



The 3 Rs of Teams

(& Some Lessons Learned)

CQI in Public Health
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Work Together



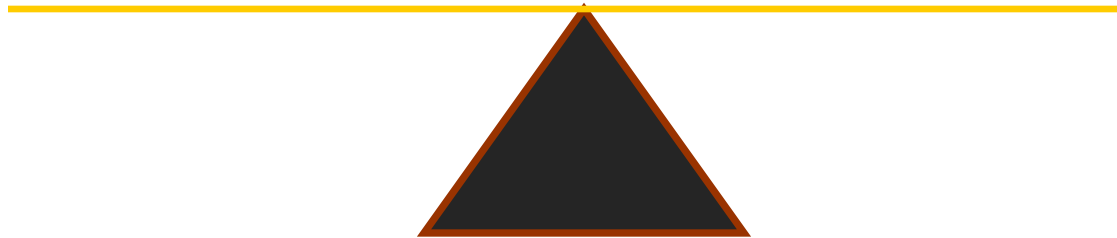
Work Alone



The Effectiveness of Teams

Beliefs

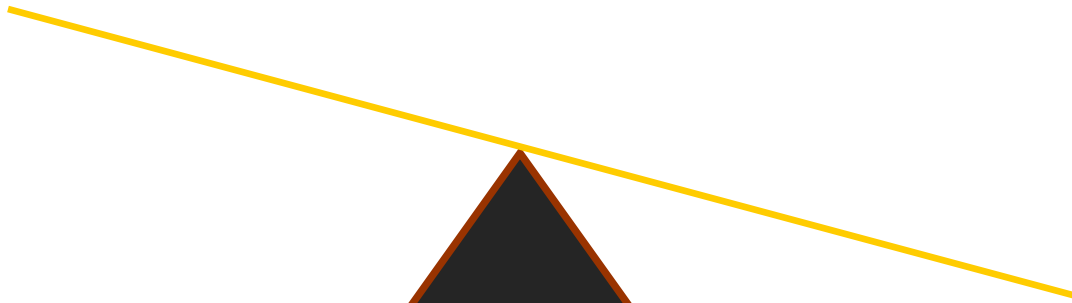
Reality



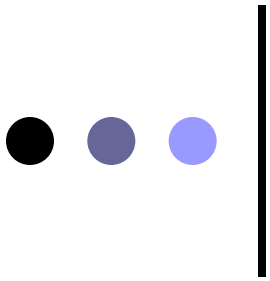


The Effectiveness of Teams

Beliefs



Reality



Romance of Teams

A belief in team performance that is out of proportion to the scientific evidence

(Allen & Hecht, 2004)

Input >>> Processes >>> Outcomes

**Context
Time**

Who? What? >>> How? >>> How Well?

Where?

When?

- ● ●

“MicroWorld” Experiments





Pine Forest

Bushland

Current Time

Pastures

Housing

Contour Line

Current Wind Direction

Forecast Wind Change

Spotter Tower

Zoom Controls

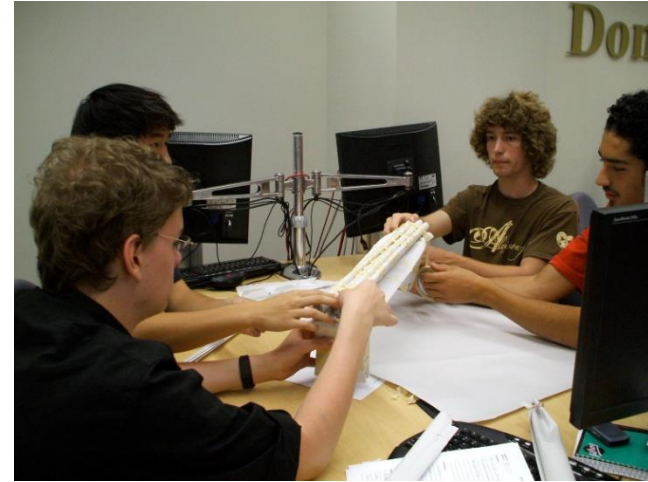
Burnt Landscape

Helicopter Dropping Water

Zone Scores

Dam (Water Resource)

Engineering Project Teams





Research in organizations



“

WHAT
I KNOW
FOR
SURE

“

Winfrey (2000)



“Ideal” team members are...

