

Creating teamwork when the lives of others depends on it: Competencies that matter...

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Teamwork is the fuel that allows common people to attain uncommon results

-Andrew Carnegie



Three Key Questions

- I. What effective teams **do, feel & think**?
 - What do we **know & uncover**?
 - What does the **science** tell us?
- II. How teams **achieve** success?
 - What is **teamwork**?
 - What are the **strategies**?
- III. What are the **competencies**?
 - What to focus for **success**?

I. What Effective Teams **Do, Feel & Think?**

A word about the science...

- **Decades** of research...Explosion!
- There are **evidence-based** principles, tools, strategies, tips...
- **Teams work!**
- Teamwork improves **performance, safety, less errors...**
- How do you turn a **team of experts** into an **expert team?**

A word about teams...

- Characterized by...
 - Task Interdependency
 - Distributed Expertise
 - Hierarchically Organized
- Performing in Environments...
 - Time Pressure
 - Ambiguous Information
 - High Workload
 - High Stakes

What Effective Teams Do, Feel & Think

- **They hold shared mental models.**
 - ...have members who anticipate each other.
 - ...can coordinate without overt communication.
- **They optimize resources.**
 - ...are self correcting.
 - ...compensate for each other.
 - ...reallocate functions.
 - ...adapt performance strategies.



What Effective Teams Do, Feel & Think

- **They have clear roles and responsibilities.**
 - ...manage expectations.
 - ...have members who understand each others' roles and how they fit together.
 - ...ensure member roles are clear but not overly rigid.

What Effective Teams Do, Feel & Think

- **They have a clear, engaging, valued, & shared vision.**
 - ...have a clear common purpose.
 - ...energized by their shared mission.
 - ...can evaluate current status in terms of a destination.

What Effective Teams Do, Feel & Think

- **They have strong team leadership.**
 - ...are led by someone with good leadership skills and not just technical competence.
 - ...leaders that institute and maintain the conditions for teamwork.
 - ...leaders that directly intervene to enact teamwork processes.
 - ...have team members who believe the leaders cares about them.

What Effective Teams Do, Feel & Think

- **They have strong team leadership. (cont)**
 - ...provide situation updates.
 - ...foster teamwork, coordination, and cooperation.
 - ...self-correct first.
 - ...handle whatever is not being handled to meet team needs (Do Whatever It Takes).

What Effective Teams Do, Feel & Think

- **They engage in a cycle (a discipline) of pre-brief → performance → debrief.**
 - ...regularly provide feedback to each other, both individually and as a team ("de-brief").
 - ...establish and revise team goals and plans.
 - ...differentiate between higher and lower priorities.
 - ...have mechanisms for anticipating and reviewing issues/problems of members.
 - ...periodically diagnose team "effectiveness", including its results, its processes, and its vitality (morale, retention, energy).

What Effective Teams Do, Feel & Think

- **They develop a strong sense of the "collective" - trust, teamness, confidence.**
 - ...manage conflict well—team members confront each other effectively.
 - ...have a strong sense of team orientation.
 - ...trust other team members' "intentions".
 - ...strongly believe in the team's collective capability to succeed.
 - ...develop collective efficacy.

What Effective Teams Do, Feel & Think

- **They are "workload sponges".**
 - ...tolerate stress better.
 - ...provide backup behavior to compensate for spikes in workload intensity.
 - ...can shift to implicit coordination when communication is inhibited.



What Effective Teams Do, Feel & Think

- **They set expectations well (and are managed).**
 - ...provides foundation and markers for individual/team self-correction.
 - ...increases shared understanding and awareness.
 - ...increases satisfaction.

What Effective Teams Do, Feel & Think

- **They have teammates that trust each other.**
 - ...eases conflict resolution.
 - ...fosters continuous learning/adaptation.
 - ...fosters "psychological safety".
- **They engage in "rhythms" of performance.**
 - ...manage time.
 - ...entrained to temporal events (fiscal quarters).
 - ...change at the "midpoint".

What Effective Teams Do, Feel & Think

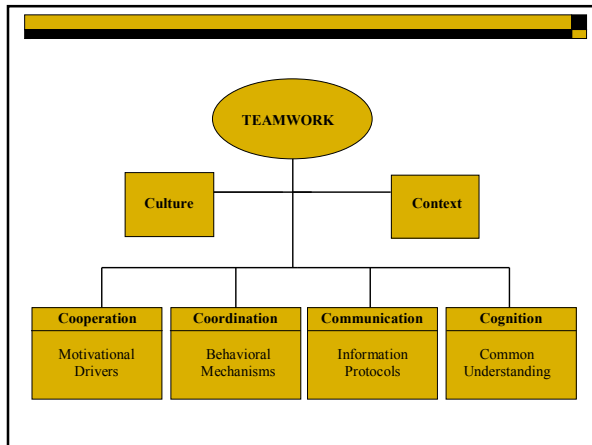
- **They manage & optimize performance outcomes.**
 - ...less errors.
 - ...communicate often "enough". Ensure that fellow team members have the information they need to be able to contribute.
 - ...better decisions.
 - ...greater chance of mission success.

II. How Do Teams **Achieve Success**?

Teamwork...

- A set of **interrelated competencies...**
 - Taskwork & Teamwork
 - **Cognitive** States
 - **Behavioral** Processes
 - **Affective** States
 - An **Adaptive, Dynamic & Episodic** Behavioral Processes





III. What Are The **Competencies** That **Matter...**?

Cooperation...

□ Attitudes & Beliefs:

- Team Orientation
- Collective Efficacy
- Mutual Trust
- Value of Teamwork
- Openness to Experience



Coordination...

□ Skill Requirements:

- Mutual Performance Monitoring
- Back-up Behavior/Supportive
- Team Leadership
- Adaptability/ Flexibility
- Task-related Assertiveness



Communication...

□ Information exchange protocols:

- Close-loop communication
- Precise
- Timely
- Appropriate terminology
- Clarity



Cognition...

- Knowledge requirements:
 - Roles & Responsibilities
 - Knowledge of team mission; Objectives, Norms & Resources
 - Familiarity with Teammates
 - Cue-strategy Associations
 - Knowledge on how to get "K"



Some Thoughts About Competencies...

- These can be **developed & learned**
- **Behavioral markers** can be delineated
- **Guided practice** needed
- **Diagnostic feedback** matters
- Organizational **culture** matters

Some Final Thoughts...

- Teams are **embedded** in **organizations**
- **Measure & reinforce** the desired behaviors
- **Accelerate team dynamics** processes
 - Team Training
 - Simulation-based Training
- **Support Applied Research**
 - Open your OR,ER ...
 - Demand Scientifically-based Products
- Create **Multi-Disciplinary Partnerships**

How can we help?
Thank You
