

# Measuring Effectiveness of Teams and Multi-team Systems in Operation

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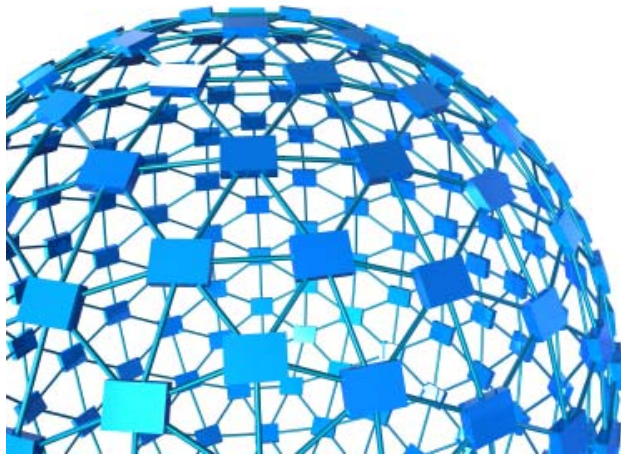
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# Contents

- Within team aspects and processes
- Multi-team system characteristics and processes
- Measuring effectiveness of teams and multi-team systems in operation

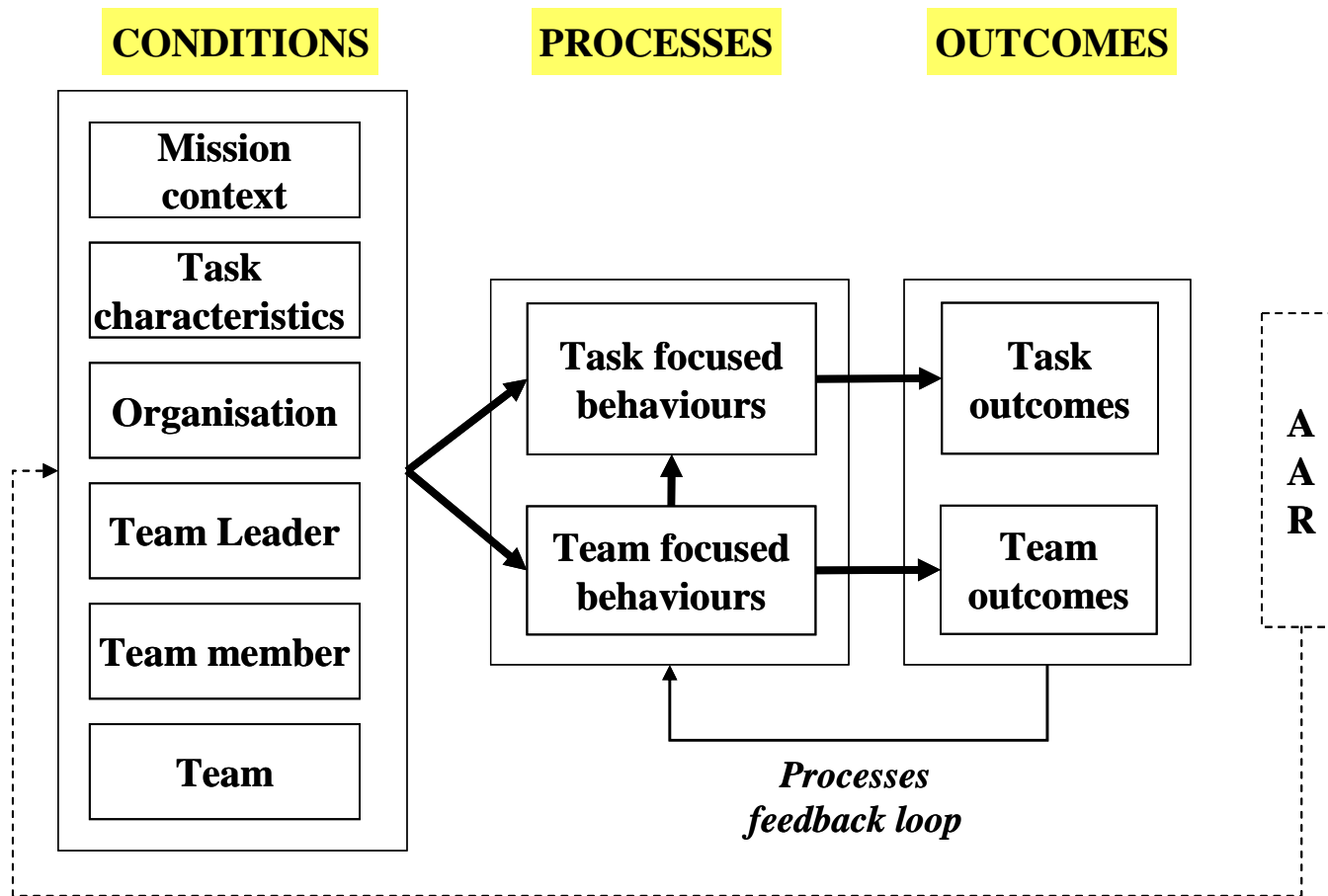


## Within team aspects, processes and effectiveness

- 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



