked to contribute feedback around pre-identified areas. The feedback is based upon specifically identified skills or competencies and the final results are compared against the employee's self-assessment. This type of feedback increases self-awareness and in some cases is used to support the performance evaluation process. Objectivity it is essential when evaluating performance and it begins with clarity about job expectations and evaluation methods. Certain checks and balances can be built in to ensure objectivity. Managers commonly make mistakes when they conduct evaluations and the first step to minimizing those errors is to acknowledge they exist. Consistent processes organization-wide contribute to fairness and objectivity. Access to information allows others to check the validity of the process. Obviously, not all employees need access to other employees' performance appraisal results, but processes like calibration meetings will help ensure consistency. In the calibration process, managers with employees in similar positions meet and discuss the appraisals before they are finalized and shared with the employees. A calibration meeting helps establish the reasons individuals are awarded various performance rankings educates managers about the process across the organization and promotes consistency. It also provides validation for manager's decisions, if appropriate.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 41 of 51
------------------------------	------------------------------	--	--------------------------	---------------



<b>Information Sheet-3</b>	<b>Address The Practicalities Of Change</b>
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**3.3 Present ideas and practical suggestions to the appropriate people about how improvements could be made.**

**What the team needs and wants to achieve may relate to:**

**A. addressing particular customer feedback**

At work place it is necessary to address customer’s feedback immediately. Since it is the over control of a specific organizational task implementation. Customers’ feedback is the reflection of users’ service of the institution on its strong and weak side of service delivering institution. It is clear that, any service provider think as he/she deliver effective service but the customers may not satisfied by provided service. From that it can dedicate that, addressing particular customers feedback is an essential to improve personal weakness on assuring customers need. On the other hand, the service you provide must be fit with the organizational stander of service providing.

**B. Conceiving and implementing a particular project**

As you are a employer of an organization you have to understand your Organizational behavior management, Behavioral engineering, and Behavior-based safety Behavior analysis with organizations is sometimes combined with systems theory in an approach called organizational behavior management. This approach has shown success particularly in the area of behavior-based safety. Behavior safety research has lately become focused on factors that lead programs to being retained in institutions long after the designer leaves. The project that designed by the organization is attaining by its employee commitment. It is clear that, every individual who serve in a given organization has an individual responsibility in the process of implementing designed appall.

Producing requirements documents and carefully managing requirements is a critical aspect of your project. Besides base lining your requirements and producing documents, another key aspect of your tool is that it can engage your full project team so developers and analysts can share requirements as they come in. The organizations that choose to have a solid requirements process and use a tool have a far greater chance of success in delivering projects on-time with accuracy.

**What is Scope Creep?**

Before jumping into the impacts and treatment of Scope Creep, let’s first look at a definition. According to the recent 2007 Wikipedia, “Scope Creep refers to uncontrolled changes in a project scope for already approved projects – hence the project team drifts out of control from its original purpose.” So what are the impacts of Scope Creep? Looking at the definition, it’s simple to surmise that “uncontrolled changes” would lead to project delays, but that’s not the extent of it. Runaway scope will also lead to out of control costs, frustration and dissent within the project team, degraded quality because of the tendency to rush through the new functionality, and ultimately a cancelled project resulting from the budget or

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 42 of 51
------------------------------	------------------------------	--	--------------------------	---------------



timeline being too far to recover from. Hiring a project manager with a PMP (project management professional) designation or an MBA is certainly not a guarantee for success. It often takes a seasoned project manager with the experience and tenacity in dealing with difficult business owners who inadvertently derail their own projects. While controlling scope creep is something often mastered with years of experience, the following best practices should be helpful in keeping your projects on track.

**Tip (1) Perform a thorough requirements analysis.**

To easily identify scope creep, you first need to have a really good handle on what the requirements are. Make sure you have an organized requirements management document that includes a mission statement, a background statement that includes needs, the high level features, and as many detailed requirements as possible which all map back up to the features. By producing a rich and thorough set of requirements, you can get a clean baseline of what the system needs to do which can often mitigate any upfront scope creep.

