

**Core Competency 4:
Build and maintain teamwork; mentor and coach others**

Description:

Work with staff to strengthen the team and members of it; lead by example; go beyond the expected to assure the success of all involved.

Rationale:

Creating and nurturing a successful team takes thoughtful planning, time, energy, and ongoing attention. This includes building and maintaining teamwork through both formal and informal strategies, such as mentoring, role modeling, and other approaches to uniting the talents of a diversified workforce. Great teams are not accidental, but rather, are the product of great leadership.

Requires knowledge of:	Requires skills in:	Requires ability to:
The process of team-building Qualities of an effective team	Analyzing team members' strengths and weaknesses Delegating and sharing power Role modeling and mentoring Inspiring and motivating Developing effective interpersonal relationships Using collaborative strategies	Be approachable Help others succeed Be sincere Maintain passionate energy Communicate effectively Be a good role model
Workforce characteristics (e.g., gender, age, race, special skills, etc.)	Understanding needs (and utility) of a diverse workforce Balancing team members' strengths and weaknesses Identifying shared goals	Unite people in a shared vision Perceive people accurately Communicate effectively
The value of diversity	Understanding how diverse team members contribute to synergistic problem-solving Identifying and overcoming any prejudices	Be sincere Know yourself
The stressfulness associated with growth (dynamic tension)	Helping others learn from their mistakes Using adversity advantageously to contribute to personal growth Knowing when there is too little change or too much, too fast	Help others succeed Analyze people and situations Be flexible