<table>
<thead>
<tr>
<th>Competencies</th>
<th>Definition</th>
<th>Behavioral Examples</th>
<th>KSA</th>
</tr>
</thead>
</table>
| Team Leadership          | Ability to direct and coordinate the activities of other team members, assess team performance, assign tasks, develop team KSAs, motivate team members, plan and organize, and establish a positive atmosphere | - Facilitate team problem solving  
- Provide performance expectations and acceptable interaction patterns  
- Synchronize and combine individual team member contributions  
- Seek and evaluate information that impacts team functioning  
- Clarify team member roles  
- Engage in preparatory meetings and feedback sessions with the team | Knowledge  
Skill                                                                                   |-----------|
| Mutual Performance       | Ability to develop common understandings of the team environment and apply appropriate task strategies in order to accurately monitor teammate performance | - Identifying mistakes and lapses in other team member actions  
- Providing feedback regarding team member actions in order to facilitate self-correction | Skill                                                                                          |-----------|
| Monitoring               |                                                                                                                                                                                                             |                                                                                                                                                                                                             |-----------|
| Back-up Behavior         | Ability to anticipate other team member’s needs through accurate knowledge about their responsibilities. The ability to shift workload among members to achieve balance during high periods of workload | - Recognition by potential back-up providers that there is a workload distribution problem in their team  
- Shifting of work responsibilities to under-utilized team members  
- Completion of the whole task or parts of tasks by other team members | Knowledge  
Skill                                                                                   |-----------|
| Adaptability             | Ability to adjust strategies based on information gathered from the environment through the use of compensatory behavior and reallocation of intra-team resources. Altering a course of action or team repertoire in response to changing conditions (internal or external) | - Identify cues that a change has occurred, assign meaning to that change, and develop a new plan to deal with the changes  
- Identify opportunities for improvement and innovation for habitual or routine practices  
- Remain vigilant to changes in the internal and external environment of the team | Skill                                                                                          |-----------|
| Team/Collective Orientation | Propensity to take other’s behavior into account during group interaction and the belief in the importance of team goals over individual member’s goals | Taking into account alternative solutions provided by teammates and appraising that input to determine what is most correct  
Increased task involvement, information sharing, strategizing, and participatory goal setting | Attitude |
|-----------------------------|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------|
| Shared Mental Models        | An organizing knowledge structure of the relationships between the task the team is engaged in and how the team members will interact | Anticipating and predicting each other’s needs  
Identify changes in the team, task, or teammates and implicitly adjusting strategies as needed | Knowledge |
| Mutual Trust                | The shared belief that the team members will perform their roles and protect the interests of their teammates | Information sharing  
Willingness to admit mistakes and accept feedback | Attitude |
| Closed-loop Communication   | The exchange of information between a sender and a receiver irrespective of the medium | Following up with the team members to ensure message was received  
Acknowledging that a message was received  
Clarifying with the sender of the message that the message received is the same as the intended message sent | Skill |

Reproduced from: