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Preparation	Very rarely prepares for team discussions by reading all the necessary documents / preparing ideas.	Seldom prepares for team discussions by reading all the necessary documents / preparing ideas.	Sometimes prepares for team discussions by reading all the necessary documents / preparing ideas.	Prepares for most team discussions by reading all the necessary documents / preparing ideas.	Prepares thoroughly for team discussions by reading all the necessary documents / preparing ideas.
Facilitates the contribution of team members	Very rarely, if ever, makes any effort to engage team members by building upon others' ideas, inviting them to join in, or clarifying unclear points.	Seldom engages team members by building upon others' ideas, and /or inviting them to join in, and/or clarifying unclear points.	Sometimes engages team members by building upon others' ideas, and /or inviting them to join in, and/or clarifying unclear points.	Often engages team members by building upon others' ideas, noticing when someone is not participating and often inviting them to contribute, and clarifying unclear points.	Engages team members by constructively building upon others' ideas, noticing when someone is not participating and inviting them to contribute, and constantly clarifying unclear points.
Contributes ideas to team meetings	Very rarely takes an active role in discussions. Seldom contributes ideas to the decision-making process. Seems only occasionally engaged.	Seldom takes an active role in discussions. May contribute ideas to the decision-making process.	Sometimes takes an active role in discussions and helps the team move forward by contributing ideas to the decision-making process.	Often takes a very active role in discussions. Helps the team move forward by taking an active part in the decision-making process. Contributions are constructive.	Takes a highly active but not dominant role in all discussions. Helps the team move forward by actively joining in the decision-making process. Contributions are clearly constructive and often insightful.
Fosters a constructive team climate	Very rarely supports a constructive team climate by doing any of these: <ul style="list-style-type: none"> - treating team members respectfully by being polite and constructive - listening attentively to team members' ideas and remaining polite and respectful when voicing disagreement - using positive vocal/written tone, and nonverbal signals to convey a positive attitude about the team and its work - motivating the team by expressing confidence about the importance of the task and the team's ability to accomplish it 	Supports a constructive team climate by doing at least one of these: <ul style="list-style-type: none"> - treating team members respectfully by being polite and constructive - listening attentively to team members' ideas and remaining polite and respectful when voicing disagreement - using positive vocal/written tone, and nonverbal signals to convey a positive attitude about the team and its work - motivating the team by expressing confidence about the importance of the task and the team's ability to accomplish it 	Supports a constructive team climate by doing some of these: <ul style="list-style-type: none"> - treating team members respectfully by being polite and constructive - listening attentively to team members' ideas and remaining polite and respectful when voicing disagreement - using positive vocal/written tone, and nonverbal signals to convey a positive attitude about the team and its work - motivating the team by expressing confidence about the importance of the task and the team's ability to accomplish it 	Supports a constructive team climate by doing most of these: <ul style="list-style-type: none"> - treating team members respectfully by being polite and constructive - listening attentively to team members' ideas and remaining polite and respectful when voicing disagreement - using positive vocal/written tone, and nonverbal signals to convey a positive attitude about the team and its work - motivating the team by expressing confidence about the importance of the task and the team's ability to accomplish it 	Supports a constructive team climate by doing all of these: <ul style="list-style-type: none"> - treating team members respectfully by being polite and constructive - listening attentively to team members' ideas and remaining polite and respectful when voicing disagreement - using positive vocal/written tone, and nonverbal signals to convey a positive attitude about the team and its work - motivating the team by expressing confidence about the importance of the task and the team's ability to accomplish it