

Section IV

Table 10.1

Working-Relationship Skills Ranked by Skill Level

Beginning-Level Skills	Intermediate-Level Skills	Advanced-Level Skills
Acknowledging contributions of team members	Practicing active listening	Advocating a position
Being accountable to the team	Challenging ideas, not people	Asking for justification
Contributing to the team effort	Checking for accuracy and understanding	Compromising
Dealing with distractions while staying on task	Contributing ideas	Dealing with specific problems
Encouraging the participation of other team members	Disagreeing in a positive way	Probing for understanding
Finishing on time	Managing and organizing team tasks	Setting goals
Giving guidance without giving answers	Paraphrasing	Synthesizing the team's ideas
Honoring individual differences	Providing constructive criticism	
Inviting others to talk	Questioning techniques	
Listening to teammates	Reaching consensus	
Maintaining calm	Sharing perspectives	
Seeking help from teammates	Summarizing	
Using agreement	Taking responsibility	
Using names while looking at the speaker	Using initiative	

and justification. Teams can use this evaluation for their own information and to guide them when they address another working-relationship skill. Teams do not need to share their ratings with the class.

7. Share with the class your observations about how teams addressed the working-relationship skill. Emphasize positive results. If you didn't notice a clear, positive example while observing a team, suggest that