

Table 6: Teamwork KSA and its Sub-Categories, Average for Teams

Team No.	Interpersonal KSAs **	Conflict Resolution KSAs	Collaborative Problem Solving KSAs	Communication KSAs	Self-management KSAs ***	Goal Setting KSAs	Planning KSAs	Teamwork KSAs *
1	9.4	2.2	3.2	4.0	5.6	3.6	2.0	15.0
2	9.6	1.8	3.2	4.6	5.2	3.8	1.4	14.8
3	7.4	1.8	2.2	3.4	5.0	2.8	2.2	12.4
4	10.0	2.5	2.7	4.8	5.8	2.7	3.2	15.8
5	8.5	2.5	2.3	3.8	4.3	2.5	1.8	12.8
6	11.0	2.6	2.4	6.0	6.4	2.8	3.6	17.4
7	8.4	2.8	2.0	3.6	6.0	3.0	3.0	14.4
8	8.7	2.0	2.0	4.7	5.2	3.0	2.2	13.8
9	10.8	2.4	3.2	5.2	6.4	3.8	2.6	17.2
10	7.8	3.0	2.0	2.8	4.7	2.7	2.0	12.5
11	9.0	1.8	2.8	4.4	5.6	3.4	2.2	14.6
12	8.0	2.0	2.0	4.0	4.8	2.3	2.5	12.8
13	8.8	2.8	2.4	3.6	6.0	3.2	2.8	14.8
14	8.0	2.0	2.2	3.8	4.0	2.0	2.0	12.0
15	7.4	2.0	1.4	4.0	4.2	1.8	2.4	11.6
16	9.0	2.2	2.6	4.2	4.2	2.0	2.2	13.2
17	8.3	2.0	2.0	4.3	5.5	3.3	2.3	13.8
18	9.2	2.4	1.6	5.2	5.0	2.8	2.2	14.2
19	9.0	2.5	3.3	3.3	5.0	2.5	2.5	14.0
20	8.8	2.4	1.6	4.8	4.4	2.8	1.6	13.2
Average	8.9	2.3	2.3	4.2	5.2	2.8	2.3	14.0
Max Possible Mark	25	4	9	12	10	5	5	35
**** Standard Norms	14.6	3	4.6	6.9	7.5	3.8	3.8	22.4

Notes:

* Teamwork KSAs = Interpersonal KSAs + Self-Management KSAs

** Interpersonal KSAs= Conflict Resolution KSAs + Collaborative Problem Solving KSAs + Communication KSAs

*** Self-management KSAs = Goal Setting KSAs + Planning KSAs

**** Norm's value: as presented by Prof. Stevens

Source: Stevens and Campion (1994), used by permission from Prof. Stevens (2014).