



Kas Sinu meeskond oskab õppida?
Stephanie Meeuwissen, MD PhD

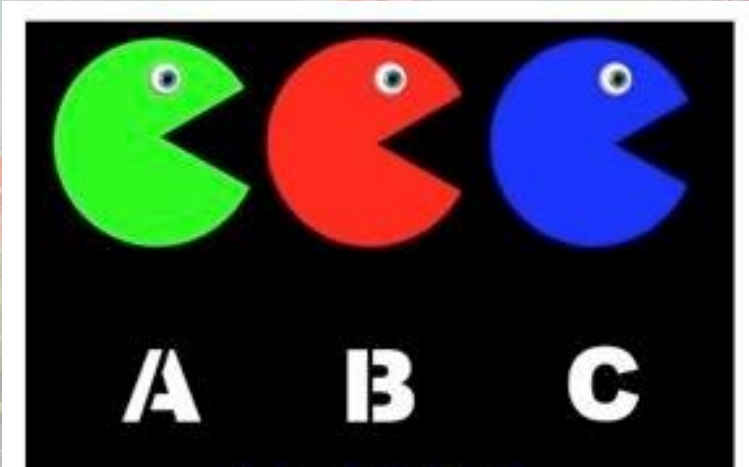


Can your team learn?
Stephanie Meeuwissen, MD PhD

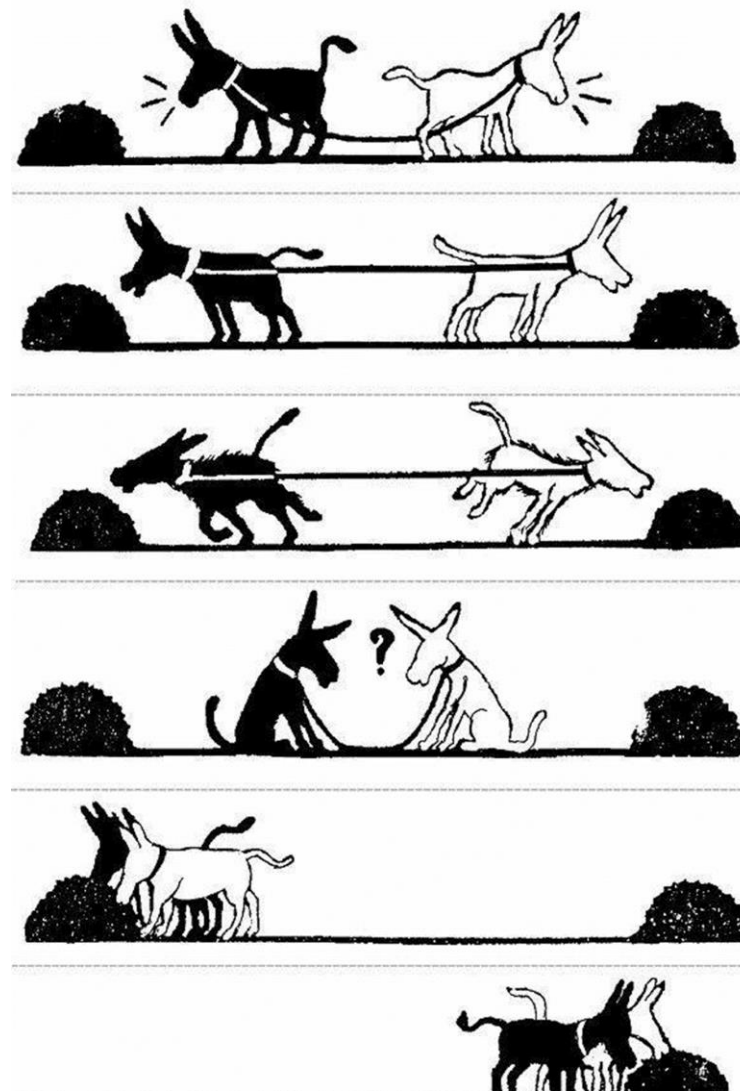








(Constructive) Conflict





Team learning

Team success

Depends on the way members interact

Team learning

Patterns in discourse activities / **Behaviors** engaged in

Aiming to create and retain collectively developed cognition

Leading to better results on an individual, team and organizational level

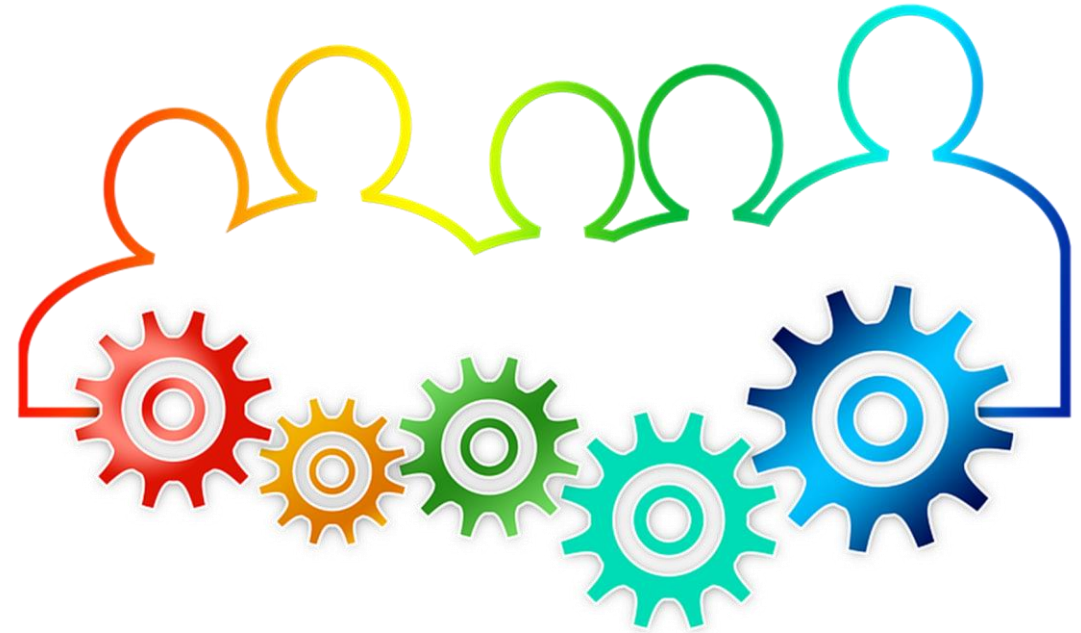
Decuyper et al., 2010

Edmondson, 1999

Van den Bossche et al., 2011

Team learning

- **Sharing**
expertise and experiences
- **Co-construction**
incorporating and accumulating others' expertise
- **Constructive conflict**
through discussion & negotiation
leading to consensus
