



Royal Roads  
UNIVERSITY

# TEAMWORK COMPETENCIES AND SKILLS FRAMEWORK

Teamwork is foundational to the way we learn,  
teach and conduct research at Royal Roads.

**LIFE.CHANGING**



Throughout your program at Royal Roads, you will frequently work in teams. Teamwork offers opportunities to develop, practice and refine your abilities to work effectively with others.

The ability to work effectively in teams is essential in both academic and professional settings. Like team members themselves, teamwork is multifaceted: it requires performing many **skills**, each of which has interrelated effects. When we use skills together, we achieve an area of **competency**.

Teamwork at Royal Roads is supported by team coaches. Based on extensive experience working with student teams, our team coaches have developed a framework that visualizes the interrelationship between teamwork **skills** and **competencies** as a wheel with two concentric circles.

The **inner circle** contains five **competency areas**. The **outer circle** contains teamwork **skills**, a selection of which creates each **competency**.



To understand the interrelationship between teamwork **skills** and **competencies**, we can use the metaphor of preparing a complete meal. A meal comprises a combination of multiple recipes, each recipe calling for discrete ingredients. While some ingredients are required to make more than one recipe, not every ingredient is used to create every recipe. Similarly, each teamwork **skill** is like a single ingredient, and can be combined with other **skills** to create a teamwork **competency**.

Here are two examples:

**Competency in Shared Leadership may require the skills of:**

- Utilizing Collaborative Tools
- Relationship Management
- Dynamic Communication
- Team Decision-Making
- Process Facilitation
- Accountability



**Competency in Reflective Practice may require the skills of:**

- Team Closure
- Self-Awareness
- Team Improvement
- Navigating Emotions
- Dynamic Communication
- Giving and Receiving Feedback



# Teamwork Competencies

## Shared Leadership

### Taking part in achieving team success

A collaborative approach to teamwork that involves dynamic sharing and transference of roles, tasks and initiatives amongst team members who collectively take responsibility for leading and following each other to accomplish team goals and outcomes.

**Contributing Skills:** Relationship Management, Dynamic Communication, Process Facilitation, Accountability, Planning, Utilizing Collaborative Tools, Team Decision-Making

## Conflict Capacity

### Turning challenge into opportunity

The ability to identify differences, consider multiple perspectives and address misunderstandings while holding simultaneous regard for respectful relationships, effective processes, and constructive outcomes.

**Contributing Skills:** Self-awareness, Relationship Management, Dynamic Communication, Process Facilitation, Accountability, Navigating Emotions, Giving and Receiving Feedback, Team Decision-Making



## Self-Management

### Making good choices

The ability to recognize and manage one's thoughts and emotions, make conscious and timely choices, and act constructively and adaptively in different situations.

**Contributing Skills:** Self-awareness, Goal Setting, Dynamic Communication, Navigating Emotions, Accountability

## Team Development

### Setting the stage for success

Proactively creating an inclusive, collaborative and psychologically safe working environment through the mutual identification of team members' values, goals, motivations, patterns, preferences, strengths, abilities and areas requiring support and assistance.

**Contributing Skills:** Goal Setting, Process Facilitation, Team Decision-Making, Self-Awareness, Relationship Management, Dynamic Communication, Utilizing Collaborative Tools

## Reflective Practice

### Learning from experience

Intentional team review of experiences, behaviours and actions, sharing of perspectives and insights, and recognition of good practices, for the purposes of personal and professional growth and enhancement of team capacity.

**Contributing Skills:** Self-awareness, Dynamic Communication, Giving and Receiving Feedback, Navigating Emotions, Team Improvement, Team Closure

# Teamwork Skills

## Goal Setting

### Clarifying what I aim to achieve

The ability to clarify expectations, articulate desired outcomes and set measurable actions to be accomplished over a defined period of time.

## Planning

### Strategizing for success

Assessing requirements, priorities and capacity, and actively establishing responsibilities, steps and timing in order to achieve team goals, including consideration of alternatives.

## Relationship Management

### Engaging in healthy relationships

Interacting with others in ways that build and sustain healthy and productive working relationships.