# 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

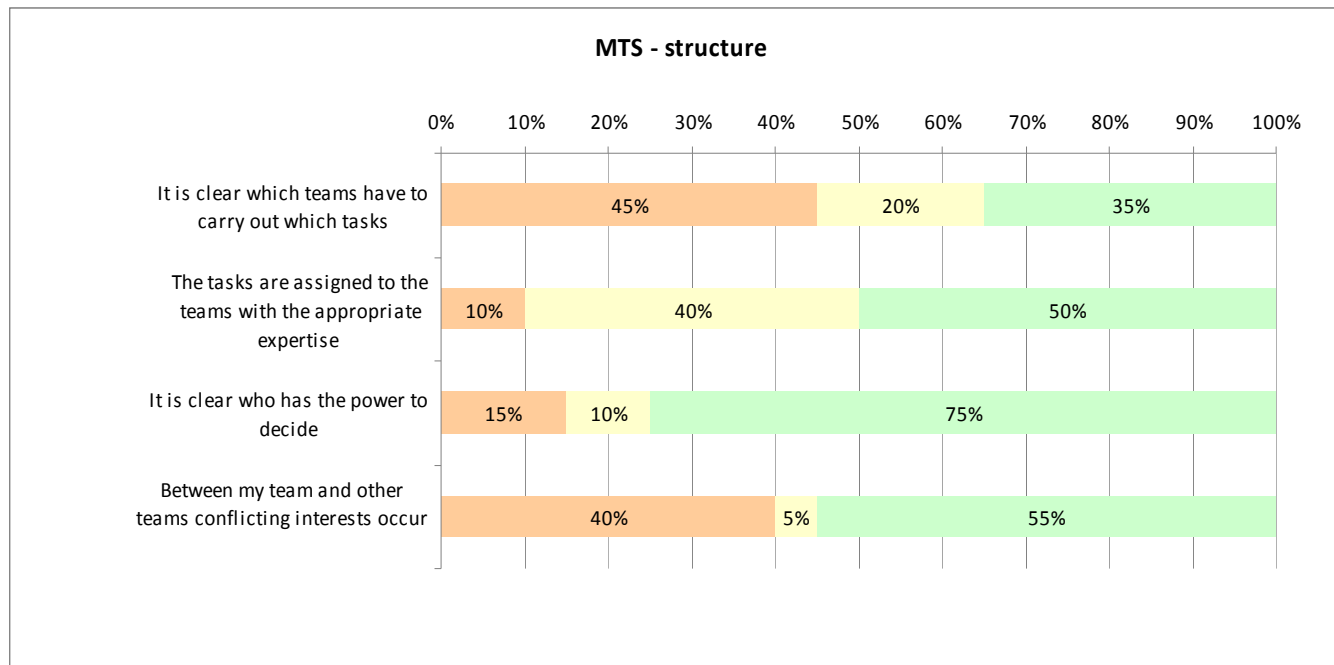
- Support commanders with a well-founded and systematic approach to assess operational teams
- Rate statements on a scale of 'strongly disagree' to 'strongly agree'
- Set criterion for flagging issues for discussion
- Use insights in the briefing to decide on specific actions





# A simple support system

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



# 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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