and integration of ideas



Team learning

Behaviours

Sharing

Co-construction

Constructive conflict



Team learning outcomes

Higher-level team learning: better outcomes, more innovation

Decuyper et al., 2010

Edmondson, 1999

Van den Bossche et al., 2011

Integrated education in Maastricht, the Netherlands

- Faculty of Health, Medicine and Life Sciences
- Undergraduate curricula on Health Sciences, Medicine, and Biomedical Sciences
- Problem-based learning
- Integrated curricula



Discipline oriented curriculum

Anatomy

Physiology

Statistics

Microbiology

Skills training

Ethics

Surgery

Public health

General medicine

Integrated Education

Anatomy

Physiology

Statistics

Microbiology

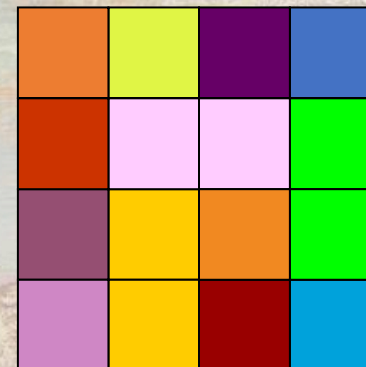
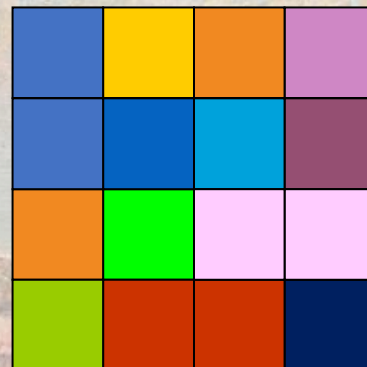
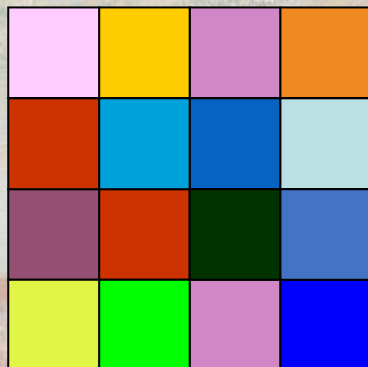
Skills training

