



## PARTICIPANT WORKBOOK

Team Science

Workbook: Teamwork Training



[getflowtrained.com/playbook/teamwork-training/](https://getflowtrained.com/playbook/teamwork-training/)

# Teamwork Training

Team members must be trained in both teamwork and taskwork skills.

Leaders must set the right conditions for teams to emerge successfully.



Team members should be trained together as a team.

Team training helps to develop team members degree of shared-ness.

Team training focuses on two concepts:

- Team member competencies
- Instructional strategies relevant to workplace setting and task

The following team training guidelines are provided as a checklist for leaders and managers before implementing any training program.

TRAINING PROGRAMS SHOULD BE GUIDED BY THE FOLLOWING LESSONS LEARNED	
Lesson 1:	Develop one standardized program
Lesson 2:	Develop a scientifically rooted and evidence-based program
Lesson 3:	Incorporate what we know from the science of learning: engage trainees with interactive learning

## TRAINING PROGRAMS SHOULD BE GUIDED BY THE FOLLOWING LESSONS LEARNED (CONT.)

Lesson 4:	Focus on sustaining the team behaviors on the job
Lesson 5:	Conduct evaluation at all levels of the Kirkpatrick Hierarchy

## KIRKPATRICK'S HIERARCHY OR CHAIN OF IMPACT

Level 1: Reaction & Planned Action	Reaction to the training, including perceived value
Level 2: Learning	Learning content and materials
Level 3: Application	Exhibiting ability to use content and materials in work environment
Level 4: Impact	Impact on business measures after new knowledge is gained
Level 5: Return on Investment	Monetary benefit to organization from improved skillset in workforce

(Alonso et al., 2006; Phillips & Phillips, 2016)

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 might work well with teamwork training. Knowledge of all three helixes will be required to make these connections.

COMPLEXITY THINKING



DISTRIBUTED LEADERSHIP



TEAM SCIENCE



CONNECT THE HELIXES	
Select a scenario or problem that would benefit from teamwork training.	
Identify three methods from complexity thinking that could work with teamwork training and 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 teamwork training. 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 teamwork training being the TS method) work best for the scenario/ problem identified earlier.	