**Tip (2) Implement a solid Change Control Process Upfront.**

When you are implementing an enforcing a strong change control process, you must effectively put a “gate” around your project requirements and prevent changes “through the back door”. By doing this, it adds a level of complexity for your customers and can discourage them from making changes. This is usually more beneficial in larger projects where scope creep could kill a project.

**Tip (3) Associating a cost of scope change.**

In many organizations, a sponsor has control over the development resources and may not quantify the cost of making changes. However, all changes that require work have a cost – both in terms of resource time and the delay of revenue or cost-savings in the delay. By knowing how to measure the cost of change and putting that in front of the customer, it’s a great way of discouraging customers from freely making changes.

**Tip (4) Don’t say no, say “not yet”.**

So let’s say the customer gets through your change control process and wants to incur the cost, but you still don’t want to throw off your timeline, consider saying “not yet” instead of a flat no. What you promote is the concept of phasing in new features. By having a Phase 2

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 43 of 51
------------------------------	------------------------------	--	--------------------------	---------------



through Phase ‘...n’ of your project, you allow to release components instead of delaying your project and release everything at the same time.

**Tip ( 5) Getting your customer to “sign off”.**

Let’s face it, whenever you have to sign anything, there is that (and should be) a sense of caution or apprehension. In terms of managing a project, getting your customer to sign off on the requirements and scope changes should hold them accountable for understanding and approving the requirements and scope. This is always a smart idea in that it protects the project team as well as discourages making easy changes.

**Tip 6) Establish a baseline.**

A requirements baseline is your 1.0 version of requirements where future versions are measured against. The benefit is that when there are multiple change requests leading to multiple requirements documents, it will give you the ability at any point in time to measure the frequency and scope of new changes. This benefits the project manager in having more control of the project. When selecting a requirements management tool, make sure your tool has this capability.

**Tips (7) don’t be a “yes man”.**

While we all want to seek approval from our customer and keep them happy, you run the risk of being a “yes man”. The value in saying “yes” is critical when trying to close a sale, but after the close and during the development of a project a good project manager will resist the urge to coddle their customer by saying yes. Another risk is the tradeoff in when we say “yes” to a feature and solves a customer problem, we can be indirectly causing a problem because of bad timing, added complexity and missed dates.

**Tip ( 8) Knowing when to sound the alarm.**

We all get annoyed when working with an “alarmist” or someone who “freaks out” sending high-strung emails when an issue comes up that doesn’t merit the urgency that goes along with an issue. However, when it comes to scope creep, using email to broadcast a critical scope change can be a very effective way in keeping the project on track. You should absolutely send an email to the appropriate managers with key information such as what the change is the cost, the benefits and the impact to the schedule. Sometimes you’ll find that a lateral manager to the sponsor will fight your fire for you. But the balancing act is to keep good will with your project sponsor. The key here is exercising sound judgment when sending the email.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 44 of 51
------------------------------	------------------------------	--	--------------------------	---------------



**Tip ( 9) Implementing a good requirements management tool.**

Producing requirements documents and carefully managing requirements is a critical aspect of your project. Besides base lining your requirements and producing documents, another key aspect of your tool is that it can engage your full project team so developers and analysts can share requirements as they come in. The organizations that choose to have a solid requirements process and use a tool have a far greater chance of success in delivering projects on-time with accuracy.

**Tip (10) always has a proactive stance for features creep.**

In most sports, you'll see the athletes in a "ready" position waiting for an action which they will act on. Being prepared and proactive, is applicable especially, for feature creep, can ensure that you won't be caught off guard when you find the project scope changing.

Following these best practices for effectively handling scope creep should be a good guideline in helping you manage scope creep on your own projects. However, it's also important to note that even the best project managers can't always prevent it when it's happening. Some project managers that can't handle adversity may choose to absolve themselves from the project and quit, preferring to find a more realistic project.