Ethics

Surgery

Public health

General medicine



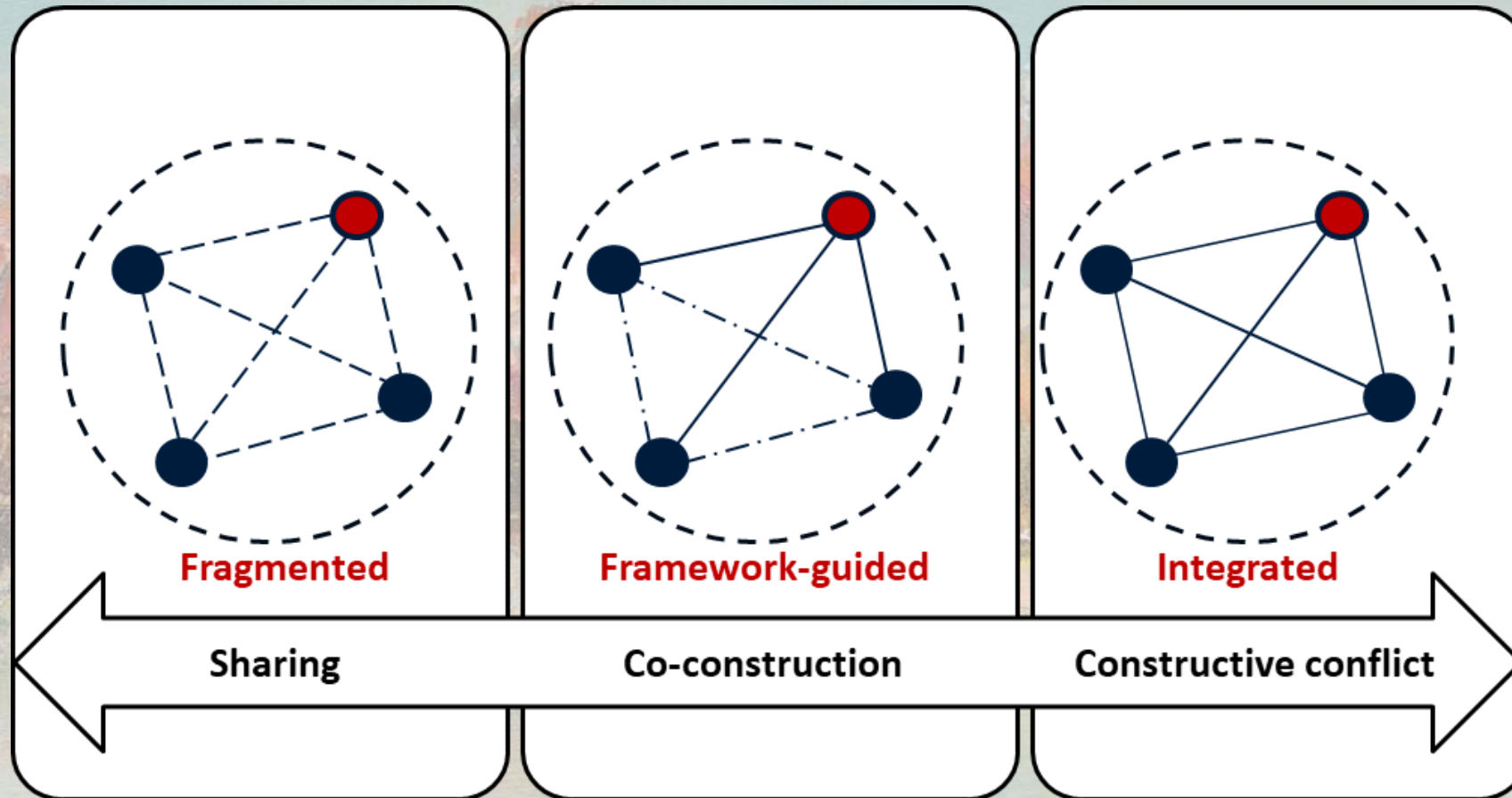
Organisation of Education

- Not by single departments and disciplines
- Interdisciplinary, integrated approach to education → planning groups with members from different departments

	Departments					
	A	B	C	D	E	F
Course 1	X	x	x	x		x
Course 2		x	x		x	x
Course 3	X			x	x	



