Candidate Expectation: Candidates will produce evidence of proficiency in demonstrating the ability to work in a team pursuing a common goal by easily transitioning between a leader and follower role, seeking to be a positive influence on group, being aware of personality styles, and successfully managing team dynamics.

INDICATORS	1 = STRONG EVIDENCE SKILL IS NOT PRESENT	3 = MODERATE EVIDENCE SKILL IS PRESENT	5 = VERY STRONG EVIDENCE SKILL IS PRESENT
A. LEADER ROLES	*Has difficulty being a leader.* • As a leader, is sometimes controlling, or, on the other end, has difficulty controlling the group.	*Is mostly an effective leader.* • As a leader, is mostly a good listener but sometimes talks too much. Sometimes looses control.	*Is an extremely effective leader.* • As a leader, is an active listener, and considers all members' views. Also manages and organizes group effectively.
B. FOLLOWER ROLES	*Has difficulty being a follower.* • As a follower, does not perform some duties of the assigned team role, and relies on others to do the work.	*Is mostly a helpful follower.* • As a follower, completes most of his/her tasks, sometimes has to be reminded.	*Is an extremely helpful and hard-working follower.* • As a follower, performs all assigned work, which is relevant and important to the goal.
C. INFLUENCE ON GROUP	*Appears to have a less than positive influence on the whole group.* • Sometimes has negative communication with group. • Seldom encourages or supports the ideas of others, gets upset if own ideas are not used.	*Has a positive influence on most of the group, but occasionally argumentative.* • Usually has positive communication with group, but sometimes interrupts or is negative. • Usually encourages other's opinions, but sometimes focuses on own ideas.	*Consistently has a positive and influential role in the group.* • Has positive contact with the entire group, speaks persuasively when appropriate, and never argues. • Interacts with, encourages, and supports the ideas with all the members of the group.
D. AWARENESS OF PERSONALITY STYLES OF OTHERS	*Shows little tolerance for differing personalities and behaviors.* • Language used may be expressed as not understanding others' differences in personality and learning styles.	*Is, for the most part, respectful of others' differences in personality and behavior.* • For the most part, language conveys an understanding of others' differences in learning and personality.	*Totally conscious and respectful of differing attitudes, personalities, and behaviors.* • Language is free of bias, and completely shows an understanding and respect for others' differences in learning and personality.
E. MANAGING TEAM DYNAMICS	*Has difficulty handling team dynamics, and has little professionalism during activity.* • In team conflicts, is either the cause of the conflict, or does little to resolve the problem at hand. • Has some difficulty accepting others' criticism, opinions, or ideas for improvement.	*Usually helps manage team dynamics, and mostly possesses professionalism.* • In team conflicts, for the most part, helps resolve the issues, sometimes either is controlling or doesn't want to get involved. • Mostly accepts others' criticisms, opinions, or ideas for improvement, but sometimes expresses defensiveness.	*Is completely committed to handling team dynamics and is mature and professional.* • In team conflicts, uses problem-solving and decision-making methods and skills to produce a positive compromise. • Values the criticism, opinions, or ideas for improvement from the other members of the group, and makes appropriate decisions based on these ideas.

Reflective Questions for the Interviewer to Consider when Evaluating:
1) Is this candidate able to easily transition between being a leader and a follower when appropriate?
2) Does this candidate consistently have a positive influence on the group?
3) Does this individual demonstrate a total consciousness of differing attitudes, personalities, and behaviors?
4) Is this person respectful of others at all times?
5) Does this person handle both positive and negative group dynamics when needed?

Reflective Questions for the Interviewee to Consider when Preparing:
1) As a leader, how would you get persons to work together when establishing a team approach to problem resolution?
2) Give an example of a time when you served in the follower role under another leader's guidance.
3) What is the most significant decision you have made in your life?
4) What process do you usually use to make difficult decisions?
5) How do you personally transition from being a leader to a follower in different situations?
6) Can you give an example of how you helped to reach a positive compromise in a confrontational situation between two friends?

Candidate Expectation: Candidates will produce evidence of proficiency in demonstrating the acceptance of differing viewpoints during group or individual interactions by fostering a safe and open environment, valuing diversity of opinion, and showing respect and empathy toward others.

