*Managing High-Performing Teams*

**Short Answer Submission Form**

*Your Name:* First and last

*Your Email address:* Your email here

Instructions

This Competency includes a Short-Answer Response Assessment. Write your response to each prompt below in the space provided. The Rubric, which will be used by the Competency Assessor to evaluate your responses, is beneath the prompts. Carefully review the Rubric rows associated with each prompt to provide a complete response.

When writing your response, begin typing where it reads “Enter Your Response Here.” Write as much as needed to satisfy the requirements of the prompt (as defined in the Rubric). Be sure to support your responses with connections to professional sources.

Your Assessment responses require references (in APA style) to support your thinking. You will list your references at the end of this template where “References” are noted. If you need additional information regarding how to correctly cite, and/or reference sources, please visit the Walden Writing Center at <http://academicguides.waldenu.edu/writingcenter/apa/citations>

## Review the following example item and response for a sample that meets expectations.

|  |
| --- |
| Sample Prompt:  Choose a definition of organizational culture, and explain whether you agree or disagree with the definition. Use examples from your own professional experience to support your response.  Response:  Whitehurst (2016) explained “organizational culture is defined by how people in an organization interact with each other” (para. 2). While I agree that this is one aspect of organizational culture, the definition does not capture the complex factors that contribute to organizational culture. When I started my first job after finishing my undergraduate degree in business, I worked for an organization whose main headquarters were in Dubai. When I traveled to Dubai for the first time, I realized that the culture of the Dubai office was largely influenced by the society’s culture in Dubai. I found that the organization lacked one cohesive culture and that, depending on regional locations, each office had its own culture. International organizations often face many challenges in maintaining a cohesive organizational culture (Watkins, 2013). I found this observation to be true in my experience. For example, the Dubai office seemed to endow their employees with more allowance for self-direction when compared with our domestic offices. Although people’s interactions with one another contributed to the organization’s culture, there were other factors like location, management style, and societal norms that impacted a business culture as well.  References  Watkins, M. D. (2013, May 15). What is organizational culture? And why should we care. Harvard Business Review. Retrieved from https://hbr.org/2013/05/what-is-organizational-culture  Whitehurst, J. (2016, October 13). Leaders can shape company culture through their behaviors. Harvard Business Review. Retrieved from https://hbr.org/2016/10/leaders-can-shape-company-culture-through-their-behaviors  Note: References are included at the end of a Short-Answer Assessment but are included here as an example of an accurate APA reference list. |

1. Using the information provided in the SolarComm Communication and Collaboration Team Biographies case study, identify two or more employees on the team who may not get along, and explain why. (1–2 paragraphs)

#### Your Response

Enter your response here.

## Rubric

|  | **0**  **Not Present** | **1**  **Needs Improvement** | **2**  **Meets Expectations** | **3**  **Exceeds Expectations** |
| --- | --- | --- | --- | --- |
| **Sub-Competency 1:** **Describe strategies to effectively help team members who do not get along.** | | | | |
| **Learning Objective 1.1:** Identify employees who may not get along and the source of conflict. | Employees who may not get along are not identified. | Two employees who may not get along are identified and the explanation of the source of conflict is vague, missing, and/or not logical given the business context presented. | Two or more employees who may not get along are clearly identified.  An explanation of the source of conflict between the two employees is present, logical, and relevant to the business context. | Response demonstrates the same level of achievement as “2,” plus the following:  The response demonstrates insights not readily apparent and is supported by examples from relevant academic/professional literature. |

1. Describe **two** strategies to ensure the team members identified in prompt #1 work effectively together.

#### Your Response

Enter your response here.

## Rubric

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sub-Competency 1:** **Describe strategies to effectively help team members who do not get along.** | | | | |
| **Learning Objective 1.2:** Describe strategies to effectively help team members who do not get along. | Description of strategies to effectively help team members who do not get along is not present. | Description of only one strategy to effectively help team members who do not get along is stated or strategies are vague, unclear, or not relevant to the business context presented. | Description of two strategies to effectively help team members who do not get along is clearly stated.  The two strategies described are relevant to the business context presented. | Response demonstrates the same level of achievement as “2,” plus the following:  Descriptions of three or more strategies are provided or the strategies are highly innovative and creative solutions developed in support of the response. |

1. Describe **three** conflicts that may arise between employees of SolarComm Communication. Explain why each conflict may arise given the employee characteristics and other contextual factors. (3–4 paragraphs)

#### Your Response

Enter your response here.