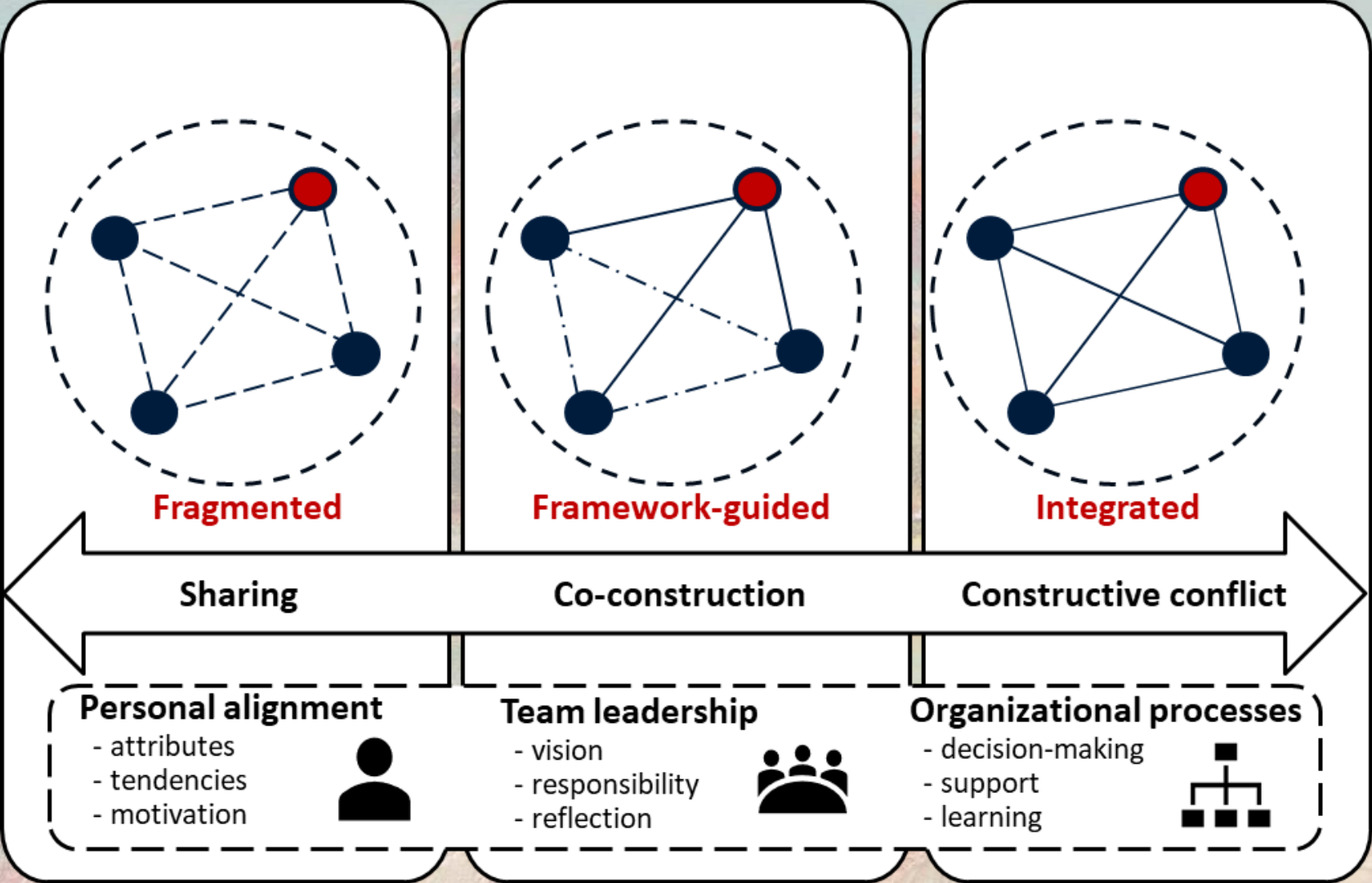
Interdisciplinary teamwork



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Team learning



Enabling and inhibiting factors team learning



(Mis)alignment with the (educational/organisational) philosophy

Members' attributes, tendencies and motivation

"When someone is asked to be in this team by his/her boss cause no one else seemed appropriate."



Leadership practices

Team's vision, responsibility and reflection

"We ask a lot of feedback and reflection from our students, but we're not really good at it ourselves."



Involvement in organizational processes

Organizational decision-making, support, and learning

"It is like a forced marriage in which I [...] sit through the wedding, so to speak."

Project Aristotle

Google investigated its own teams:
'What makes a team effective?'

180 Google teams

5 elements that make up a successful team:

1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

5

Impact

Team members think their work matters and creates change.

