



Ethiopian TVET-System



Clerical Work Support

Level-II

Based on August 2012 G.C. Occupational Standard

Module Title: Working in Team Environment

TTLM Code: EIS CWS2 TTLM 0919V1

This module includes the following Learning Guides

LG33: Describing team role and scope

LG Code: -EIS CWS2 M11 LO1-LG33

LG34: Identify own role and responsibility within team

LG Code: -EIS CWS2 M11 LO2-LG34

LG35: Work as a team member

LG Code: -EIS CWS2 M11 LO3-LG35

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 1 of 40
------------------------------	------------------------------	--	--------------------------	--------------



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

- Identifying *role and objective of the team*
- Identifying Team parameters, reporting relationships and responsibilities

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, upon completion of this Learning Guide, you will be able to:

- Identifying *role and objective of the team*
- Identifying Team parameters, reporting relationships and responsibilities

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below
3. Read the information written in the information “Sheet 1 and Sheet 2
4. Accomplish the “Self-check -1 and Self-check- 2,
5. If you earned a satisfactory evaluation from the “Self-check” proceed to “Other learning outcome.



Information Sheet-1	Identifying <i>role and objective of the team</i>
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LO1. Describing team role and scope

- Identifying *role and objective of the team*
- Identifying Team parameters, reporting relationships and responsibilities

1.1 Identifying role and objective of the team

What is a Team?

- **Team** is a group whose members influence one another toward the accomplishment of an organizational objective or purpose.
- A collection of individuals who are interdependent in their tasks, who share responsibility for outcomes, ***who see themselves and who are seen by others as an intact social entity*** embedded in one or more larger social systems and who manage their relationships across organizational borders
- A **group** consists of any number of people who interact with one another, are psychologically aware of one another, and think of themselves as a group.

Structures to Support Teamwork

To be effective, teams require clear structures that outline

- Team objectives
- Roles and responsibilities of team members
- Mechanisms for exchanging information
- Coordination mechanisms for team activities

Team objectives

- Team objectives must be firm, yet realistic
 - Team objectives may be based on **SMART** goals:
- ✓ S-Simple
 - ✓ M-Measurable
 - ✓ A-Achievable
 - ✓ R-Realistic
 - ✓ T-Timely

The Importance of Teamwork

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

Core Competencies for Teamwork

- Knowledge of healthcare roles
- Ability to communicate effectively with other health professionals
- Ability to reflect the effect of health professionals' roles/attitudes related to mutual trust

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 3 of 40
------------------------------	------------------------------	--	--------------------------	--------------

- Willingness to work together

Protocol for Effective Meetings (ROPES)

- Respect
- Openness
- Participation
- Experimentation
- Safety

What is a team role?

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

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

The below pictures is good example in Team work



Team role model (Belbin's Model)

Belbin identified nine team roles and he categorized those roles into three groups:-

1. **Action Oriented,**
2. **People Oriented,** and
3. **Thought Oriented.**

Each team role is associated with typical behavioral and interpersonal strength

S/n 1	Action Oriented Roles	Shaper	Challenges the team to improve.
		Implementer	Puts ideas into action.

		Completer Finisher	Ensures thorough, timely completion.
2	People Oriented Roles	Coordinator	Acts as a chairperson.
		Team Worker	Encourages cooperation.
		Resource Investigator	Explores outside opportunities.
3	Thought Oriented Roles	Plant	Presents new ideas and approaches.
		Monitor-Evaluator	Analyzes the options.
		Specialist	Provides specialized skills.

The nine team roles are:-

1. Action Oriented Roles:

- i. **Shaper:** Shapers are people who challenge the team to improve. They are dynamic and usually demonstrative people who enjoy stimulating others, questioning norms, and finding the best approaches for solving problems. The Shaper is the one who shakes things up to make sure that all possibilities are considered. Shapers often see obstacles as exciting challenges and they tend to have the bravery to push on when others feel like quitting.
- ii. **Implementer (IMP)**

Implementers are the people who get things done. They turn the team's ideas and concepts into practical actions and plans. They are typically conservative, disciplined people who work systematically and efficiently and are very well organized. These are the people who you can count on to get the job done. On the downside, Implementers may be inflexible and can be somewhat resistant to change.

- iii. **Completer-Finisher (CF)**

Completer-Finishers are the people who see that projects are completed thoroughly. They ensure there have been no errors or omissions and they pay attention to the smallest of details. They are very concerned with deadlines and will push the team to make sure the job is completed on time. They are described as perfectionists who are orderly, careful, and concerned.

2. People Oriented Roles:

- iv. **Coordinator (CO)**

Coordinators are the ones who take on the traditional team-leader role and have also been referred to as the chairmen. They guide the team to what they perceive are the objectives. They are often excellent listeners and they are naturally able to recognize the value that each



team members brings to the table. They are calm and good-natured and delegate tasks very effectively.

Their potential weaknesses are that they may delegate away too much personal responsibility, and may tend to be manipulative.

v. **Team Worker (TW)**

Team Workers are the people who provide support and make sure that people within the team are working together effectively. These people fill the role of negotiators within the team and they are flexible, diplomatic, and perceptive. These tend to be popular people who are very capable in their own right, but who prioritize team consistency and helping people getting along.

Their weaknesses may be a tendency to be unsure, and to maintain uncommitted positions during discussions and decision-making.

vi. **Resource Investigator (RI)**

Resource Investigators are innovative and curious. They explore available options, develop contacts, and negotiate for resources on behalf of the team. They are enthusiastic team members, who identify and work with external stakeholders to help the team accomplish its objective. They are outgoing and are often demonstrative, meaning that others are often interested to them and their ideas.

