

Salas, Sims & Burke (2005) The Big Five and the Coordinating Mechanisms of Teamwork

Teamwork	Definition	Behavioural Makers
Team leadership	Ability to direct and coordinate the activities of other team members, assess team performance, assign tasks, develop team knowledge, skills, and abilities, motivate team members, plan and organize, and establish a positive atmosphere.	Facilitate team problem solving. Provide performance expectations and acceptable interaction patterns. Synchronise and combine individual team member contributions. Seek and evaluate information that affects team functioning. Clarify team member roles. Engage in preparatory meetings and feedback sessions with the team.
Mutual performance monitoring	The ability to develop common understandings of the team environment and apply appropriate task strategies to accurately monitor teammate performance	Identifying mistakes and lapses in other team members' actions. Providing feedback regarding team member actions to facilitate self-correction.
Backup behaviour	Ability to anticipate other team members' needs through accurate knowledge about their responsibilities. This includes the ability to shift workload among members to achieve balance during high periods of workload or pressure	Recognition by potential backup providers that there is a workload distribution problem in their team. Shifting of work responsibilities to underutilized team members. Completion of the whole task or parts of tasks by other team members.
Adaptability	Ability to adjust strategies based on information gathered from the environment using backup behaviour and reallocation of intrateam resources. Altering a course of action or team repertoire in response to changing conditions (internal or external).	Identify cues that a change has occurred, assign meaning to that change, and develop a new plan to deal with the changes. Identify opportunities for improvement and innovation for habitual or routine practices. Remain vigilant to changes in the internal and external environment of the team.
Team orientation	Propensity to take other's behaviour into account during group interaction and the belief in the importance of team goals over individual members' goals.	Considering alternative solutions provided by teammates and appraising that input to determine what is most correct. Increased task involvement, information sharing, strategizing
Shared mental models	An organizing knowledge structure of the relationships among the task the team is engaged in and how the team members will interact.	Anticipating and predicting each other's needs. Identify changes in the team, task, or teammates and implicitly adjusting strategies as needed.
Mutual trust	The shared belief that team members will perform their roles and protect the interests of their teammates.	Information sharing. Willingness to admit mistakes and accept feedback
Closed-loop communication	The exchange of information between a sender and a receiver irrespective of the medium.	Following up with team members to ensure message was received. Acknowledging that a message was received. Clarifying with the sender of the message that the message received is the same as the intended message.

Adapted from: Salas, E., Sims, D., Burke, C. (2005) Is there a Big 5 in Teamwork? Small Group Research, 36(5): 555-599