- * **Agreeable**
- * **Conscientious**
- * **Open to Experience**
- * **Emotionally Stable**
- * **Extraverted**
- * **Skilled / Smart**



“High-performance” team processes

Cohesion

Conflict

Goal Commitment

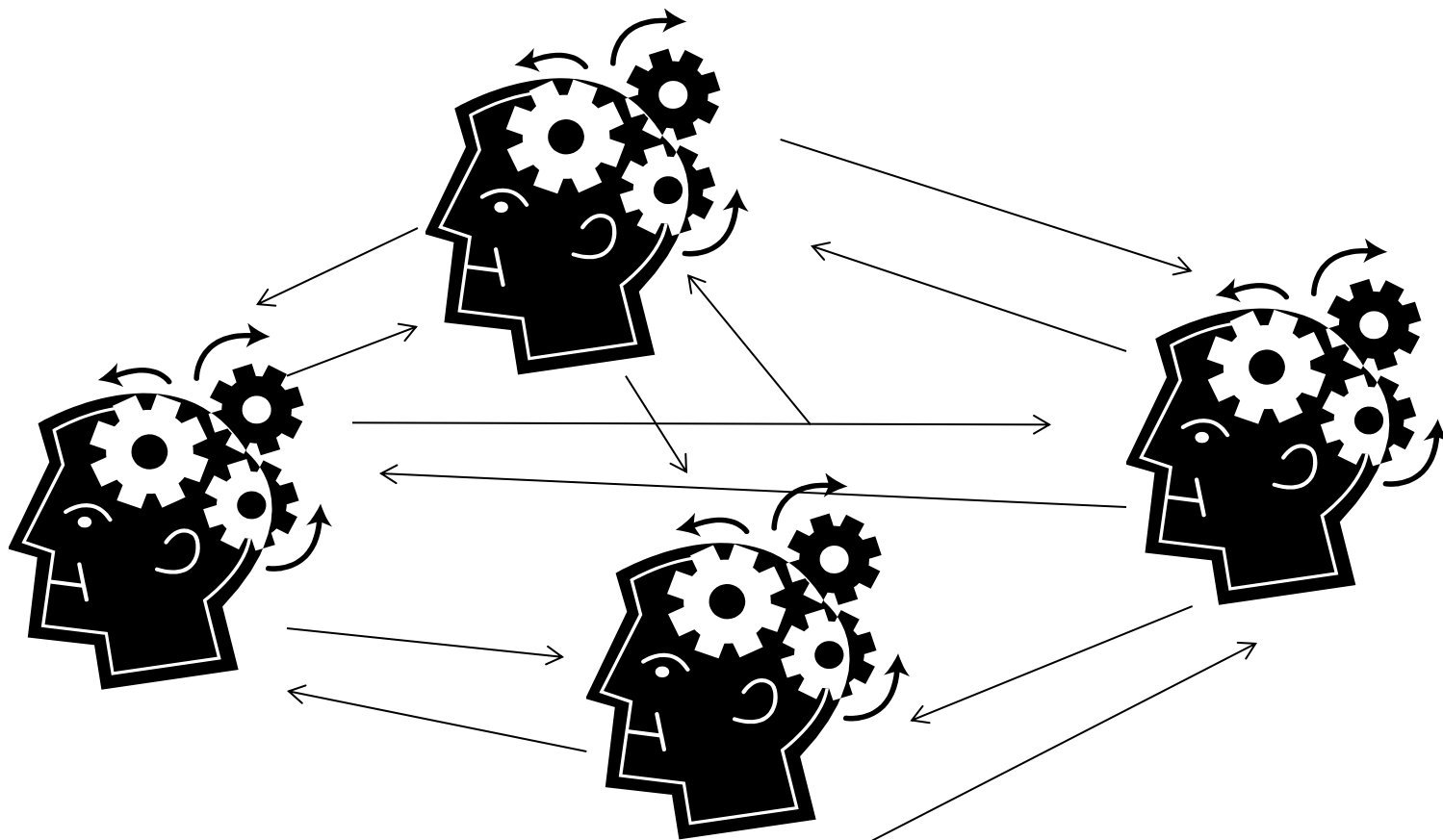
Psychological Safety

Boundary Management

Transactive Memory

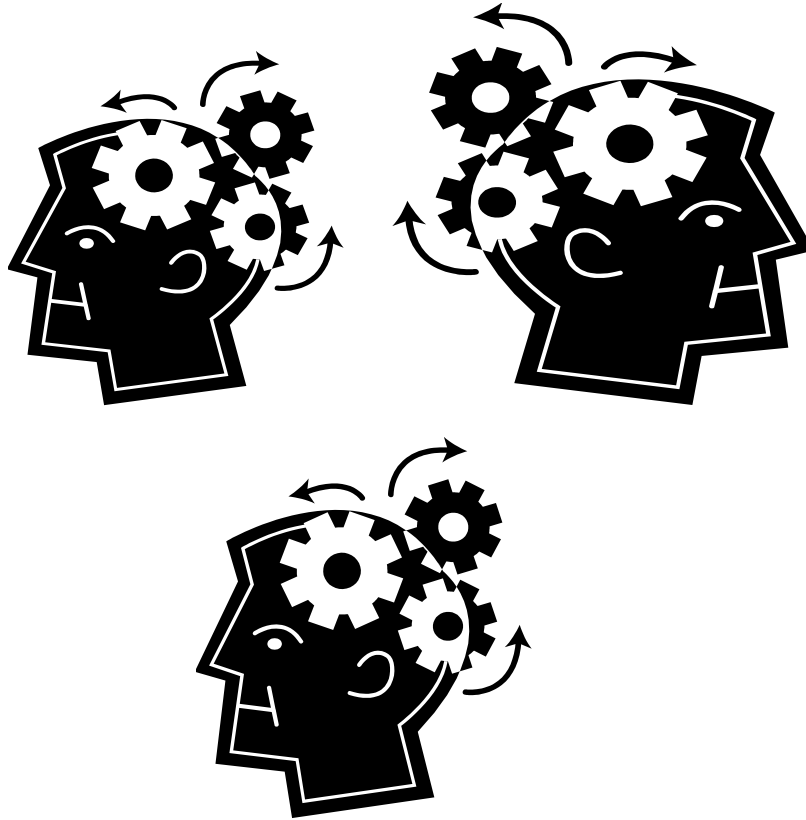
Shared Mental Models

Transactive Memory



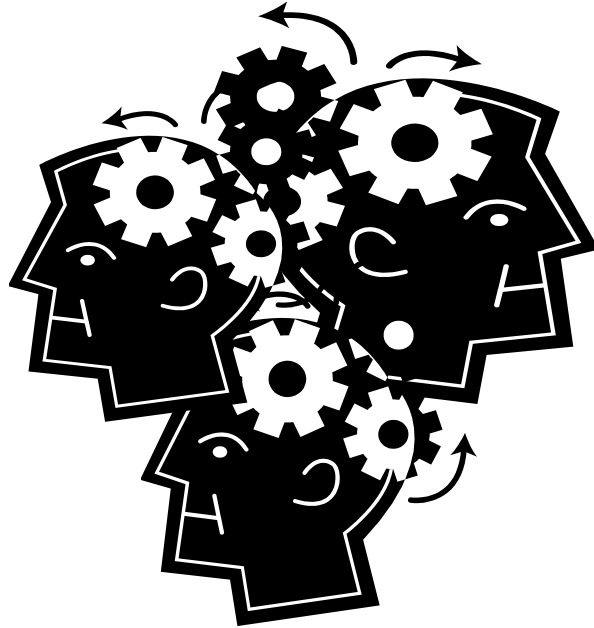
● ● ● | Mental Models

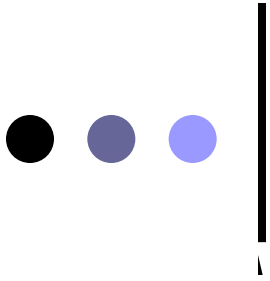
Mental Models



● ● ● | Shared Mental Models

Shared Mental Models





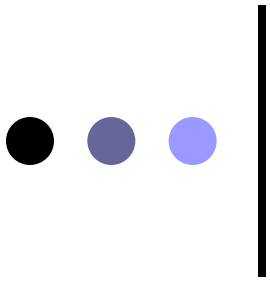
Who? What? >>> How? >>> How Well?

**Where?
When?**



3 Rs of Teams

- Romance
- Reality
- (need for) Research
 -in various settings
 -across team life-cycles



Thanks!

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