

Table 1: Team Based Competencies

Competencies	Definition	Behavioral Examples	KSA
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	<ul style="list-style-type: none"> ▪ 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 Monitoring	Ability to develop common understandings of the team environment and apply appropriate task strategies in order to accurately monitor teammate performance	<ul style="list-style-type: none"> ▪ Identifying mistakes and lapses in other team member actions ▪ Providing feedback regarding team member actions in order to facilitate self-correction 	Skill
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	<ul style="list-style-type: none"> ▪ 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)	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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

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