When you find yourself on a project where there is obvious scope creep and requirements are getting out of control, remember to keep a positive attitude and treat even a troubled project as a learning experience. Even if you can't save your current project from scope creep, do what you can to minimize the negative impact and you may find yourself saving the day and receiving important accolades. You are sure to end up on another project where your requirements and project management toolset along with your experience in managing scope creep is strong enough to bring your project to the finish line.

**C. developing new services or products;**

It is an essential to improve the service which is delivering continuously for long period. When time going and the society needs a sustainable and effective service. As time going quality of service delivering seeks to be improved, unless the organization may influence lose customers due to an efficient service acquiring. As technology become incremental through curse of time demand of customers' service satisfaction increase. It better applying new work style with parallel of time and technological advancement.

**D. generating ongoing ideas within the work unit;**

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 45 of 51
------------------------------	------------------------------	--	--------------------------	---------------





At different work place it behaved to providing necessary ideas which can source of good work implementation. As we have discussed above many committed employees contribute resultant or constructive ideas for each employees as well as, to institution as a hole. Just such form situation act on the time of working days without stagnating job. Ongoing ideas are the information which help for continuous improvement in official or private service provision.

**E. improving budgetary performance;**

It is not denied that, budget is a key factor in private and public organizations on the process of meeting the stated goals when the budget become increase and increase there are many options and enhancing internal and external performance on the assuring organizational plan. To conclude, improving budgetary performance help to advance all prospect organizational plans similarly, if one organization shows budget incrimination the employees feel hopeful and they like to work at that organization for long period of time. On top of this if there is an increasing of budget as hole of the organization there is also salary increment on each employee. Such compromising condition motivates to produce more.

**F. improving or changing work conditions;**

Work condition is the process or situation of about how act given task in case of their standards, time limitation, level of satisfaction on service seekers. Work condition needs continuous improvement or change after taking general observation from the previous implementation. If there is no change in every process of task application may competent of your organization better than yours. It is true that, every customer need new form of service deliberant and adding new value addition. To conclude, improving or changing work condition inspire customers' and works to interesting on that work condition.

**G. New ideas that impact beyond the workplace (e.g. that have a broader social or community impact**

New ideas not only restricted only with own organization, why it is important providing new ideas for other organization which is out of your workplace.

**Improve Productivity through Better Goal Management**

Regular goal tracking allows for the opportunity to provide feedback as needed, make adjustments to performance plans, tackle obstacles and prepare contingencies for missed deadlines. Without a mechanism to regularly track progress against goals, the ongoing, cyclical nature of the process falls apart. Goal progress discussions, along with all performance feedback, should be delivered with respect and should be objective and supportive. Specific examples provide clarity and help the employee focus on future improvements. It is crucial that the manager listens to the employee's perspective and

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 46 of 51
------------------------------	------------------------------	--	--------------------------	---------------





incorporates the employee's observations into future plans— the employee often experiences roadblocks the manager may not see.

## Ways to Build an Employee Engagement Improvement Strategy

Ways of Build an Employee Engagement Improvement Strategy, that Really Works Faye Schmidt Schmidt and Carbol Consulting Group. A highly experienced consultant dedicated to helping organizations understand and improve employee engagement and customer satisfaction. Make employee engagement an organizational priority. Employee engagement is more than a nice to do or something that can be done off the corner of someone’s desk – it is a business essential. As such, it deserves to be a solid part of your organization’s strategic priorities right alongside your business priorities. This signals your commitment to employee engagement as a key aspect of your organization.

1. Know your baseline. A well-done employee engagement survey provides information that serves as the foundation to your improvement strategy. An organization-wide, systematic survey of employee engagement will help you understand your starting point by telling you how engaged your workforce is overall and by work unit. Plan to do your survey regularly (i.e., every 12 to 18 months) using the same core set of items so that you track your progress over time.
2. Identify your key drivers of employee engagement. As important as it is to know how engaged your employees are and how they answered each item in your survey, you need to know more.

