FLOW SYSTEM

PARTICIPANT WORKBOOK

Team Science

Workbook: Team Learning

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Team Learning

Team learning is an emergent outcome of teamwork.

Team learning occurs organically and should not be directed or commanded.

Team learning involves the following:

- Acquisition of knowledge, skills, and performance capabilities
- Interaction and experience
- Reflection and action
- Sharing, combining, and applying knowledge
- Cognitive functions
- Team psychological safety

Team learning behaviors include

- Asking questions
- Seeking feedback
- Experimentation
- Reflection and action
- Discussing errors or unexpected outcomes
- Discussing team goals, processes, and outcomes

The following table provides a survey that can be used to guide you in evaluating how well your team(s) is doing in several essential factors leading to team learning. There are eight factors in this survey: co-construction of meaning, exploring different perspectives, error analysis, error communication, reflection on processes, reflection on outcomes, feedback seeking behavior, experimenting (Savelsbergh et al., 2009). Measure the following items using a Likert Scale from 1 (Strongly Disagree) to 5 (Strongly agree).

CO-CONSTRUCTION OF MEANING	MUTUAL CONVERSATIONAL ACTIONS OF TEAM MEMBERS
Information from team members is complemented with information from other team members.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
Team members collectively draw conclusions from the ideas that are discussed in the team.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
Team members elaborate on one another's information and ideas.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

EXPLORING DIFFERENT PERSPECTIVES	CONVERSATIONAL ACTIONS OF TEAM MEMBERS
Team members listen carefully to one another.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
If something is unclear, we ask each other questions.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

Exploring different perspectives (cont.)	Conversational actions of team members (cont.)
If a team member gives his or her opinion, he or she subsequently asks for the opinion of others.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
We encourage one another to look at our work from different perspectives.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

Error analysis	Discussing and analyzing errors
After making a mistake, the team tries together to analyze what caused it.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
In this team, we think that it is useful to analyze errors.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
If something has gone wrong, the team takes the time to think it through.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
After an error has occurred, it is analyzed thoroughly in this team.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

Error communication	Sharing errors among members
Team members communicate their mistakes to prevent others from making the same mistake.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
We discuss errors within our team because errors and their solutions can deliver important information.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
In our team, mistakes are discussed.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
Errors are discussed openly.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

Reflection on processes	Discussion of team goals, assumptions, methods, strategies, and so forth
We often discuss our team's work methods.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
As a team, we regularly discuss how effective we are in collaborating.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

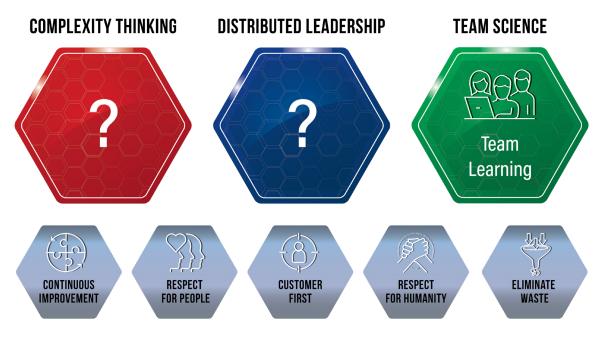| REFLECTION ON PROCESSES (CONT.)	DISCUSSION OF TEAM GOALS, ASSUMPTIONS, METHODS, STRATEGIES, AND SO FORTH (cont.)
Our team often reconsiders our working procedures.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
We regularly take time to reflect on how we can improve our working methods.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

REFLECTION ON OUTCOMES	LOOKING BACK AND LOOKING FORWARD
In our team, we check what we can learn from our achievements.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
In our team, we check if our actions have brought in what we expected before.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
In our team, we evaluate the results of our actions.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

Feedback seeking behavior	Feedback seeking
We seek feedback on our methods.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
We analyze our performance in accordance with other teams.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
We ask for feedback about our results from internal and external stakeholders.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

Experimenting	Doing things differently
In our team, we experiment with other working methods.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
Our team tests new working methods.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
Together, we plan to test new working methods.	(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree
(Savelsbergh et al., 2009, p. 602)	

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, distributed leadership) that will support team learning. Knowledge of all three helixes will be required to make these connections.

COMPLEXITY THINKING   **DISTRIBUTED LEADERSHIP**   **TEAM SCIENCE**

?   ?   Team Learning

CONTINUOUS IMPROVEMENT   RESPECT FOR PEOPLE   CUSTOMER FIRST   RESPECT FOR HUMANITY   ELIMINATE WASTE

CONNECT THE HELIXES	
Select a scenario or problem that would benefit from team learning.	
Identify three methods from complexity thinking that could work with team learning. Give a brief description about how they complement one another.	
CT Method 1:	
CT Method 2:	

CONNECT THE HELIXES	
CT Method 3:	
Identify three methods from the distributed leadership helix that could work with or support team learning. Give a brief description about how they complement one another.	
DL Method 1:	
DL Method 2:	
DL Method 3:	
Provide a description explaining which methods from each of the three helixes (with team learning being the TS method) work best for the scenario/problem identified earlier.	