On the downside, they may lose enthusiasm quickly, and are often overly positive.

3. Thought Oriented Roles:

vii. **Plant (PL)**

The Plant is the creative innovator who comes up with new ideas and approaches. They succeed on admire but criticism is especially hard for them to deal with. Plants are often introverted and prefer to work apart from the team. Because their ideas are so novel, they can be impractical at times. They may also be poor communicators and can tend to ignore given parameters and constraints.

viii. **Monitor-Evaluator (ME)**

Monitor-Evaluators are best at analyzing and evaluating ideas that other people (often Plants) come up with. These people are sharp and objective and they carefully weigh the pros and cons of all the options before coming to a decision.

Monitor-Evaluators are critical thinkers and very strategic in their approach. They are often perceived as detached or unemotional. Sometimes they are poor motivators who react to events rather than initiating them

ix. **Specialist (SP)**

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 6 of 40
------------------------------	------------------------------	--	--------------------------	--------------



Specialists are people who have specialized knowledge that is needed to get the job done. They pride themselves on their skills and abilities, and they work to maintain their professional status. Their job within the team is to be an expert in the area, and they commit themselves fully to their field of expertise.

This may limit their contribution, and lead to a worry with technicalities at the expense of the bigger picture.

Role and objective of team



1. To solve problems in unconventional ways



2. To provide a logical eye, make neutral judgments where required and to weigh up the team's options in a dispassionate way.



3. To draw out team members and delegate work appropriately.



When the team was at risk of becoming isolated and inwardly-focused, Resource Investigators provided inside knowledge on the opposition and make sure that the team's idea will carry to the world outside the team.



Implementers plan a practical, workable strategy and carry it out as efficiently as possible.



Completer Finishers check errors, subjecting it to the highest standards of quality control.



Team workers help the team to identify the work required and complete it on behalf of the team.

When a team is performing at its best, you'll usually find that each team member has clear responsibilities.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 7 of 40
------------------------------	------------------------------	--	--------------------------	--------------



Self-Check -1	Written Test
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Directions: Answer all the questions that are you are asked below.

1. Define team work? 2 Point

2- What is The Importance of Teamwork? 4 point

- a. _____
- b. _____
- c. _____
- d. _____

3- Define a team role? 2 point

3- Write seven in the nine team roles? 7 point

- A. _____
- B. _____
- C. _____
- D. _____
- E. _____
- F. _____
- G. _____

Note: Satisfactory rating –8 points and above Unsatisfactory - below 7 points

Answer Sheet

Score = _____
Rating: _____

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 8 of 40
------------------------------	------------------------------	--	--------------------------	--------------



Information Sheet-2	Identifying Team parameters, reporting relationships and responsibilities
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1.2- Identifying Team parameters, reporting relationships and responsibilities

Team Work, Working group:

Working in a team is a process that allows a group of people with common objectives and complementary knowledge, to reach their common goals, whose responsibility or fulfillment is incumbent of them all.

Working with Team environment Tips

- **Form teams to solve real work issues** and to improve real work processes. Provide training in systematic methods so the team uses its energy on the project.
- **Hold department meetings to review projects and progress**, to obtain broad input, and to coordinate shared work processes. If teams members are not getting along examine the work processes they mutually own.
- **Build fun and shared occasions into the organization’s agenda.** Hold pot luck lunches; take the team to a sporting event. Sponsor dinners at a local restaurant. Sponsor sports teams and encourage team fans.
- **Use ice breakers and teamwork exercises at meetings.** Enables team workers to laugh together and get to know each other.
- **Celebrate team successes publicly.** Example Buy everyone the same T-shirt or hat. Put team member names in a drawing for company merchandise and gift certificates.

The best example of a team work happens in an operation room, when a surgical intervention is been performed in a patient and doctors of many specialties intervene, as well as nurses and technical staff, all of them with the common goal of saving the patient’s life.

Reporting Requirements

Every client and every professor will have a different set of reporting requirements, but you can expect to let someone know what your group has accomplished on a regular basis. At the very least, your group will probably be making some kind of final report or presentation to let others know what you've done. Regardless of the format or frequency, reports include the same basic information:

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 9 of 40
------------------------------	------------------------------	--	--------------------------	--------------



- What were you trying to accomplish within this reporting period?
- What did you actually accomplish during this reporting period?
- What barriers prevented you from meeting your expected goals exactly as planned?
- What changes did you have to make in the project plan to meet your goals?
- What changes need to be made in the project or organization? (e.g. What new issues have come up that no one had thought of?)
- What changes has the client requested? What resources will be needed to complete the job on schedule? What did your team find out that the rest of the organization needs to know?)
- What do you plan to accomplish before the next reporting period?

Team report

The team manager is required to submit a weekly progress report for the team.

Follow the following general writing guidelines:-

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

Responsibilities

They are the specific tasks or duties that members are expected to complete as a function of their roles. They are the specific activities or obligations for which they are held accountable when they assume—or are assigned to—a role on a project or team.

For example, some of the responsibilities of a person in the role of team facilitator might include making sure that meeting agendas reflect feedback and input from all members, that

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 10 of 40
------------------------------	------------------------------	--	--------------------------	---------------



the meetings start on time and end on time, and that all members have opportunities to contribute to discussions.

Self-Check -2	Written Test
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Directions: Answer all the questions that are you are asked below.