Rubric

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Sub-Competency 2: Plan interventions to help teams constructively engage in and benefit from conflict.** | | | | |
| **Learning Objective 2.1:**  Describe potential conflicts that may arise among employees in specific work contexts. | Description of potential conflicts between employees is not present. | Descriptions of only two potential conflicts between employees are present, or descriptions are vague or inaccurate given the business context. | Descriptions of three potential conflicts between employees are clearly stated.  Potential conflicts are accurate and logical based on the business context. | Response demonstrates the same level of achievement as “2,” plus the following:  Description includes detailed explanations or scenarios illustrating why conflicts may arise. |

1. For each conflict identified in prompt #3, plan an intervention to help the team constructively engage in, and benefit from, conflict. (3–4 paragraphs)

#### Your Response

Enter your response here.

Rubric

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| **Sub-Competency 2: Plan interventions to help teams constructively engage in and benefit from conflict.** | | | | |
| **Learning Objective 2.2:** Plan interventions for potential conflicts in a way that will engage team members and benefit the team. | Plan describing interventions for potential conflicts is not present. | Plan includes interventions for only one potential conflict between employees.  Plan is weak in terms of helping the team members constructively engage in conflict.  Plan is weak in helping the team constructively benefit from conflict.  Plan is somewhat relevant to the business context.  Response is not supported by academic/professional resources, or the resources are not relevant. | Plan includes interventions for two potential conflicts between employees.  Plan helps the team members constructively engage in conflict.  Plan helps the team constructively benefit from conflict.  Plan is clearly relevant to the business context.  Response is supported by relevant academic/professional resources. | Response demonstrates the same level of achievement as “2,” plus the following:  Response includes examples of interventions that are highly innovative and creative solutions to the challenges of the business context and include evidence of their potential efficacy, such as descriptions of professional experience or additional evidence from reputable sources in the literature. |

1. Describe **two** organizational attributes that may foster collaboration and high performance. (1–2 paragraphs)

#### Your Response

Enter your response here.

Rubric

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| **Sub-Competency 3: Promote organizational attributes that will foster collaboration and high performance.** | | | | |
| **Learning Objective 3.1:** Describe organizational attributes that may foster collaboration and high performance of teams. | Description of organizational attributes that may foster collaboration and high-performance teams is not present. | Description of only one organizational attribute that may foster collaboration and high-performance teams is stated or descriptions are not clearly stated or relevant to the business context.  Response is not supported by academic/professional resources, or the resources are not relevant. | Descriptions of two organizational attributes that may foster collaboration and high-performance teams are clearly stated.  The attributes are relevant to the business context presented.  Response is supported by relevant academic/professional resources. | Response demonstrates the same level of achievement as “2,” plus the following:  Response includes examples of organizations with attributes that foster collaboration and high performance along with supporting evidence, such as professional experience, cases, or articles from reputable sources. |

1. Describe **two** organizational attributes that may hinder collaboration and high performance. (1–2 paragraphs)

#### Your Response

Enter your response here.

Rubric

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| --- | --- | --- | --- | --- |
| **Sub-Competency 3: Promote organizational attributes that will foster collaboration and high performance.** | | | | |
| **Learning Objective 3.2:** Describe organizational attributes that may hinder collaboration and high performance of teams. | Description of organizational attributes that may hinder collaboration and high-performance teams is not present. | Description of only one organizational attribute that may hinder collaboration and high-performance teams is provided or two are provided but not clearly stated.  The attributes are not relevant to the business context presented.  Response is not supported by academic/professional resources, or the resources are not relevant. | Descriptions of two organizational attributes that may hinder collaboration and high-performance teams are clearly stated.  The attributes are relevant to the business context presented.  Response is supported by relevant academic/professional resources. | Response demonstrates the same level of achievement as “2,” plus the following:  Response includes examples of organizations with attributes that hinder collaboration and high performance along with supporting evidence, such as professional experience, cases, or articles from reputable sources. |

1. For each organizational attribute, described in #5 and #6, describe **one** action you will take to promote collaboration and high performance within SolarComm Communication.

