

Foundation of fair use of materials protected by **copyright** for educational purposes

The following material has been reproduced, strictly for educational and illustrative purposes, related to the material's subject. The material is intended to be used in the University for International Cooperation's (Universidad para la Cooperación Internacional: "UCI", for its acronym in Spanish) virtual campus, exclusively for the teaching role and for the students' private studying, in the Management Skills course which is part of the academic program.

UCI wishes to state its strict adherence to the laws related to intellectual property. All digital materials that are made available for a course and for its students have educational and research purposes. The use of these materials is not intended for profit. It is understood as a special case of use for distance education purposes, in places where it does not conflict with the normal use of the document and where it does not affect the legitimate interests of any actor.

UCI does a FAIR USE of the material, based on the exceptions to copyright laws set out in the following regulations:

a- Costa Rican Legislation: Ley sobre Derechos de Autor y Derechos Conexos (Law on Copyright and Related Rights), No.6683, dated October 14th, 1982, Article 73 and Ley Sobre Procedimientos de Observancia de los Derechos de Propiedad Intelectual (Law on Procedures for Enforcement of Intellectual Property Rights), No. 8039, Article 58, which allow for the partial copying of works for educational illustration.

b- Mexican Legislation: Ley Federal de Derechos de Autor (Federal Law on Copyright), Article 147.

c- Law of the United States of America: In reference to fair use, it is contained in Article 106 of the copyright law of the United States (U.S. Copyright - Act), and establishes a free use of documents for purposes such as criticism, comments and news, reports and teaching (which includes making copies for classroom use).

d- Canadian Legislation: Copyright Act C-11, makes reference to exceptions for distance education.

e- WIPO: Within the framework of international legislation, according to the World Intellectual Property Organization (WIPO), this matter is foreseen by international treaties. Article 10(2) of the Berne Convention allows member countries to establish limitations or exceptions regarding the

possibility for legal use of literary or artistic works, by way of illustration for teaching, through publications, radio broadcasts, or sound or visual recordings.

In addition, and by UCI's indication, virtual campus students have a duty to comply with what is stated by the relevant copyright legislation in their country of residence.

Finally, at UCI we reaffirm that we do not profit from the works of third parties, we are strict about plagiarism, and we do not restrict in any way, neither our students, nor our academics and researchers, the commercial access to, or acquisition of, any documents available in the publishing market, may it be the document directly, or through scientific databases, paying themselves for the costs associated with such access or acquisition.

The Top 10 High Impact Team Practices

Practice	Description
1. Shared purpose and Vision	<ul style="list-style-type: none"> If you asked each of us why we are here as a team and what we're working towards, the answer would be the same and you can see it in our actions.
2. Shared Leadership	<ul style="list-style-type: none"> We take responsibility for the team being successful. Leadership is propagated throughout the team: all members operate with the same purpose and vision as the leader.
3. Measurable Performance Targets and Definable Goals	<ul style="list-style-type: none"> We have agreed to specific, measurable, achievable, and time bound goals; they include both business and team development objectives. We have established and we track measurable performance targets that move us towards our goals. We regularly evaluate how we are working together as a high impact team.
4. Clear Roles and Responsibilities	<ul style="list-style-type: none"> We each know not only the activities we are individually accountable for, but also what we are collectively responsible to produce. Each team member's role is clear. We respect each person's role and openly discuss our expectations for the responsibilities of each role.
5. Active Sponsorship	<ul style="list-style-type: none"> Our sponsors are involved and committed to our success, and support us in clearing away obstacles. Our sponsors are proponents of our work and delegate the appropriate authority. We have the resources we need to be successful: Information, money, time, space, and talent.
6. Effective Team Process	<ul style="list-style-type: none"> We have a Working Agreement for our approach to our work and revise it when necessary. We have practices for Effective Meetings, Integrating New Team Members, Decision Making, and Problem Solving. We are competent at giving and receiving constructive feedback and coaching.
7. Enhanced Team Competency	<ul style="list-style-type: none"> Our team acknowledges conflict and deals with it when it arises. We have the flexibility to integrate change. We are able to correct our course when off course, and adapt to changing conditions.
8. Synergistic Collaboration and Innovation	<ul style="list-style-type: none"> Trust, accountability, and integrity are strong in our relationships. Communication and dialogue fosters action. We collaborate to innovate new products or services and to solve problems when they arise. We use both task, and task-free activities to infuse our team with creativity, celebration and renewal.
9. Meaningful Recognition and Rewards	<ul style="list-style-type: none"> We are committed to each other's and the team's success. We acknowledge both individual and team achievements and personal development. We recognize values-based performance in a meaningful way.
10. Quality Relationships with Stakeholders and Other Teams	<ul style="list-style-type: none"> We coordinate our efforts with other stakeholders in a timely fashion. We develop good relationships with other teams. Our work is integrated with the company's overall business goals.

Top 10 High Performing Team Practices

This is a graphic representation of how a team has rated itself in the Top 10 High Performing Team Practices. The center of the circle represents zero and the outer ring ten (the further out you go the better). If this graphic were a wheel on the team's car (metaphorically), it would be nearly impossible for this team to operate at a fast speed. This team would be at a competitive disadvantage. The graph quickly communicates the teams strengths and areas to be improved.