1- Define Working in a team? 3 point

2- What is **Reporting Requirements?** 3 point

Note: Satisfactory rating – 5 and above points

Unsatisfactory - below 5 points

Ask your teacher for help if you need.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____



Instruction Sheet	LG34: Identifying own role and responsibility within team
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This learning guide is developed to provide you the necessary information regarding the following content coverage and topics:

- Identifying Individual role and responsibilities
- Identifying and recognizing Roles and responsibility of other team members
- Identifying Reporting relationships within team and external to team

This guide will also assist you to attain the learning outcome stated in the content coverage. Specifically, upon completion of this Learning Guide, you will be able to:

- Identify Individual role and responsibilities
- Identify and recognize Roles and responsibility of other team members
- Identify Reporting relationships within team and external to team

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 1 to 3.
3. Read the information written in the information “Sheet 1, Sheet 2, and Sheet 3.
4. Accomplish the “Self-check 1, Self-check t 2, Self-check 3.
5. If you earned a satisfactory evaluation from the “Self-check” proceed to other learning outcome.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 12 of 40
------------------------------	------------------------------	--	--------------------------	---------------



Information Sheet-1	Identifying Individual role and responsibilities
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LO2. Identifying own role and responsibility within team

- 2.1- Identifying Individual role and responsibilities
- 2.2- Identifying and recognizing Roles and responsibility of other team members
- 2.3- Identifying Reporting relationships within team and external to team

2.1- Identifying Individual role and responsibilities

A critical issue that can impede the success of teams is a lack of clarity regarding the roles, responsibilities, and expectations of the various agencies and/or individuals who compose its membership.

This exercise is designed to assist team members to understand more fully their own roles and responsibilities in relationship to the work of the team, and to provide them with an opportunity to share their expectations about the roles and responsibilities of others.

It can be difficult to understand fully the distinction between a role and a responsibility, please keep the following definitions in mind as you move through this exercise.

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

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 13 of 40
------------------------------	------------------------------	--	--------------------------	---------------



Individual role and responsibilities within the team

1. Members work interdependently and work towards both personal and team goals, and they understand these goals are accomplished best by mutual support.
2. Members should feel a sense of ownership towards their role in the team.
3. Members should work together and use their talent and experience to contribute to the success of the team's objectives.
4. Members base their success on trust and encourage all members to express their opinions, varying views, and questions.
5. Members make effort to be honest, respectful, and listen to every person's point of view.
6. Members should offer their skill, knowledge, and in turn each member is able contribute to the team success.
7. Members participate equally in decision-making, but each member understands that the leader might need to make the final decision if the team cannot come to a consensus agreement.

Team structure

Teams work is best when there is a balance of primary roles and when team members know their roles, work to their strengths and actively manage weaknesses.

To achieve the best balance, there should be:

- One Co-coordinator
- A Plant to stimulate ideas
- A Monitor/evaluator to maintain honesty and clarity
- One or more Implementer, Team worker, Resource investigator or Completer/finisher

Questions to individuals in a team

- What team role am I playing at work?
- What contribution am I making to the team?
- Does your team role match your personality preferences or stretch you?
- Do I have a clear understanding of what is expected of me? Do I know my boundaries?
- Do the people around me understand my role? Do they understand the relationship between my role and theirs?
- Does each member of my team clearly understand their roles and responsibilities?

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 14 of 40
------------------------------	------------------------------	--	--------------------------	---------------



Self-Check -1	Written Test
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Directions: Answer all the questions that are you are asked below.

1- What is the distinction between a role and a responsibility? 3 point

2- What are questions individuals asked themselves in a team? **3 point**

Note: Satisfactory rating – 5 and above points

Unsatisfactory - below 5 points

Ask your teacher for help if you need.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 15 of 40
------------------------------	------------------------------	--	--------------------------	---------------



Information Sheet-2	Identifying and recognizing Roles and responsibility of other team members
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2.2- Identifying and recognizing Roles and responsibility of other team members

Generally speaking, there are two types of roles that team members may have.

There are **formal roles**, which are the essential parts or positions that must be filled in order to collectively accomplish the goals of a project or team, and

there are also **informal roles**, which may or may not be required in order to achieve the team’s goals, but that can have an impact—either positive or negative —on the progress of the team.

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

Unlike formal roles, **informal roles** are not assigned. Instead, they are assumed by individuals because of their personalities, motivations, individual styles and attitudes, or the ways that they like to approach situations or tasks.

Just as it is important to understand or recognize the formal roles people have on a team, it is also critical to identify the informal roles played by individuals, because informal roles can have a significant impact on a team. Certain types of informal roles can enhance the overall productivity of the team, but the impact of other types of informal roles—if not addressed—can be negative and may detract from the team’s ability to function effectively.

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

- ✚ Teams might have a caretaker.

This is the person who makes sure that there is harmony that everyone is getting along and everyone’s needs are being met.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 16 of 40
------------------------------	------------------------------	--	--------------------------	---------------



- ✚ Sometimes teams have an informal spokesperson.

This is the person who takes responsibility for hearing everyone’s voice, synthesizing different opinions, and then speaking out on behalf of the group.

- ✚ The role of the comedian is played by the person who wants to assume responsibility for making sure everyone is having a good time.

Comedians break tension and conflict with humor. They make sure teams do not take themselves too seriously.

- ✚ There is the catalyst.

This is the person who is like the cheerleader, who contains the energy for the project, gets people excited, and forces people to move forward.

- ✚ The optimist is someone who is always looking at the positive side of issues, who brings an upbeat perspective.

