

Teamwork Milestone

Sub-Competency	Novice Learner 1	Intermediate Learner 2	Competent Learner 3	Exceptional Learner 4
1. Prepares for team engagements	Occasionally prepared for team discussion and occasionally contributes.	Almost always is prepared for team discussion, and almost always contributes.	Always prepared enough to actively engage in the material and contribute to the team discussion.	Has mastery of the material, enabling a leadership role in helping the team to pursue its goals.
2. Complies with team rules	Occasionally recognizes team rules, but frequently does not follow them.	Recognizes and accepts team rules, and almost always complies with them.	Helps create effective team rules and always complies with them.	Has mastery of team rules and actively assists team members in complying with them to serve team goals.
3. Makes individual contributions outside of team meetings	Occasionally completes assigned tasks by the deadline.	Almost always completes all assigned tasks by the deadline; work accomplished is adequate and serves to advance the team project.	Always completes all assigned tasks by the deadline; work accomplished is thorough and comprehensive, and serves to substantially advance the team project.	Always completes all assigned tasks by the deadline; work accomplished is thorough, comprehensive, and serves to substantially advance the team project; proactively helps other team members complete their assigned tasks to a similar level of excellence.
4. Facilitates the contributions of team members	Occasionally engages team members by taking turns and listening to others without interrupting.	Almost always engages team members by taking turns and listening to others without interrupting; facilitates team members' contributions by restating their views and/or asking questions for clarification.	Always engages team members by taking turns and listening to others without interrupting; Engages and leads team members in ways that facilitate their contributions by building upon or synthesizing those contributions.	Always engages and leads team members in ways that facilitate their contributions by both constructively building upon or synthesizing those contributions, and noticing when someone is not participating and inviting them to engage; allocates work to take advantage of team members' strengths.
5. Fosters a constructive team climate	Occasionally treats team members respectfully by being polite/constructive in communication; uses neutral vocal/written tone, facial expressions, or body language; occasionally exhibits anger and hostility when team members fail to meet their obligations.	Almost always treats team members respectfully by being polite/constructive in communication; uses neutral vocal/written tone, facial expressions, or body language; assists and/or encourages team members only if asked; if a team member fails to meet obligations, does not give feedback to the team member but comments on problem to other team members.	Always treats team members respectfully by being polite/constructive in communication; uses positive vocal/written tone, facial expressions, and/or body language to convey a positive attitude about the team and its work; assists and encourages team members freely; may give feedback to team member who fails to meet obligations.	Always treats team members respectfully by being polite/constructive in communication; uses positive vocal/written tone, facial expressions, and body language to convey a supportive attitude about the team and its work; motivates teammates by expressing confidence about the importance of the task and the team's ability to accomplish it; leads the team by assisting and/or encouraging team members freely; approaches team member shortcomings and failures with understanding but gives direct feedback.

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<p>6. Communicates effectively</p>	<p>Occasionally is mentally present during group meetings, and occasionally listens actively and contributes to group discussion; occasionally communicates status of assigned tasks or responds in a timely way when asked about assigned tasks.</p>	<p>Almost always is mentally present during group meetings, and listens actively; will almost always discuss alternate viewpoints/ideas/opinions; almost always provides timely status updates on tasks, and sometimes proactively communicates when task will be late or incomplete by agreed-upon deadlines.</p>	<p>Always is mentally present during group meetings, and listens actively; usually discusses alternate viewpoints/ideas/opinions; affirmatively provides status updates on assigned work and always proactively communicates when task will be late or incomplete by agreed-upon deadlines</p>	<p>Always is mentally present during group meetings, and actively listens; regularly contributes to team discussions in highly productive ways through clear, respectful communication; proactively provides status updates on assigned work and always proactively communicates when task will be late or incomplete by agreed-upon deadlines</p>
<p>7. Responds to conflict</p>	<p>If conflict within the team, occasionally redirects focus toward common ground and the substantive task at hand; usually does not personalize the conflict; largely refrains from “tit-for-tat” behavior that increases conflict; occasionally recognizes other parties’ underlying concerns and needs.</p>	<p>If conflict within the team, almost always directs focus toward common ground and the substantive task at hand; almost always does not personalize the conflict; almost always refrains from “tit-for-tat” behavior that increases conflict; almost always recognizes other parties’ underlying concerns and needs.</p>	<p>If conflict within the team, always identifies and acknowledges conflict and stays engaged with it by focusing the team on the substantive issues, not people; always appropriately recognizes other parties’ needs and concerns in the conflict; is flexible as to possible solutions.</p>	<p>Always identifies and acknowledges conflict and stays engaged with it by focusing the team on the substantive issues, not people; uses face-saving strategies to encourage team members’ continued engagement and deescalates anger and frustration; appropriately recognizes other parties’ needs in the conflict; is highly flexible as to possible solutions as long as other parties’ needs and concerns are met.</p>

* Sub-competencies 1 and 2 are borrowed in significant part from a rubric created by Lindsey Gustafson at the Bowen School of Law in Little Rock, Arkansas. Sub-competencies 3 through 5 are borrowed in significant part from the Association of American Colleges & Universities (AAC&U) Value Rubric on Teamwork. All seven competencies are synthesized also from the competency models on teamwork from ten large law firms.