Measuring Effectiveness of Teams and Multi-team Systems in Operation

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Within team aspects, processes and effectiveness

• Mission success:
  Understanding strengths and weaknesses of staff teams

• Evaluations and After Action Reviews:
  General impressions

• NATO HFM Task Group: Command Team Effectiveness (CTEF) model and instrument
  • Conditions
  • Task and team processes
  • Outcomes
Command Team Effectiveness (CTEF) model

CONDITIONS
- Mission context
- Task characteristics
- Organisation
- Team Leader
- Team member
- Team

PROCESSES
- Task focused behaviours
- Team focused behaviours

OUTCOMES
- Task outcomes
- Team outcomes

Processes feedback loop

AAR
Multi-team system characteristics, cross team processes and effectiveness

• New, emerging organizational form: multi-team system
  • Two or more teams working interdependently
  • Complex tasks requiring multiple teams with diverse expertise

• Example: Netherlands Maritime Force (NLMARFOR)

Source: Royal Netherlands Navy
Multi-team system characteristics, cross team processes and effectiveness

• Leadership within MTS: dual focus
  • Within the team: match the work of team members towards proximal team goals
  • Between the teams: monitor and maintain alignment of various teams efforts to reach collective outcomes

• Diversity within MTS
  • Differences in functional, educational, organizational and national backgrounds
  • Objective vs. perceived (dis)similarities
Multi-team system characteristics, cross team processes and effectiveness

• Interdependency within MTS
  • Input, process and outcome interdependencies
  • Proximal (team) goals and collective (MTS) goals

• MTS structure
  • Formal system of task and authority relations to regulate coordination and use of resources
  • Task assignment, task distribution and decision making power
Measuring effectiveness of teams and multi-team systems in operation

• Support commanders with a well-founded and systematic approach to assess operational teams

• Rate statements on a scale of ‘strongly disagree’ to ‘strongly agree’

• Set criterion for flagging issues for discussion

• Use insights in the briefing to decide on specific actions
A simple support system

- Software tool
  - Creating digital questionnaires
  - Presenting the results in tables

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<thead>
<tr>
<th>MTS - structure</th>
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</thead>
<tbody>
<tr>
<td>It is clear which teams have to carry out which tasks</td>
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<tr>
<td>The tasks are assigned to the teams with the appropriate expertise</td>
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<tr>
<td>It is clear who has the power to decide</td>
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<td>Between my team and other teams conflicting interests occur</td>
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Application in operations

- International Operational Headquarters exercise
  - Four staffs
  - Questionnaires were distributed electronically
  - Difficulties:
    - commanders limited involvement in the assessment
    - complexity of the staff arrangements

- Anti-piracy international naval mission (Operation Atalanta)
  - Highly involved commander
  - International staff
  - Simple support system was used
  - Results were used for discussion with the staff and to identify opportunities for improvement
Thank you for your attention!

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