Psychological safety



“A shared belief in your team that the team is safe for interpersonal risk taking”

and

“Feeling confident that no one on the team will embarrass or punish anyone else for admitting a mistake, asking a question, or offering a new idea”

Psychological safety predicts team success, mediated by team learning

Edmondson, 1999

Silence vs. Voice

Why Silence Wins in the Voice-Silence Calculation

	WHO BENEFITS	WHEN BENEFIT OCCURS	CERTAINTY OF BENEFIT
VOICE	The organization and/or its customers	After some delay	Low
SILENCE	Oneself	Immediately	High

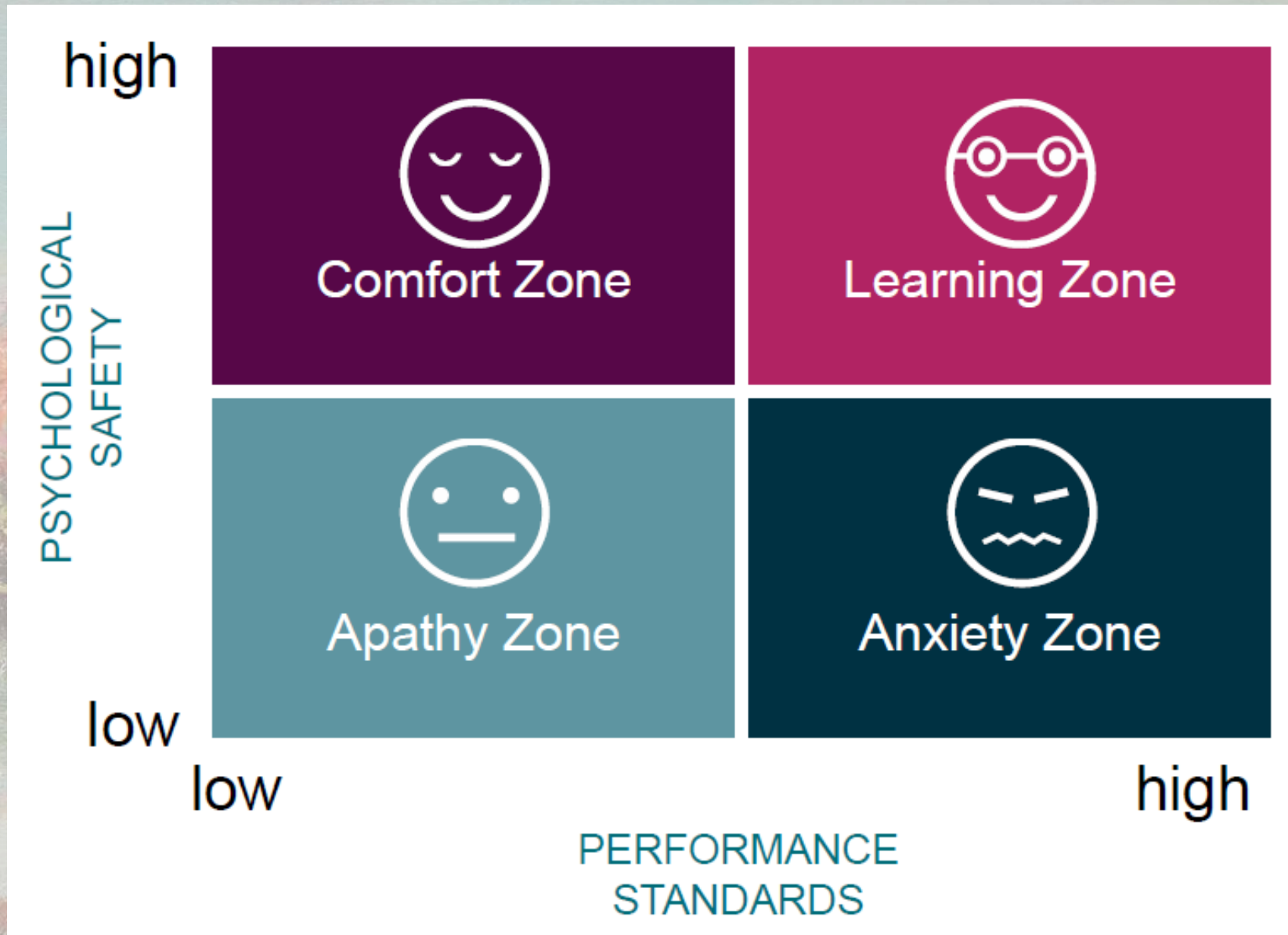
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The Fearless Organization