- ✚ There is the pessimist, who brings the negative perspective.

Pessimists often will call themselves “realists” because their view of reality is negative. But the true realist is not necessarily negative.

- ✚ The realist is the person who conducts the reality checks for the team, who wants to see the team succeed and not get blindsided by events that are unanticipated.

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

As has been emphasized, clear roles and responsibilities are critical to the ultimate success of teams. However, such clarity is not always present within collaborative teams—particularly when teams are first established, and especially if there are individuals on the team who have not worked together previously. Regardless of whether a team is newly formed or longstanding, each of the team members will have desires and beliefs about what the other members of the team could or should be doing.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 17 of 40
------------------------------	------------------------------	--	--------------------------	---------------



These beliefs are referred to as role expectations, and it is very important for members to discuss them so that there are no misunderstandings between what team members expect of one another or one another's agencies, and what individual members perceive their own roles to be.

Exercise Purpose

Team members come from different specialties and backgrounds, and it is important that they “step outside” their professional day-to-day responsibilities and think in terms of what they can specifically contribute to the team and how each can positively improve the level of team collaboration.

This exercise allows time to discuss what individual team members believe they contribute to the team. It also provides all team members with an opportunity to comment on how they view other members' contributions. The purpose is to clarify and agree on each member's roles and responsibilities on the team.

Exercise Instructions

- Using the attached Role Expectations Worksheet, individually write a brief statement describing your perception of your roles and responsibilities on your team. Give thought to the unique skills, talents, and expertise you bring to the group and how these relate to the specific role(s) you can perform. Your statement should include information about what you think the other team members expect you to contribute.
- Using the attached Role Clarification Worksheet, write brief comments about what you expect each of your teammates (list each by name) to contribute to the team's operations and performance.
- Read your roles and responsibilities description, and express what you see as your contributions to the team, allow others to ask questions and clarify your comments, Have others describe their expectations of you, Compare and contrast your personal ideas with those of your fellow team members and discuss any differences in opinions or observations.
- Follow the instructions above for each team member, Come to an understanding of and consensus on each person's roles and responsibilities on the team.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 18 of 40
------------------------------	------------------------------	--	--------------------------	---------------



The team must have principled leadership

Teams usually need someone to lead the effort. Team members must know that the team leader has the position because they have good leadership skills and are working for the good of the team. The team members will be less supportive if they feel that the team leader is putting him/her above the team, achieving personal recognition or otherwise benefiting from the position.

Work role preference

- The role you are expected to play by your boss/employer
- The demands of the job
- The roles played by other team members, and a need to compensate for what the rest of the team lacks
- Your training or education
- The working environment

In general, the closer your work role to your preferences, the more likely it is that you will enjoy work, though this is not a definitive rule. The greater the disparity between your team role and personality preference, the more likely it is that you may be finding the work

Self-Check -2	Written Test
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Directions: Answer all the questions that are you are asked below.

1- What is the distinction between the formal roles and informal roles? 3 point

2- What are the Work role preferences? **3 point**



Note: Satisfactory rating – 5 and above points

Unsatisfactory - below 5 points

Ask your teacher for help if you need.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 20 of 40
------------------------------	------------------------------	--	--------------------------	---------------

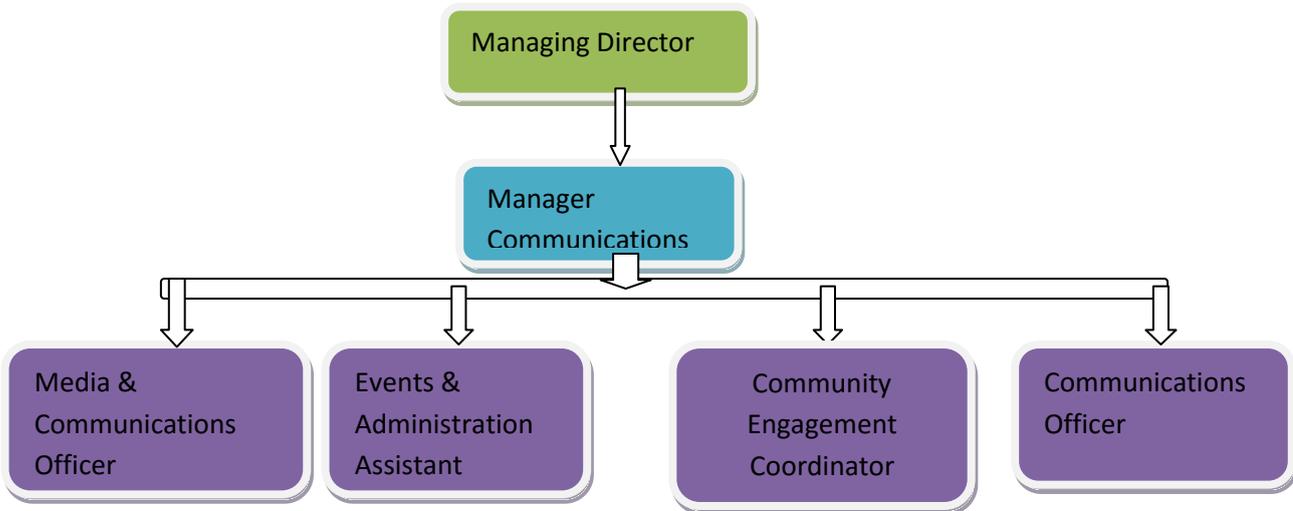
Information Sheet-3	Identifying Reporting relationships within team and external to team
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2.3-Identifying Reporting relationships within team and external to team

Reporting relationships within team and external to team

The relationship generally refers to the Head of Department and will already be set up for each Organizational Unit but you may occasionally receive requests to change them. This relationship allows them visibility of all positions within their Organizational Unit. You can have more than one of these relationships per organizational unit. For example the Acting Head of Department may be given access if the Head of Department is away.

