



PROFICIENCY SCALE FOR SAFETY IN TEAM LEARNING

Safety in Team Learning *requires compelling goals, coordination, and structure to ensure all contributions to learning are ongoing and applied.*

Unproductive Teamwork	Productive Teamwork	Transformational Teamwork
Leading with certainty and without doubt	Displaying vulnerability and uncertainty is normal leadership behavior	Leading collegially while responsible for results
Preferring to work without feedback	Valuing feedback from others	Seeks feedback and uses it to strengthen collective learning processes
Revealing uncertainties or errors is believed to diminish self-worth	Demonstrating vulnerability in teamwork by talking about errors and small failures	Able to reflect on how the team has grown, a result of reflection on errors or uncertainties
Valuing being right	Valuing curiosity, inquiry, and interdependence	Assessing teamwork periodically for curiosity and inquiry
Perceiving differences in threatening	Acknowledging and utilizing diverse capacities	Learning from diverse perspectives a key value; teams able to describe how they have grown

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