Thesis Survey Data analysis

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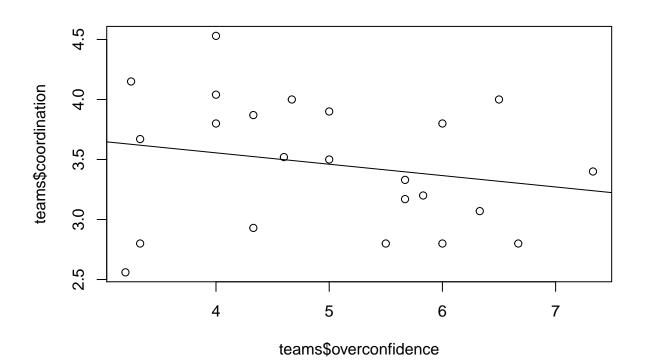
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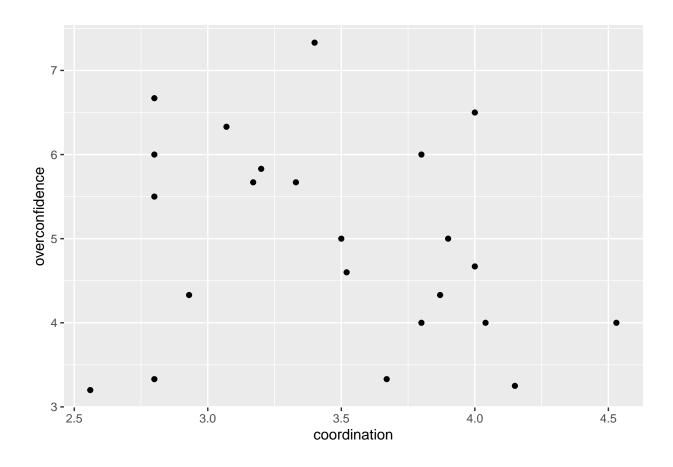
Hypothesis Testing

Hypothesis No. 1

```
H1: Team Overconfidence has a negative effect on team coordination
```

```
##
## Call:
## lm(formula = coordination ~ overconfidence, data = teams)
##
## Residuals:
##
       Min
                  1Q
                      Median
                                    3Q
                                            Max
## -1.07137 -0.38350
                     0.03929
                              0.43669
                                       0.97448
##
## Coefficients:
                  Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                   3.93477
                              0.48486
                                       8.115 6.54e-08 ***
## overconfidence -0.09481
                              0.09473 -1.001
                                                 0.328
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.5368 on 21 degrees of freedom
## Multiple R-squared: 0.04553,
                                   Adjusted R-squared:
## F-statistic: 1.002 on 1 and 21 DF, p-value: 0.3283
```