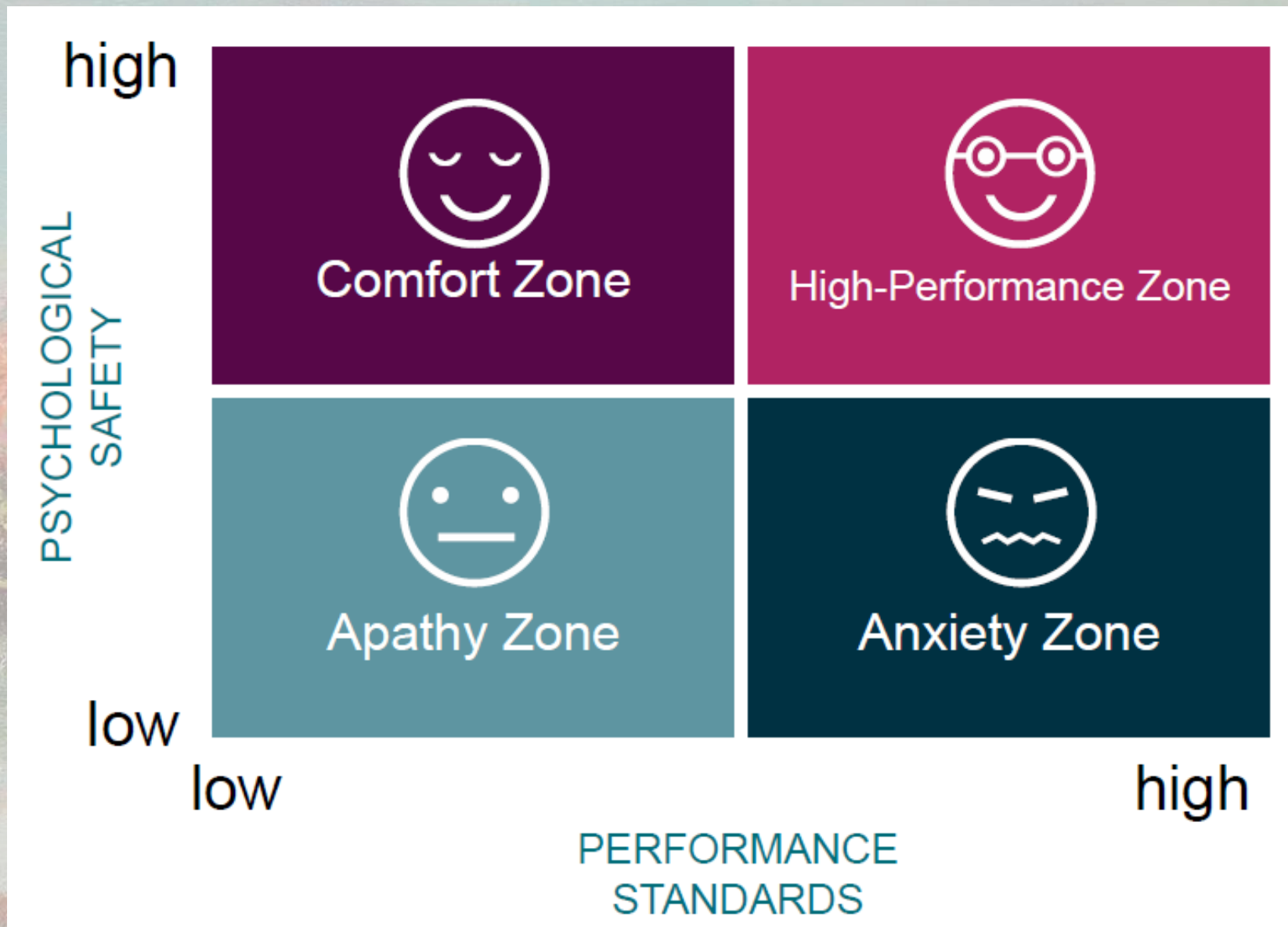


Better teams, more mistakes

- Better teams: open culture
- Better teams: **more reports** of mistakes
- Other teams did not dare to report mistakes

→ Psychological safety







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Leadership Inclusiveness Behaviour