Statistically identifying your key drivers of employee engagement gives you the focused information you need your drivers tell you exactly what has the greatest impact on engagement in your organization.

1. Create an employee engagement advisory team that reflects all of your organization. Moving from information about your key drivers to improvement actions that really work requires a corporate plan and, for large and dispersed organizations, supplemental plans at the local level. To ensure your actions are on track you need to involve a cross section of your organization in identifying what needs to be done so that your organization’s plan is on track and meaningful.
2. Identify actions that address your key drivers. Your key drivers of employee engagement tell you where you need to target improvement efforts to make a real difference to your employees. Your advisory team needs to ground your plans in your key drivers if you want to make a real difference.
3. Make employee engagement everyone’s business and make it a regular part of doing business. While your advisory committee plays a special role in creating your improvement plan employee engagement needs to be owned by everyone in your organization – to succeed it cannot be the responsibility of a single department, individual or team. Not only does it need everyone, it needs to be more than an add-on to already busy jobs. Wherever you can, embed your employee engagement efforts into your regular ways of doing business (e.g., your annual plans, your performance reviews, etc.) and in things that matter to all employees. Dedicate resources to your employee

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 47 of 51
------------------------------	------------------------------	--	--------------------------	---------------



7. Dedicate resources to your employee engagement strategy. Since it is a business priority employee engagement needs the same budget and resource allocation as all of your business priorities. Surveys, plans, and improvement actions all require support in the form of time, people and funds.

8. Establish clear accountability for success. Employee engagement has to matter. All of the actions in your employee engagement plan need leadership and clearly assigned accountability. Given their roles, every manager and executive must have employee engagement as part of their performance requirements and accountabilities.

9. Communicate, communicate, and communicate! Every employee needs to understand the importance your organization puts on employee engagement, what your corporate employee engagement plan is, what your survey results say and what their individual role and accountabilities are for improving engagement. A communication strategy that talks about your employee engagement hopes, challenges and successes is essential

10. Track your progress, celebrate your success and learn from your challenges. What gets measured gets done applies as much to employee engagement as to anything else in your organization. As soon as you commit to improving engagement and do your survey you will raise employee expectations for positive change. As change can be slow you need to make sure all of your progress is highlighted, celebrated, and built on as you move forward. The good news is that by following these

## Summary

New technologies change the way we live, consume and meet people. As the Internet has changed our lives, the Industrial Internet is transforming the way we work and produce. The digital revolution is happening. Some sectors experience fast and disruptive changes, others will evolve slowly and steadily. In each case, there is no return. Success in the new industrial revolution naturally requires that our industries use the best available technologies. But technologies alone are not the answer. We need to put more focus on human factors. This is our main resource in Europe and we do not make enough use of it. Workplace innovation not only aims at fostering innovation capacities, it also allows business to remain innovative and adapt to changes more quickly and smoothly

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 48 of 51
------------------------------	------------------------------	--	--------------------------	---------------



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

**Note: Satisfactory rating – 12 points                      Unsatisfactory - below 12 points**

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

**Answer Sheet**

Score = _____
Rating: _____

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Short Answer Questions**

**Discuss**

1. Why workplace innovation is important for your company? 2. How workplace innovation will transform your organization?
3. Where to begin?
4. What are the 'Elements' of workplace innovation?
5. How to achieve commitment from everyone in your organization?



Operation sheet	Activity
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Here is a brief list of places where you can get information about workplace issues, outside of your own organization. By visiting the organization list the procedure manuals that exist in their workplace.

- **Television and radio**
- **Government departments**
- **Bureau of Statistics**
- **Unions**
- **Sale store**
- **Stationary**
- **Library**



<b>Clerical Work Support L – II</b>	<b>EIS CwS2TTLM 09 19V1 LG01</b>	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 51 of 51
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