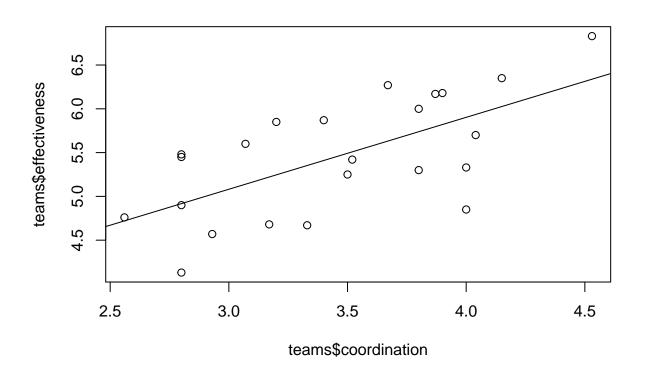


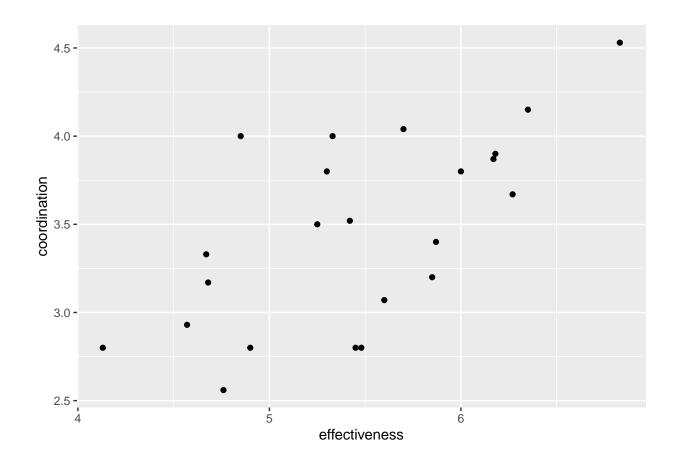


Hypothesis No. 2

H2: Team Coordination has a positive effect on team effectiveness

```
##
## lm(formula = effectiveness ~ coordination, data = teams)
##
## Residuals:
##
        Min
                  1Q
                       Median
                                    ЗQ
                                            Max
  -1.05262 -0.44615
                     0.03993
                              0.46061
                                       0.63838
##
## Coefficients:
                Estimate Std. Error t value Pr(>|t|)
##
                             0.7321
                                      3.576 0.001784 **
## (Intercept)
                  2.6177
## coordination
                  0.8212
                             0.2090
                                      3.928 0.000771 ***
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.5264 on 21 degrees of freedom
## Multiple R-squared: 0.4236, Adjusted R-squared: 0.3961
## F-statistic: 15.43 on 1 and 21 DF, p-value: 0.0007709
```

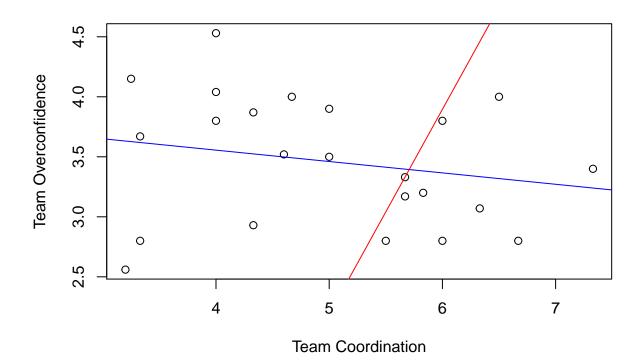


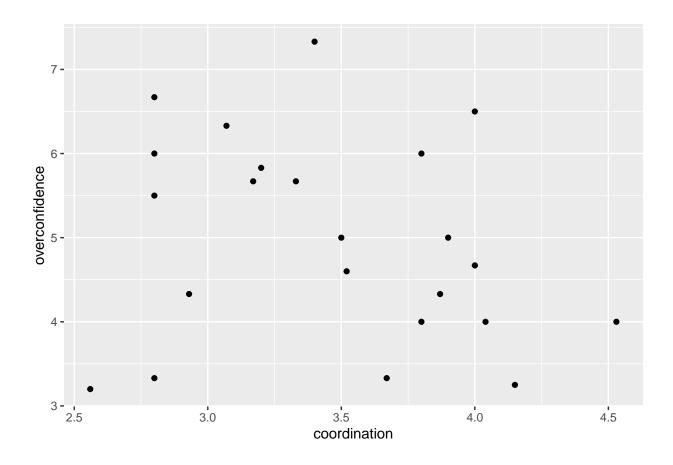


Hypothesis No. 3

H3: Voice Behavior has a moderator effect on the relationship between overconfidence and team coordination

```
##
## Call:
## lm(formula = coordination ~ overconfidence + voice_behavior +
##
       inter, data = teams_voice_interaction)
##
## Residuals:
##
      Min
               1Q Median
## -0.8892 -0.2471 -0.0404 0.3102 0.7715
##
## Coefficients:
##
                 Estimate Std. Error t value Pr(>|t|)
                              3.8966 -1.632
## (Intercept)
                  -6.3579
                                               0.1192
## overconfidence
                   1.7089
                              0.7269
                                       2.351
                                               0.0297 *
## voice_behavior 2.6272
                              0.9888
                                       2.657
                                               0.0156 *
## inter
                  -0.4614
                              0.1846 -2.499
                                               0.0218 *
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.4807 on 19 degrees of freedom
## Multiple R-squared: 0.3075, Adjusted R-squared: 0.1982
## F-statistic: 2.813 on 3 and 19 DF, p-value: 0.06707
## Warning in abline(lm_voice_coordination, col = "red"): only using the first two
## of 4 regression coefficients
```