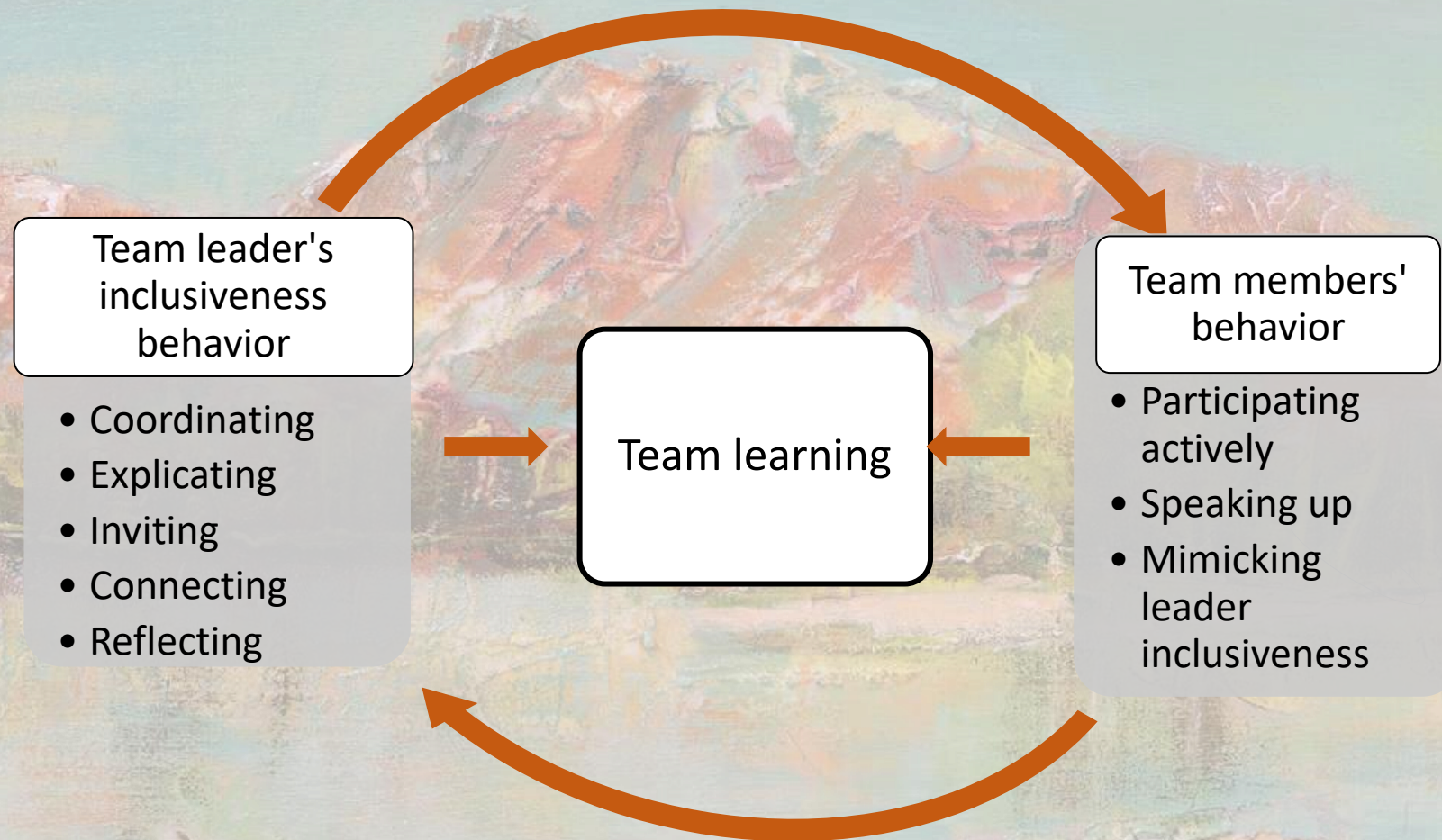
Words and deeds that indicate an invitation and appreciation for others' contributions

→ focuses on the appreciation and belonging of every unique individual through openness and accessibility

→ large-scale research has confirmed the positive impact inclusive leader behavior has on engagement in teams

Nembhard and Edmondson, 2006; Carmeli, Reiter-Palmon, Ziv. 2010; Appelbaum et al., 2016; Weiss et al., 2018; Meeuwissen, 2021

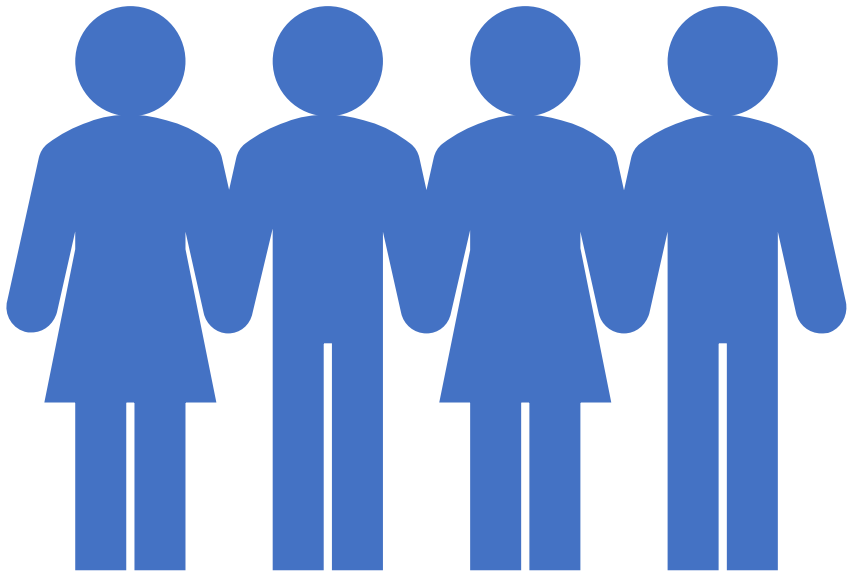
Inclusive Team Leadership





The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together, the club won't be worth a dime.