REPORTING RELATIONSHIPS



External Role of a Team Member

When you form a team at a small business, it is helpful to assign roles to the members so that all tasks are covered. One of those roles should be external liaison.

This member not only participates in team meetings, but also communicates with groups and individuals outside the team. This vital role ensures that the team has the support of the company, and it helps the team have an impact on other teams.

Liaison between Teams

Your team may need to work with other teams. This requires a liaison that conveys the team’s findings and questions to another group and gathers that group’s input. This member may attend meetings of both groups.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 21 of 40
------------------------------	------------------------------	--	--------------------------	---------------



An example of this is when a marketing team consults a sales team to make sure that target sales goals are feasible in a marketing plan. The team member assigned to communicate with the sales team retrieves this information.

Self-Check -3	Written Test
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Directions: Answer all the questions that are you are asked below.

1- Show the diagram how reporting relationship happens? 3 point

2- What is the Liaison between Teams? 3 point

Note: Satisfactory rating – 5 and above points

Unsatisfactory - below 5 points

Ask your teacher for help if you need.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 22 of 40
------------------------------	------------------------------	--	--------------------------	---------------



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

- Using forms of communications
- Undertaking interactions with team members
- Making contributions to team activities and objectives
- Observing protocols in reporting
- Contributing to team work plans

This guide will also assist you to attain the learning outcome stated in the content coverage.

Specifically, upon completion of this Learning Guide, you will be able to:

- Use forms of communications
- Undertake interactions with team members
- Make contributions to team activities and objectives
- Observe protocols in reporting
- Contribute to team work plans

Learning Instructions:

6. Read the specific objectives of this Learning Guide.
7. Follow the instructions described below 1 to 5.
8. Read the information written in the information “Sheet 1, Sheet 2, Sheet 3, Sheet 4 and Sheet 5”.
9. Accomplish the “Self-check 1, Self-check 2, Self-check 3, Self-check 4 and Self-check 5.
10. If you earned a satisfactory evaluation from the “Self-check” proceed to other learning outcome.



LO3. Working as a team member

- 3.1- Using forms of communications
- 3.2- Undertaking interactions with team members
- 3.3- Making contributions to team activities and objectives
- 3.4- Observing protocols in reporting
- 3.5- Contributing to team work plans

3.1- Using forms of communications

Work Team communication

Communication: is an active process in which information including idea, goals, feelings, work orders and so on is exchanged among team members. It gives an opportunity to send their thoughts and feelings, and to have these thoughts and feelings received by someone else.

Team communication is any form of communication among members of the same group or organization that is crucial for a healthy and effective dynamic, many frustrations, misunderstandings and questions can easily be addressed with the proper team communication.

Team communication is essential for a healthy team. When team members appear to be at odds with one another and lacking direction, it is due to the fact that effective communication is absent. Good communication creates an environment where all team members are inspired to reach a common goal. Effective communication within a team keeps everyone on the same page and allows for open expression and direct feedback.

Team communication is used to guide and direct the team as a whole. It is used to address general questions, issues and agendas in a group setting, either in a lecture or round-table format. Team communication is used to keep potential issues from arising and to avoid misunderstandings.

Specific communication required for team productivity will depend on the specific needs of the team's task.

The need communication:-

- To discuss problems
- To get help
- To assist customers
- To receive or pass on information and instructions.



Key communication processes include:-

- A sender who has a message or idea which they wish to send
- A message which is sent between the sender and the receiver
- A method by which the message is sent(telephone, face-to-face, letter, form)
- A receiver who receives and understands the message
- Feedback passed from the receiver to the sender showing that the message has been received and understood(creating effective feedback loops)
- **running effective meetings**
- coordinating action and information among team members
- resolving conflicts
- maintaining records of issues, decisions, actions and resources used in the project

Steps to team work communication

1. Define the team task

The first order of business is to agree on the group's goal. This will sometimes be a fully developed statement of the team's charge, but it can also be a simple sentence that defines the project

- Do I need to revise my position description/profile?
- Do I need to have a role clarification discussion with my boss?
- Do I need to have a role clarification discussion with some or all team members?
- Should this issue be discussed at our next team meeting?

2. Define the membership

Being part of a *productive* team is not a matter of luck. Productive teams are created by members who have the skills to make them productive.

It is crucial that everyone on the team knows who else is ON the team, what their areas of expertise or responsibility are, and how to contact them.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 25 of 40
------------------------------	------------------------------	--	--------------------------	---------------



Be sure to attend the first meeting of any new team, and find out who is on the team. Learn each person's name, department and email. Generally, the first document created by a team will be its roster, a list of members with their contact information

3. Determine Primary Roles

If the team has been formed in order to accomplish a task, the reason for each person's membership will define that person's primary role in the group. The IT specialist will be in charge of IT aspects of the task, for instance, while the representative from Human Resources will bring job analysis expertise to the group. When a group has self-organized to accomplish a task, an important step is to decide what resources are needed to accomplish the task and decide how the team members will divide up those primary roles.

