

APPENDIX 13

APPENDIX 13 (QIIP, 2009)

Skill	Description
Active listening	This requires that team members: <ul style="list-style-type: none"> • Pay attention to the dialogue and anticipate where the conversation is going; • Objectively weigh out what’s been said; • Try to understand what the other person is saying; and • Review and summarize what has been said.
Supporting each other’s ideas	Most people tend to focus on what is wrong versus right. Being supportive requires that you: <ul style="list-style-type: none"> • Assume that others have valid points; • Point out the useful aspects of what has been said; • Build on these useful points; • Avoid unnecessary criticism.
Being comfortable presenting differing views	Remember that group think is a key concern for teams. To effectively present differing views make sure that you: <ul style="list-style-type: none"> • Clearly state your differing view; • Focus on the reasons for the differences; • Treat differences as a source of ideas rather than a source of interpersonal conflict.
Participating	To fully take advantage of the complementary skills present in a team, all team members must participate. Sometimes, one or two people dominate team decision making processes because of their interpersonal style (i.e. extraverted vs. introverted), their need for recognition, or their presumed status / position. This can have a negative effect on the team in terms of its ability to make effective decisions. When this occurs, the team needs to address this issue – especially as they face this problem as a team.
Implementing the best alternative	Once the alternative has been chosen, the team needs to implement its decision. This requires effective planning as well as communicating the decision to all the stakeholders that may be impacted by this decision.
Evaluating the outcome	Remember that teams and team building is a learning process. It is critical that the team examine whether the proposed plans of action were achieved in an effective way and resulted in positive outcomes.