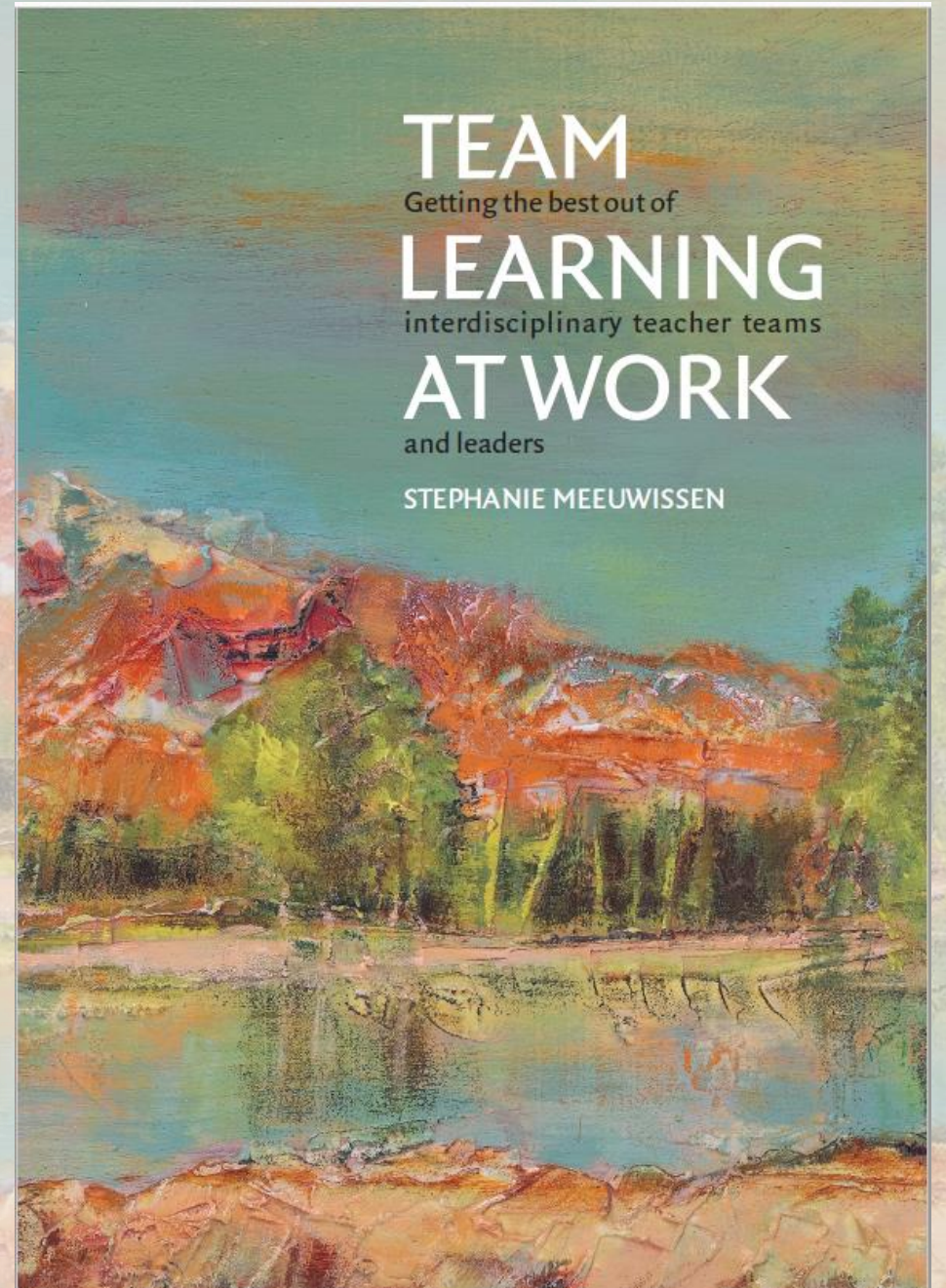
Babe Ruth¹



Tips

- Acknowledge interdependence
- Reduce hierarchy and power dynamics
- Create a safe environment for interaction

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Key literature

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