

Stevens and Campion (1994) discussed the KSA requirements for teamwork, which includes:

**I. Interpersonal KSAs**

**A. Conflict Resolution KSAs**

1. The KSA to recognize and encourage desirable, but discourage undesirable, team conflict.
2. The KSA to recognize the type and source of conflict confronting the team and to implement an appropriate conflict resolution strategy.
3. The KSA to employ an integrative (win-win) negotiation strategy rather than the traditional distributive (win-lose) strategy.

**B. Collaborative Problem Solving KSAs**

4. The KSA to identify situations requiring participative group problem solving and to utilize the proper degree and type of participation.
5. The KSA to recognize the obstacles to collaborative group problem solving and implement appropriate corrective actions.

**C. Communication KSAs**

6. The KSA to understand communication networks, and to utilize decentralized networks to enhance communication where possible.
7. The KSA to communicate openly and supportively, that is, to send messages, which are: (1) behavior- or event-oriented; (2) congruent; (3) validating; (4) conjunctive; and (5) owned.
8. The KSA to pay attention objectively and to appropriately use active listening techniques.