4. Developing Team Cohesion

A sense of team identity and cohesiveness among team members is a key factor in group satisfaction and productivity. Any team will be more productive when it spends at least a short period of time getting acquainted before jumping into its task. In a large, formal team situation, a well-run kick off meeting is an excellent forum to meet each other and begin to develop a sense of common goals and team. Even if your team is a short-term, informal group, spend some time communicating with each other in a “social” way to get acquainted with each other’s’ goals, talents, and personalities.

No work can be done until individuals know enough about each other to coordinate their efforts. Members should know each other well enough to predict each other's behavior with some accuracy. They need to be aware of each other's strengths, weaknesses and preferences with respect to the work. Know your individual strengths, resources and preferences, which will save you enormous amount of time.

No better way of getting acquainted has ever been devised. Your team members should get together for a strictly social event **before** trying to do any task work. Food is good

Since this is a work team, not a play team, you can't just communicate about what movies or music you all like. Getting acquainted in a work situation also includes finding out about work goals, expectations of team members, and decision-making methods. Members see conflict as a part of human nature and they react to it by treating it as an opportunity to hear about new ideas and opinions. Everybody wants to resolve problems constructively.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 26 of 40
------------------------------	------------------------------	--	--------------------------	---------------



Most teams experience conflict when members find they disagree on goals or priorities, which are based on fundamental assumptions about what is "valuable" in a situation. Talking about each other's values can allow the team to find a foundation for compromise and conflict resolution *before* the situation arises

Self-Check -1	Written Test
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Directions: Answer all the questions that are you are asked below.

1- Define Communication? 3 point

2- What are the **Steps to team work communication?** 3 point

Note: Satisfactory rating – 5 and above points

Unsatisfactory - below 5 points

Ask your teacher for help if you need.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 27 of 40
------------------------------	------------------------------	--	--------------------------	---------------



Information Sheet-2	Undertaking interactions with team members
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3.2- How To Work Well within a Team Environment

Whether you're working in a job that requires teamwork or you have a family with children, it's important to know how to work well in teams. It's not always easy to work in teams but the rewards can be worth it.

The key to working well in teams is to have great communication among everyone involved.

As a team member, communication is critically important. If you have a problem with other team members, talk to them directly. If you can't talk and listen to other team members you might as well be working individually.

Communicating effectively can also make your team, as a whole, work better and accomplish your given tasks quicker.

8 tips on how to best interact with your team members

A supervisor's worst nightmare is walking into a team meeting filled with arguing, apathetic, or inconsiderate employees. When a team is dysfunctional, both the company's culture and bottom line suffer.

Successful teams are made of members who are purposeful in their interactions, mindful of behavioral differences, and try to communicate effectively with each other.

It's a manager's job to focus on team development.

These eight tips will strengthen and unify even the most dysfunctional workplace teams

1. Schedule regular open meetings.

When communicating with team members through e-mail, text, instant message, and other forms of digital media, the meanings of messages can be easily misconstrued.

The best team interaction often takes place in open, face-to-face meetings. In this type of setting, team members will both hear the words of your intended communication and the tone of voice you use while giving it.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 28 of 40
------------------------------	------------------------------	--	--------------------------	---------------



2. Use appropriate body language.

The look on your face can say more than a thousand words. For instance, when a team member wears a scowl on his or her face while listening to a fellow employee’s ideas, the interaction between the two people will likely be lackluster. Using positive, body language conveys interest, sincerity, and cooperation to team members

Examples of positive, body language include:

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

3- Speak simply.

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

4. Utilize visuals.

Some of the members on your team might learn better when listening to a lecture. Other employees may comprehend new concepts more easily after looking at visuals. To accommodate a variety of different learning styles, create informative visuals to display when giving a presentation at a team meeting. Also, understanding the behavioral pattern of your team members will ensure you address certain needs, like preferring to read information before meeting as a group to discuss something.

5. Value every team member’s ideas.

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

6. Establish ground rules for the team.

Establishing ground rules for a team will encourage order, efficiency, and healthy communication at meetings. Every member of the team should have a voice in the rule creation process. Rules should be agreed on by consensus. A few rules that might improve interaction among team members include:

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

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 29 of 40
------------------------------	------------------------------	--	--------------------------	---------------



7. Encourage debate.

When team members are afraid to disagree with one another, they might blindly make important decisions without feeling confident about them. In this type of environment, only one or two team members might be responsible for making most, if not all, of the team decisions. Healthy debates inspire creativity and collaborative brainstorming. Keep in mind that in order to feel comfortable engaging in debate, your team has to be comfortable with each other. Regular team building exercises may be helpful to make people more comfortable and trusting enough to debate without fear of offending anyone.

8. Show appreciation.

Most people respond better to courtesy than they react to impoliteness. Showing appreciation makes team members feel like they matter. Expressing gratitude, even for small acts, creates goodwill. Examples of displaying appreciation to team members include:

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

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

Please Insights is your guide to better workplace interactions.

For more resources on how to best interact with your team members at work, check out Please, a growing collection of tools allowing managers and employees to easily understand workplace behaviors, be more self-aware, work better together, and make everyday workplace interaction more purposeful.

Self-Check -2	Written Test
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Directions: Answer all the questions that are you are asked below.

1- Give Examples of positive, body language? 3 point



2- What are the 8 tips on how to best interact with your team members?

Note: Satisfactory rating – 5 and above points

Unsatisfactory - below 5 points

Ask your teacher for help if you need.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 31 of 40
------------------------------	------------------------------	--	--------------------------	---------------



Information Sheet-3	Making contributions to team activities and objectives
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3.3- Making contributions to team activities and objectives

The team work is based on the 5 “C” concepts

1- *Complementation*

- ✓ Each member of the team, according to his or her own capacities and abilities, is in charge of a part of the project.

