



“High Energy Teams are no Accident!”

Peter Webb & Mary Whalan

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Team Knowledge, Skills, and Abilities (KSA's)

Adapted from: Stevens, M.J., & Campton, M.A. (1994). The knowledge, skill, and ability requirements for teamwork: Implications for human resource management. *Journal of Management*, 20(2), 523-533.

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Conflict resolution KSA's

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Collaborative problem solving KSA's

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Communication KSA's

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Goal setting and performance management KSA's

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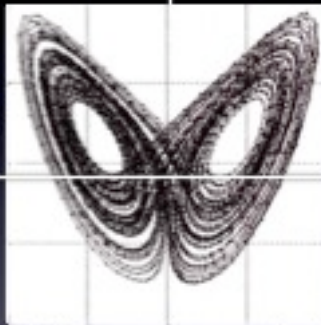


Planning & task coordination KSA's

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Team phase space

Positivity:
Negativity
Ratio



Losada's Number
 $P/N = 2.9$

Inquiry Advocacy

Adapted from Fredrickson, B.L., & Losada, M.E. (2005). Positive affect and the complex dynamics of human flourishing. *American Psychologist*, 60(7), 678-686.

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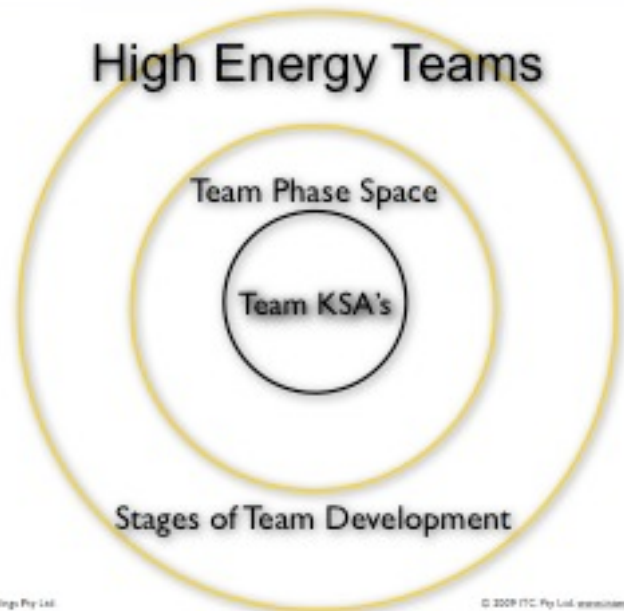
Stages of team development



Adapted from: Aggarwal, Y., & Carr, S. (2002). Phases of group development: Systems-centered hypotheses and their implications for research and practice. *Group Dynamics: Theory, Research and Practice*, 7(3), 236-252.

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High Energy Teams



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