## Self-awareness

### Understanding myself and how I impact others

Awareness of one's values, beliefs, privileges, motivations, thoughts, emotions and behaviours, as well as one's impact on others. Developed through focused attention, self-evaluation, feedback and reflection, for the purposes of personal growth and team performance.

## Team Decision-Making

### Making decisions together

Determining what needs to be decided upon, collaboratively sharing and integrating ideas, assessing options, establishing mutual agreement, and committing to following through.

## Navigating Emotions

### Shifting from reacting to responding

Recognizing, interpreting and regulating one's own emotions and responding effectively to emotions in others using active listening, empathy, reframing and non-defensive curiosity to build understanding, de-escalate intense emotions, and make choices that address emotions constructively and effectively.

## Team Improvement

### Expanding teamwork capacity

Monitoring, assessing and making adaptations with the aim of improving team performance.

# Teamwork Skills

## Dynamic Communication

### Exchanging information and ideas

Using various techniques to exchange information with the intention of building mutual understanding, including choosing appropriate time and channels of communication.

## Team Closure

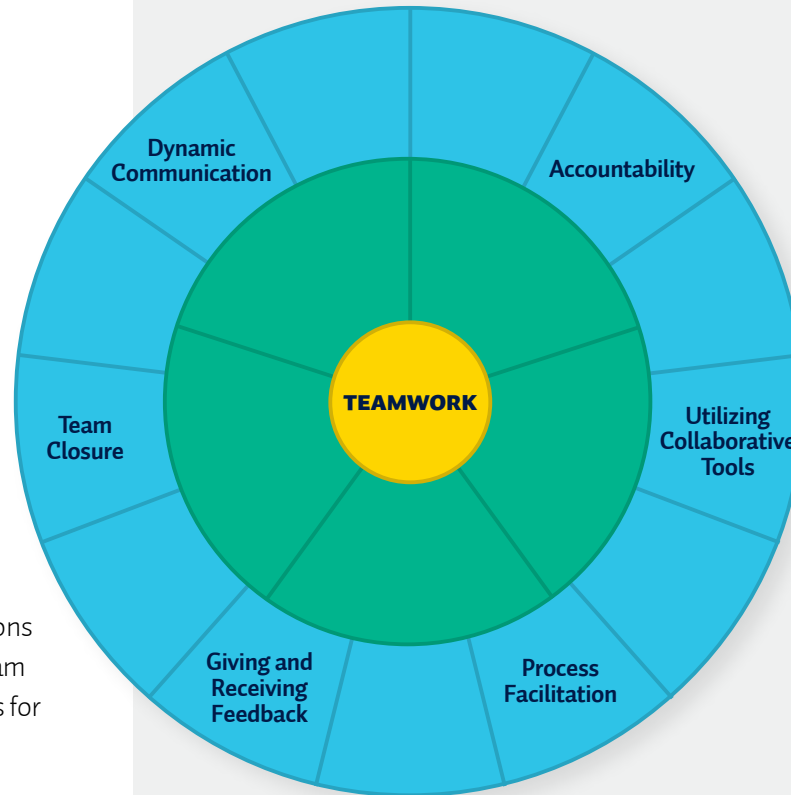
### Celebrating accomplishments

Reflecting on completed teamwork with intentions of learning from past challenges, celebrating team accomplishments, and identifying best practices for future teamwork.

## Giving and Receiving Feedback

### Learning and growing together

Exchange of verbal or written communication to build self-awareness and reinforce, enhance or constructively change behaviour, approached as an investment in improvement and performance.



## Process Facilitation

### Guiding towards success

Taking initiative to advance a team towards its goals, including planning and convening team meetings, managing focused and productive team discussions, matching team processes to task requirements, and guiding inclusive team decision-making.

## Accountability

### Committing and following through

Taking responsibility for one's performance, demonstrating ownership of one's behaviour, and accounting for one's actions, all in relation to achieving team goals and desired outcomes.

## Utilizing Collaborative Tools

### Evaluating and using teamwork tools

Locating, appropriately choosing and using various collaboration tools, including task management tools, file sharing tools, asynchronous messaging platforms and synchronous video conferencing platforms (For example, sending a group text versus having a live video meeting)