**TEAMWORK** – The cooperative effort to achieve common goals; ability to work well with others.

**Tasks**  **Exceeds Expectations** **Meets Expectations** **Does Not Meet Expectations**

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| General | * Seen as a key player who works to ensure the success of the team and each member.
* Actively participates in discussions and meetings, and takes lead in getting others to participate.
* Relates well with people at all levels, commending the unique contribution each person makes.
 | * Actively participates as a team member by assisting others whenever possible.
* Provides input at meetings and during general discussion.
* Works well with all team members.
 | * Does not recognize or assist others in serving customers or achieving organizational objectives.
* Has difficulty interacting with others.
* Rarely participates in group discussions and meetings.
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| Participation | * Actively participates in developing team goals and cultivating a sense of goal ownership in other team members.
* Openly accepts and provides positive reinforcement for teammates’ contributions, ideas and opinions.
* Shows confidence in, and speaks up for self and fellow employees to other staff.
* Consistently and actively promotes teamwork within the unit.
* Consistently helpful to and supportive of coworkers.
 | * Assists others in a positive manner.
* Participates in regular staff meetings, asking questions, challenging ideas and providing solutions.
* Respectfully makes sure their supervisor knows their opinion in many situations.
* Actively participates in developing team goals and achieving results.
* Promotes teamwork within the department.
* Helpful and supportive of co-workers.
* Makes every effort to be an effective communicator.
* Is assertive, rather than aggressive or passive.
* Is open and honest and supports transparency.
* Avoids arguments for the sake of argument.
* Refuses to play games.
 | * Infrequently shares their thoughts with their supervisor.
* Rarely helpful to or supportive of others in the unit.
* Does not participate in group discussion.
* Overtly or covertly fails to support a team decision.
* Does not actively promote teamwork.
* Notices team problems as they arise and either takes sides or watches indifferently.
* Thrives on chaos and discord.
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| Facilitator and Mediator | * Acts as a mediator or translator between other team members as needed.
* Anticipates team problems and works to disarm them diplomatically and privately before they get out of hand.
* Allows for differences in personality types and helps others see and respect those differences.
* Encourages active participation by all team members.
 | * Seeks to understand differing positions or opposing viewpoints.
* Recognizes different personality types and works on allowing for different approaches.
* As team problems arise, actively works to disarm the situation or discretely inform their supervisor.
* If another person appears bothered, asks what they can do to help.
* Tries to help others to talk to each other if team communication breaks down.
* Replaces defensiveness with openness.
 | * Is indifferent, or may take sides, if team communication breaks down.
* Not receptive to different personality types.
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| Relationships | * Helps and teaches others to be strong contributors.
* Is seen as a key player and resource for the team.
* Assists others positively and readily without being asked.
* Relates well with people at all levels – within and outside the team.
* Continues to be pleasant and professional, even when others are being difficult.
 | * Maintains composure while others are being difficult.
* Respects team members.
* Helps others to learn within their own style.
* Actively looks for ways to continually improve service to customers and staff at all times.
 | * Loses composure, or talks someone down, when they’re being difficult.
* Allows for different personality types if it’s in their best interest.
* Thinks and talks in terms of “I” rather than “We”.
* Pleasant to others in their presence only.
* Teaches others when requested.
* Belittles others accomplishments.
* Brings about tension and rancor.
* Have pessimistic viewpoints.
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