1. *Coordination*

- ✓ The members of the team respond of a team boss and to a work plan that is programmed according to a determined time.

3- . *Communication*

- ✓ The members of the team must maintain permanent communication between each other, in order to be able to see the advances, possible readjustments and feedback mechanisms. In synthesis, the purpose is to avoid delays.

4. *Confidence*

- ✓ The success of the team work is in the confidence or trust that must exist among its integrates regarding the individual contribution.

5. *Commitment*

- ✓ In order to achieve the common goal or objective, there must be commitment towards the project from every single member of the integrant of the team.

Companies use teamwork a one of the ways to reach their company objectives and goals, because the inclusion of groups of people that have different knowledge, experiences, thoughts and disposal, are the key of business success. Team work depends a lot in the communication between its members, the will to reach the targets and in the kind of leadership practiced by the immediate boss to be able to unify skills and knowledge of people who are very different between them, but complementary at the same time.

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 32 of 40
------------------------------	------------------------------	--	--------------------------	---------------



NINE WAYS TO CONTRIBUTE TO PROJECT TEAM SUCCESS

The world of work has changed. It used to be that most of us worked as a part of a process, whether on an assembly line, managing interactions with customers, or any one of a thousand other processes. Processes are ongoing, repeatable and never have an ending.

While there will always be some jobs and tasks which are process focused, most work now is a project or has a project component to it. Any task that has a distinct beginning and ending, or follows a specific life cycle is a project. Examples include: planning a company meeting, writing a new brochure, implementing the new software system, etc.

If the nature of our work has changed, it is important to think about some of the skills that will help us succeed in this different world.

Here are nine ways you can contribute more effectively to make the projects you work on more successful, regardless of your specific role.

- 1. Understand the end goal.** Since a project has a defined ending, it is important that each contributor to the effort knows the desired end result. Stephen Covey teaches to "begin with the end in mind." This is clearly important to project team members. By understanding the desired result, you can make better individual decisions and reduce confusion and re-work.
- 2. Identify clear roles.** Each person is an important piece in the overall project puzzle. Know your role and the roles of others. If you are a project leader, take the time to clarify these roles for everyone. If you aren't a leader, ask until you really understand how you can best contribute.
- 3. Collaborate.** Project work is often fluid and free flowing. Once you understand your role and the roles of others you are in a position to collaborate with them more successfully. This collaboration isn't just a nice thing for you to do. It is imperative to the ultimate success of the project. Look for ways and be willing to collaborate.
- 4. Recognize interdependencies.** The bigger the project, the more linked and interdependent are the people and the tasks. Certain steps need to be done before others can be completed. If you see only your small piece of the project, you may not realize how you finishing two days sooner might have a huge impact on several other things staying on track. Conversely if you fall two days behind on one of your tasks, the effects on the end results could be much longer delays. You aren't an island. Your work products, decisions and efforts affect many others. Recognize and work with the interdependencies between you and the others involved in the project.
- 5. Ask questions.** Projects can be complex. Don't be afraid to ask questions to know more about any of the things mentioned above.
- 6. Communicate.** Asking questions is communicating, but so is giving updates. Checking in with others. Co-coordinating schedules. If you are a project leader the importance of communication can't be overstated. If you are any team member other than the leader, communication is just as important. You can't leave it to the leader. Check in with others. Get their input. Find out when the pieces you will need will be completed. Update people on your progress. Communicate!
- 7. Break it down.** Take the big project steps and break them down into definable tasks that you can get your hands around. By breaking the tasks down the work won't feel

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 33 of 40
------------------------------	------------------------------	--	--------------------------	---------------



so daunting, you will find the interdependencies and you will be able to stay on track much more successfully. How do you eat an elephant? One bite at a time. Break down the overall project, and your individual steps into bite sized pieces.

8. **Look at the past.** If a version of this project has been done in the past, look for the lessons learned to improve your results this time. Think too about other projects you have been involved in. Even if the project was smaller or larger and the goals were very different, there are likely lessons you learned that you can apply - things you did well that you would want to repeat, and things you could have done better that you can correct on this project.
9. **Look to the future.** Take a little time to document the best practices and ideas that work for you during the project. Whether this is a formal task for everyone on the project, or just your own notes to help you to continuously improve, investing a little time now will make your contributions to all future projects more valuable and efficient.

There are many more ways you can contribute to great project success. Take these nine ideas as a starting point - as a checklist of things you can do, regardless of the role you play. Taking action on these ideas will help you feel more confident and successful in your role on the project team, and will help the project's goals be reached much more successfully.

Self-Check -3	Written Test
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Directions: Answer all the questions that are you are asked below.

