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

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

|  |  |  |  |
| --- | --- | --- | --- |
| 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. |
| 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. |

|  |  |  |  |
| --- | --- | --- | --- |
| 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. |
| 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. |