JMU Training and Development Competencies

**Teamwork** - workshops are designed for individuals, teams or departments that would like to increase awareness and understanding of team dynamics and how to work effectively together.

1. **Understands impact of individual tasks, roles and influence on team**
   a. **Fundamental**
      i. Familiar with roles and tasks assigned to their specific position and has familiarity with the roles of others in the group
      ii. Understands how his or her job impacts the team, department, unit and organization
   b. **Intermediate**
      i. Recognizes impact of own actions on others and how decisions can be influenced
      ii. Involves others in decision making if the outcomes impact them
   c. **Advanced**
      i. Gives credit and recognition to others who have contributed
      ii. Understands the importance of taking initiative, using creativity, acting flexibly and doing a little extra to help team, department, unit and organization

2. **Understands priorities of the group and works effectively with others**
   a. **Fundamental**
      i. Understands the needs, goals and priorities of the group
      ii. Appropriately expresses own opinions
   b. **Intermediate**
      i. Sets personal goals based upon understanding of group needs, goals, priorities and available resources
      ii. Works with team members toward common goals
   c. **Advanced**
      i. Supports and acts in accordance with final group decisions even when such decisions may not entirely reflect one’s own position
      ii. Works effectively with other teams, departments and units
      iii. Recognizes when it is appropriate to challenge a team member and does so with respect utilizing appropriate methods

3. **Is reliable and trustworthy**
   a. **Fundamental**
      i. Tells the truth
      ii. Understands the relationship between trust and credibility
   b. **Intermediate**
      i. Follows through and meets commitments and agreements
      ii. Can be counted on to meet deadlines and takes responsibility for actions
   c. **Advanced**
      i. Builds trust and credibility in work relationships
      ii. Relied upon by others as a source for valid information
JMU Training and Development Competencies

4. Performs quality tasks in a timely manner
   a. Fundamental
      i. Checks to ensure the quality of own work
      ii. Is reliable and performs duties consistently and to the standards of the assignment
   b. Intermediate
      i. Performs effectively under pressure, adapts to change and completes tasks under changing conditions
      ii. Is trusted to fulfill their obligations to the group
   c. Advanced
      i. Is outcomes-oriented and sets measurable criteria for excellence in the delivery of quality service
      ii. Sets an example for others by establishing and accomplishing tasks

5. Willing to help others
   a. Fundamental
      i. Offers to help other team members when appropriate
      ii. Follows through on promises
      iii. Understands the impact of helping others
   b. Intermediate
      i. Helps co-workers learn and develop
      ii. Assists others when they are having difficulty
   c. Advanced
      i. Turns problems into solutions
      ii. Identifies and supports solutions in which all parties can benefit

6. Respectful of others view points
   a. Fundamental
      i. Values the input and know-how of other team members
      ii. Seeks the input of others who are affected by plans or actions
   b. Intermediate
      i. Takes actions that demonstrate consideration for the feelings and needs of others
      ii. Perceives and understands one’s impact on others
   c. Advanced
      i. Builds trust and respect among fellow team members
      ii. Promotes cooperation, trust and open exchange of ideas
      iii. Shows an ability to discuss alternate viewpoints and is flexible and understanding of opposing ideas, viewpoints, and opinions

7. Models respect, inclusion and positive attitude
   a. Fundamental
      i. Respectful of others
      ii. Is aware of different perspectives (social, cultural, personal…)
   b. Intermediate
      i. Is open, honest and authentic towards others
      ii. Understands different perspectives (social, cultural, personal…)
      iii. Stays optimistic under stressful conditions
JMU Training and Development Competencies

c. Advanced
   i. Appreciates and seeks different perspectives (social, cultural, personal…)
   ii. Creates culture of inclusion
   iii. Extends grace and understanding to others

8. Shows awareness of different work styles and abilities
   a. Fundamental
      i. Identifies own strengths and weaknesses
      ii. Asks for help when needed
      iii. Treats people with respect, regardless of work style or ability
   b. Intermediate
      i. Recognizes the strengths and limitations of others
      ii. Leverages team norms for increased productivity and effectiveness
      iii. Recognizes impact of actions on others, decreases negative and increases positive impact on team
   c. Advanced
      i. Demonstrates an understanding of what motivates and turns off people
      ii. Considers the reasons for others' behavior in order to increase the effectiveness of interactions
      iii. Realistically utilizes strengths of self and others for maximum benefit of group

9. Shows flexibility and ability to manage change
   a. Fundamental
      i. Exhibits an awareness of the environment, taking into consideration issues and differing viewpoints, during change
      ii. Demonstrates flexibility during change
   b. Intermediate
      i. Continually seeks to improve processes
      ii. Accepts and supports compromises to progress toward the achievement of group goals; suggests alternate solutions
   c. Advanced
      i. Gives guidance to process improvement efforts
      ii. Understands implications and actions needed to move forward; promotes intelligent change and looks for ways to remove obstacles that inhibit change