1- What are the 5 “C” concepts in team work? 3 point

2- What are the nine ways to contribute to project team success? 3 point

Note: Satisfactory rating – 5 and above points

Unsatisfactory - below 5 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 34 of 40
------------------------------	------------------------------	--	--------------------------	---------------



3.4- Observing protocols in reporting

Observing protocols

Observing form is basis for the following recommendations:

- ✓ Any measure must provide information in the form of metrics that clearly differentiate those being assessed.
- ✓ Observation is no exception—thus observation is a form of measurement and assessment consisting of codes and benchmarks that must be applied rigorously, just as they are in assessments of student performance.
- ✓ Observations used in systems of decision making and performance improvement must adhere to standardized procedures.
- ✓ There are three components of standardization that are key elements for evaluating any observation instrument and its implementation—**training protocol, parameters around observation, and scoring directions.**
- ✓ The technical properties of observational protocols and scoring systems are fundamental for their use. Reliability is one of these properties and pertains to the level of error or bias in the scores obtained.
- ✓ It is critical that users select tools that have documented reliability for use across observers, teachers, time, and situations.
- ✓ Effective training programs for observers help to ensure raters are consistent with one another as they make ratings. Similarly, including periodic “drift” testing at predetermined intervals will help to improve the degree to which raters remain consistent with scoring protocols and with each other.
- ✓ Any observation of teacher performance must show empirical relations with student learning and development if the use of observation is expected to drive improvement in student outcomes. Selecting an observation system that includes validity information cannot be overstated.
- ✓ Pragmatically, observation takes time and different systems of observation require different time commitments. The amount of observer time available can be an important practical consideration when selecting an observational system.

Team building Relating to Job Performance

In an organization, large or small, success often depends on forming a cohesive staff with people who can get along and work toward the same goal.

Successful corporate team building can be measured in two ways: by keeping conflicts down and performance up (Caliper, 2008).

Choosing and using an observational system

In the swirl of competing interests—teachers’ unions, teachers, reformers—school district leaders find themselves wanting and needing to act and having to make difficult decisions. In this context deciding to use observations of teachers as a component of performance assessment is perhaps the least complex decision

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 35 of 40
------------------------------	------------------------------	--	--------------------------	---------------



School leaders face. Still there are a host of questions and concerns that go into choosing a particular observational system and the procedures involved in implementing that or any observational approach.

Self-Check -4	Written Test
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Directions: Answer all the questions that are you are asked below.

1- What is Team building? 3 point

2- Explain observing protocols? 3 point

Note: Satisfactory rating – 5 and above points

Unsatisfactory - below 5 points

For any help ask your teacher.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Clerical Work Support L – II	EIS CwS2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 36 of 40
------------------------------	------------------------------	--	--------------------------	---------------



3.5- Contributing to team work plans

Contributing to team work

Team building allows individuals to improve personal skills and become more confident in their **team's** strengths. It builds individual self-esteem and encourages others to offer compliments and praise. ... It makes **teams** stronger and increases their ability to work together to meet goals.

A Team Performance Plan is a detailed plan used to: Provide future direction of the team.

Communicating effectively can also make your team, as a whole, work better and accomplish your given tasks quicker.

Here are some other ideas to help you work well with team members:

1. **First focus on the work assigned to you.** If you finish with your task before other team members, ask other members if they need your help.
2. **Meet your deadlines.** If you must miss a deadline, apologize for not meeting it, tell your team when they'll have your part, and then make sure you meet that deadline. The rest of the team will respect you more for owning up to your problem rather than blaming someone else.
3. **be supportive of your team members.** When discussing ideas for the project you're working on, be sure to consider other team members' suggestions, even if you don't think they'll work. Considering other ideas shows you're interested in someone else's opinion.
4. **Realize the project is a collaborative effort.** It doesn't belong to any one person. It's important that each team member can claim ownership of some part of the project. By having ownership they're more likely to put forth the effort to make the project a success.
5. **If you're leading the team, let the team members know what's expected of them.** Establish clear objectives and how each person will contribute. Be open to making changes if someone else can do a certain aspect of the job better than the person you assigned to do it.
6. **Motivate the team.** Work on establishing and maintaining each team member's morale and their motivation to succeed as a team. Give them a reason to want the team to succeed rather than riding off into the project sunset like the Lone Ranger.

7. Work together on the plan. The team will feel more ownership of the project if everyone works together to set goals and establish deadlines for the various aspects of the job.

- * Meet together periodically to check on progress.
 - * Switch jobs among team members if necessary.
 - * Everyone needs to pitch in to be sure the job is done correctly and on time.
- Learning how to work well in teams is so important, not only in business, but also in families. Children need to learn how to cooperate for the greater good instead of being concerned only with their own good. If you teach children about teamwork when they're young, chances are good that they'll be better team players when they grow up.



Practice these teamwork tips, and soon you'll find better team cooperation and more successful team projects both in the workplace and at home.

Project Team Work Plan

- ✓ This document helps a project team organize what needs to be done, by which team member, and by when.

<i>Project Team Work Plan</i>			
Project Name:			
Team Members:			
Product:	Due:		
What needs to be done?	Who will do this part?	By when?	✓ Done
			<input type="checkbox"/>

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



Self-Check -5	Written Test
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Directions: Answer all the questions that are you are asked below.

1- What are the other ideas that help you to work well with team members? 3 point

2- Please draw the format of project team work plan? 3 point

Note: Satisfactory rating – 5 and above points

Unsatisfactory - below 5 points

For any help ask your teacher.

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____



List of Reference Materials

- 1- work in team environment from Manbuk TvetCollege
- 2- work in team environment from Harar poly technique college
- 3- www.google.com (books)
- 4- Link <https://grubngab.toastmost.org/wp-content/uploads/sites/88/2018/02/Working-in-The-Team-Environment-Workbook.pdf>
- 5- Link http://constructingexcellence.org.uk/wpcontent/uploads/2015/03/Teamwork_Guide.pdf

Clerical Work Support L – II	EIS Cws2TTLM 09 19V1 LG01	Author/Copyright: Federal TVET Agency	Version -1 Sept. 2019	Page 40 of 40
------------------------------	------------------------------	--	--------------------------	---------------