INDICATORS	1 = STRONG EVIDENCE SKILL IS NOT PRESENT	3 = MODERATE EVIDENCE SKILL IS PRESENT	5 = VERY STRONG EVIDENCE SKILL IS PRESENT
A. FOSTERING AN ENVIRONMENT	*Does little to help foster a safe and open environment.* • Occasionally listens to, shares with and supports the efforts of others. • Does little to help control the group's dynamics (i.e., conflict resolution, helping team come to an agreement).	*Fosters an environment that is mostly safe and open.* • Usually listens to, shares with and supports the efforts of others. • Does fair amount to help control the group's dynamics (i.e., conflict resolution, helping team come to an agreement).	*Genuinely fosters a very safe and open environment.* • Always listens to, shares with, and supports the efforts of others. • Continually helps to control the group's dynamics (i.e., conflict resolution, helping team come to an agreement).
B. DIVERSITY OF OPINION	*Is not very accepting of other's diverse opinion.* • Occasionally is critical or dismissing of the ideas of others in the group that he/she seems to not agree with. • Doesn't seem to value or understand the different ideas brought to the table from others.	*Is usually accepting of other's diverse opinions.* • Rarely is critical or dismissing of ideas of others with differing opinions. • Usually seems to value the different ideas brought to the table from others.	*Is always accepting of other's diverse opinions.* • Never is critical of any ideas, always seeks to understand the opinions of others. • Seems to always value the different ideas brought to the table from others.
C. RESPECT AND EMPATHY TOWARD OTHERS	*Sometimes does not show respect or empathy towards others in the group.* • Seems tolerant of others, but occasionally speaks negatively or in a tone that is less than desirable.	*Usually (with possibly one exception) shows respect or empathy towards others in the group.* • Is respectful of the others in the group in tone and speech, even if disagreeing.	*Always shows the utmost respect and empathy towards others in the group.* • Never puts down or says anything inappropriate to others in the group, seems to get along with everyone in the group.

Reflective Questions for the Interviewer to Consider when Evaluating:

1) When observing this candidate in the various activities, what positive characteristic related to group dynamics seems to stand out the most?
2) Does this candidate possess the characteristics needed to indicate an acceptance of diverse opinions?
3) Is this candidate always respectful and empathetic towards others?

Reflective Questions for the Interviewee to Consider when Preparing:

1) In the past, how have you handled conflicting opinions of two persons serving on the same team?
2) How would you deal with a very aggressive, overly negative participant?
3) What process do you use to bring out thoughts from others?
4) Can you give an example when you overheard someone being less than accepting of a differing opinion?
5) How do you think it makes the other person feel when someone says something inappropriate to him or her?
6) What does the term empathy mean?

Candidate Expectation: Candidates will produce evidence of proficiency in demonstrating the ability to put team before self by empowering others, displaying a spirit of humility, sharing success with team members, and assuming responsibility for undesirable outcomes.

INDICATORS	1 = STRONG EVIDENCE SKILL IS NOT PRESENT	3 = MODERATE EVIDENCE SKILL IS PRESENT	5 = VERY STRONG EVIDENCE SKILL IS PRESENT
A. EMPOWERING OTHERS	*Has difficulty empowering others.* • Shows difficulty in delegating decision-making. • Focuses too much on own ideas and tasks, rarely helps others accomplish their tasks.	*Usually has no problem empowering others.* • Occasionally has difficulty delegating decision-making. • Most often helps others with their ideas and tasks, sometimes leaves others behind.	*Always empowers others.* • Delegates decision-making appropriately. • Excellent balance between own accomplishments and helping others achieve their own tasks.
B. SPIRIT OF HUMILITY	*Takes credit for a lot of the teamwork, is not modest about his/her contribution.* • Focuses often on self before others. • Quick to take credit for ideas of group.	*Is mostly modest, sometimes gives credit to him/her self over other team members.* • Frequently remembers to focus on others before self. • Mostly lets others or the whole group take credit for the ideas of the group.	*Is modest about own achievements- gives credit to entire team when appropriate.* • Always focuses appropriate amount of attention on others before self. • Gives credit to the entire team for good ideas.
C. SHARING SUCCESS WITH TEAM	*Has some difficulty sharing success with team.* • Sometimes brags about own successes. • Infrequently shares with or celebrates success with others.	*Usually shares successes with team.* • Rarely brags about own successes. • Frequently remembers to share and celebrate success with others.	*Shares and celebrates the successes of the team and of others appropriately.* • Never brags about self. • Always shares and celebrates the entire team.
D. ASSUMING RESPONSIBILITY FOR UNDESIRABLE OUTCOMES	*Takes little responsibility for undesirable outcomes.* • Usually blames results on others' lack of performance. • Is the last to take responsibility for undesirable outcomes.	*Sometimes does not take responsibility for undesirable outcomes.* • Rarely blames results on others' performance. • Takes credit for their part in the responsibility for undesirable outcomes, but never the first to take the blame.	*Takes full responsibility for undesirable outcomes.* • Never blames results on the performance of others. • Is the first to take appropriate responsibility for their contribution to the undesirable outcome of the group.

Reflective Questions for the Interviewer to Consider when Evaluating:

1) Does this candidate empower others through the delegation of decision-making?
2) Is this individual appropriately modest about own achievements?
3) Does this candidate seem to understand the need to share and celebrate with others?
4) Is this person willing to take the responsibility for undesirable outcomes?

Reflective Questions for the Interviewee to Consider when Preparing:

1) As a leader, how do you empower others?
2) Could you give an example of a time when you were able to recognize a whole team for their group efforts?
3) What bothers you the most when listening to someone brag about themselves?
4) Could you give an example of a person in a leadership role who puts blame on others for errors he or she had caused?