

**3 - Fostering Teamwork** - As a team member, the ability and desire to work cooperatively with others on a team; as a team leader, interest, skill, and success in getting groups to work together cooperatively.

	Basic	Proficient	Advanced
<b>Professional/ Specialist</b>	<ul style="list-style-type: none"> <li>• Listens to other team members' ideas</li> <li>• Does not always share his/her concerns with team members</li> <li>• Expresses disagreements, but often in a critical or disparaging way</li> <li>• Sometimes reinforces team members for their contributions</li> <li>• Tends to give only positive feedback to other team members</li> <li>• Provides assistance to others only when asked</li> <li>• Works for solutions that certain members support</li> <li>• Hesitates to share his/her expertise with others</li> <li>• Works on teams when asked</li> <li>• Provides assistance, information, or other support to others when asked</li> </ul>	<ul style="list-style-type: none"> <li>• Listens and responds constructively to other team members' ideas; offers support for others' ideas and proposals</li> <li>• Is open with other team members about his/her concerns</li> <li>• Expresses disagreement constructively (e.g., by emphasizing points of agreement, suggesting alternatives that may be acceptable to the group)</li> <li>• Reinforces team members for their contributions</li> <li>• Gives honest and constructive feedback to other team members</li> <li>• Provides assistance to others when they need it</li> <li>• Works for solutions that all team members can support</li> <li>• Shares his/her expertise with others</li> <li>• Seeks opportunities to work on teams as a means to develop experience and knowledge</li> <li>• Provides assistance, information, or other support to others, to build or maintain relationships with them</li> </ul>	<ul style="list-style-type: none"> <li>• Listens and responds in a very positive and constructive way to other team members' ideas, ensuring that they don't feel inferior or insulted; encourages and offers support for others' ideas and proposals</li> <li>• Is open with other team members about his/her concerns; expresses them in a constructive and cooperative way</li> <li>• Expresses disagreement in a tactful and constructive manner; ensures others do not feel inferior or insulted</li> <li>• Provides positive and encouraging reinforcement to team members for their contributions</li> <li>• Gives honest and constructive feedback to other team members in a way that maintains their self esteem</li> <li>• Regularly provides assistance to others when they need it; ensures others do not feel inferior or insulted</li> <li>• Works for solutions that all team members can support; brings the team together in support of the solution</li> <li>• Shares his/her expertise with others in a way that is positive and productive</li> <li>• Seeks opportunities to become actively involved working on teams as a means to develop experience and knowledge; learning from others and from the experience</li> <li>• Provides valuable assistance, information, or other support to others, to build or maintain relationships with them and foster a cooperative team spirit</li> </ul>

**3 - Fostering Teamwork** - As a team member, the ability and desire to work cooperatively with others on a team; as a team leader, interest, skill, and success in getting groups to work together cooperatively.

	Basic	Proficient	Advanced
Supervisor/ Manager	<ul style="list-style-type: none"> <li>• Provides limited opportunities for people to learn to work together as a team</li> <li>• Enlists the active participation of those who have experience and knowledge</li> <li>• Promotes cooperation within the work unit, but not outside the work unit</li> <li>• Ensures that most team members are treated fairly</li> <li>• Recognizes the behaviors that contribute to teamwork</li> </ul>	<ul style="list-style-type: none"> <li>• Provides opportunities for people to learn to work together as a team</li> <li>• Enlists the active participation of everyone</li> <li>• Promotes cooperation with other work units</li> <li>• Ensures that all team members are treated fairly</li> <li>• Recognizes and encourages the behaviors that contribute to teamwork</li> </ul>	<ul style="list-style-type: none"> <li>• Provides valuable opportunities for people to learn to successfully work together as a team</li> <li>• Enlists the active participation of everyone; ensures all involved are engaged and working cooperatively</li> <li>• Promotes cooperation with other work units; intervenes when necessary to ensure cooperation is taking place</li> <li>• Ensures that all team members are treated fairly; constructively deals with individuals or groups when it is not happening</li> <li>• Recognizes and encourages the behaviors that contribute to teamwork; helps groups to work together cooperatively</li> </ul>
Director/ Executive	<ul style="list-style-type: none"> <li>• Provides opportunities for people to learn to work together as a team</li> <li>• Enlists the active participation of everyone</li> <li>• Promotes cooperation with other work units</li> <li>• Ensures that all team members are treated fairly</li> <li>• Recognizes and encourages the behaviors that contribute to teamwork</li> </ul>	<ul style="list-style-type: none"> <li>• Provides valuable opportunities for people to learn to successfully work together as a team</li> <li>• Enlists the active participation of everyone; ensures all involved are engaged and working cooperatively</li> <li>• Promotes cooperation with other work units; intervenes when necessary to ensure cooperation is taking place</li> <li>• Ensures that all team members are treated fairly; constructively deals with individuals or groups when it is not happening</li> <li>• Recognizes and encourages the behaviors that contribute to teamwork; helps groups to work together cooperatively</li> </ul>	<ul style="list-style-type: none"> <li>• Encourages and helps other leaders provide valuable opportunities for people to learn to successfully work together as a team</li> <li>• Creates a culture that enlists the active participation of everyone; ensures all involved are engaged and working cooperatively</li> <li>• Is well known in the organization for promoting cooperation with other work units; intervenes when necessary to ensure cooperation is taking place</li> <li>• Demonstrates a passion for ensuring that all team members are treated fairly; constructively deals with individuals or groups when it is not happening</li> <li>• Is the expert at recognizing and encouraging the behaviors that contribute to teamwork; coaches other leaders to help groups to work together cooperatively</li> </ul>