#### Your Response

Enter your response here.

Rubric

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| **Sub-Competency 3: Promote organizational attributes that will foster collaboration and high performance.** | | | | |
| **Learning Objective 3.3:** Describe actions that will enhance organizational attributes that foster positive collaboration and high performance of teams. | Description of actions that will promote collaboration and high-performance teams is not present. | Description includes only one action that will promote collaboration and high performance of teams or the action described does not reflect approaches to promote collaboration and high performance.  The actions are not relevant to the business context.  Response is not supported by academic/professional resources, or the resources are not relevant. | Description includes two actions that will promote collaboration and high performance of teams.  The description is accurate and the actions are relevant to the business context.  Response is supported by relevant academic/professional resources. | Response demonstrates the same level of achievement as “2,” plus the following:  Response includes examples that are highly innovative and creative solutions to the business context and include evidence of their potential efficacy based on professional experience, scholarly articles, or cases from reputable sources. |

1. Describe **two** team-leadership strategies to promote effective collaboration and teamwork. (1–2 paragraphs)

#### Your Response

Enter your response here.

Rubric

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| --- | --- | --- | --- | --- |
| **Sub-Competency 4: Develop team leadership strategies to promote effective collaboration and teamwork.** | | | | |
| **Learning Objective 4.1:** Describe team leadership strategies to promote effective collaboration and teamwork. | Description of team leadership strategies to promote effective collaboration and team work not present. | Description includes only one team leadership strategy to promote effective collaboration and teamwork or the strategies are vague or not relevant to the business context.  Response is not supported by academic/professional resources, or the resources are not relevant. | Description includes two strategies to promote effective collaboration and teamwork.  Descriptions of both strategies are clear and relevant given the business context.  Response is supported by relevant academic/professional resources. | Response demonstrates the same level of achievement as “2,” plus the following:  Response includes examples that are highly innovative and creative solutions to the challenges of the business context and include evidence of their potential efficacy based on professional experience, scholarly articles, or cases from reputable sources. |

1. Identify **two** strategies that would ensure effective communication within the SolarComm team. (1–2 paragraphs)

#### Your Response

Enter your response here.

Rubric

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| --- | --- | --- | --- | --- |
| **Sub-Competency 5: Apply strategies to ensure effective team communication.** | | | | |
| **Learning Objective 5.1:** Describe strategies that would ensure effective communication in teams. | Description of strategies that ensure effective communication in teams is not present. | Description includes only one strategy that would ensure effective communication in teams and description is unclear or inaccurate, or strategies are not relevant given the business context.  Response is not supported by academic/professional resources, or the resources are not relevant. | Description includes two strategies that would ensure effective communication in teams.  Descriptions of both strategies are described clearly and accurately, and the strategies are relevant given the business context.  Response is supported by relevant academic/professional resources. | Response demonstrates the same level of achievement as “2,” plus the following:  Response includes examples of strategies that are highly innovative and creative solutions to the challenges of the business context and include evidence of their potential efficacy based on professional experience, scholarly articles, or cases from reputable sources. |

1. For each strategy, you identified in prompt 9, describe **two** ways you will apply them effectively to the team. (2–3 paragraphs)Your Response

Enter your response here.

Rubric

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| --- | --- | --- | --- | --- |
| **Sub-Competency 5: Apply strategies to ensure effective team communication.** | | | | |
| **Learning Objective 5.2:** Describe the ways to apply strategies that ensure effective communication in teams. | Description of a way to apply the strategies is not present. | Description of a way to apply one strategy to ensure effective communication in teams is provided.  Strategies are vague and/ or inaccurate.  Strategies are not relevant to the business context. | Description of one way to apply each of two strategies to ensure effective communication in teams is provided.  Strategies are clearly described and are relevant to the business context presented. | Response demonstrates the same level of achievement as “2,” plus the following:  Examples of applications along with supporting evidence, such as professional experience, cases, or articles from reputable sources are included in the response or applications, that are highly innovative and creative solutions, are developed to solve the challenges of the business context. |

References