

Preview: Team Performance & Training



**2001
World
Champions**

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Articles

- ❖ **Ergonomics Special Issue on Teams:
Volume 43, No. 8 (August 2000)**
 - 1. *Teamwork in multi-person systems:
a review and analysis***
 - 2. *Team situation assessment and
information distribution***
 - 3. *The potential for social contextual and
group biases in team decision-making***
- ❖ **List of related articles / references**

Teamwork in multi-person systems: a review and analysis

**C.R. Paris; E. Salas; J.A. Cannon-Bowers (2001)
Ergonomics (43:8) 1052-1075**

- ❖ As scope and complexity of modern task demands exceed capability of individuals, teams are emerging to meet growing requirements.
- ❖ Need to understand and enhance human performance in team settings.
- ❖ Purpose of this review: summarize research of team performance issues
 - ♦ Theoretical underpinnings
 - ♦ Team-level elements of success
 - ♦ Methodologies and instruments to measure those characteristics
- ❖ Three important aspects of successful team creation: team selection, task design, and team training
- ❖ Critical remarks concerning teamwork and team performance research

Team situation assessment and information distribution

Henrik Artman (2001)

Ergonomics (43:8) 1111-1128

- ❖ Describes cooperative work of constructing team situation awareness within two teams of a military command and control unit.
- ❖ Discusses how the distributed cognitive and cooperative work of decision-making of the two teams is structured.
- ❖ Compares serial vs. parallel methods of distributing information within the team.
- ❖ Discusses interaction patterns that emerge in the respective teams and consequences for situation assessment, situation awareness, and sharing information.
- ❖ Presents hypotheses for future research.

The potential for social contextual and group biases in team decision-making

Paul E. Jones; Peter H.M.P. Roelofsma (2001)
Ergonomics (43:8) 1129-1152

- ❖ Critical review of four social contextual and group biases relevant to team decision-making in command and control situations:
 - ♦ False consensus
 - ♦ Groupthink
 - ♦ Group polarization
 - ♦ Group escalation of commitment
- ❖ Discusses potential of these biases to affect team decision-making.
- ❖ Biases associated with important / novel decisions, time pressure, and high levels of uncertainty. Unified by shared mental model.
- ❖ Discusses 'tricky' distinction between teams and groups; proposes revised definition for command and control teams.

Related Articles

- ❖ **Complete table of contents for Ergonomics (43:8), August 2000**
- ❖ **Other articles of interest**

***See you next week
for an important***



Team Meeting!