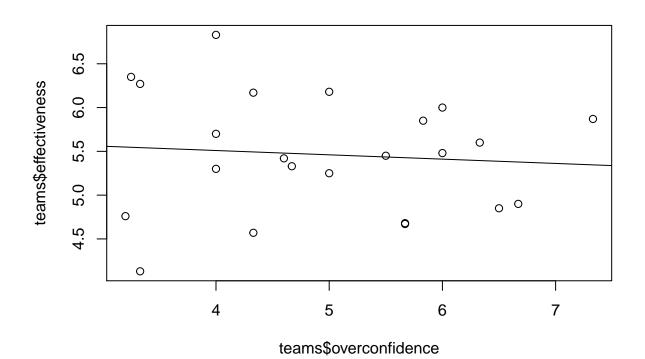


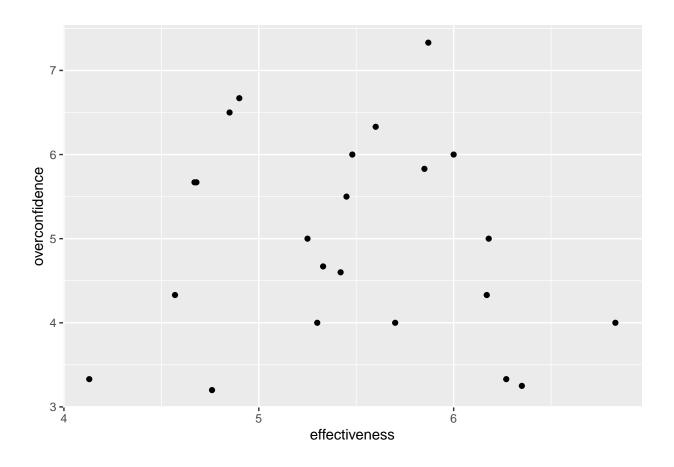
Extra Hypotheses

Hypothesis No. 1 - a

Hx1a: Team Overconfidence has a negative effect on team Effectiveness

```
##
## Call:
## lm(formula = effectiveness ~ overconfidence, data = teams)
##
## Residuals:
##
      Min
               1Q Median
                               ЗQ
                                      Max
  -1.4125 -0.5073 0.0143
                           0.5566
                                   1.3204
##
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                  5.70648
                             0.62380
                                       9.148
                                                9e-09 ***
## overconfidence -0.04923
                             0.12188 -0.404
                                                 0.69
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.6906 on 21 degrees of freedom
## Multiple R-squared: 0.00771,
                                   Adjusted R-squared:
## F-statistic: 0.1632 on 1 and 21 DF, p-value: 0.6903
```

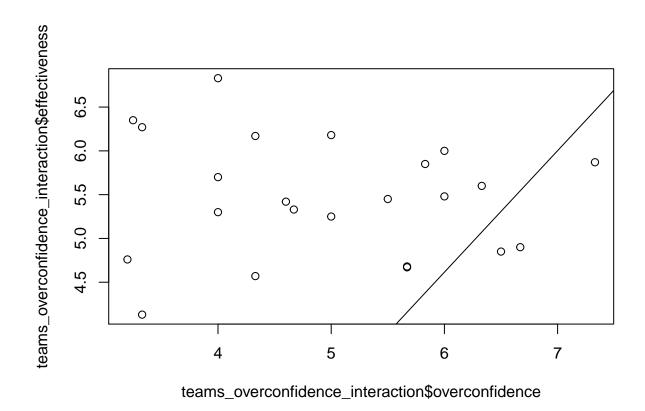


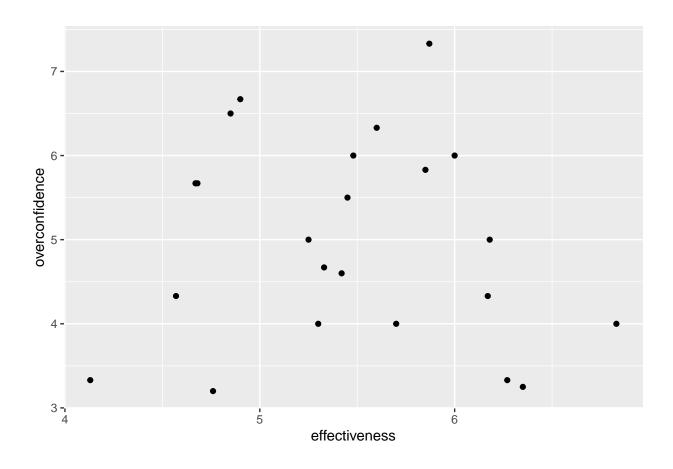


Hypothesis No. 1 - b

Hx1b: Team Overconfidence has a reverse effect on team Effectiveness mediated by team Coordination

```
##
## Call:
## lm(formula = effectiveness ~ overconfidence + coordination +
      inter2, data = teams_overconfidence_interaction)
##
##
## Residuals:
##
       Min
                 1Q
                      Median
                                   3Q
                                           Max
## -0.67371 -0.46438 -0.02151 0.43862 0.55177
##
## Coefficients:
##
                 Estimate Std. Error t value Pr(>|t|)
                              2.7257 -1.362 0.18917
## (Intercept)
                 -3.7121
## overconfidence 1.3878
                              0.5773
                                       2.404 0.02658 *
## coordination
                  2.6678
                              0.7947
                                       3.357 0.00331 **
## inter2
                  -0.4076
                              0.1713 -2.380 0.02796 *
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.4846 on 19 degrees of freedom
## Multiple R-squared: 0.558, Adjusted R-squared: 0.4882
## F-statistic: 7.997 on 3 and 19 DF, p-value: 0.001197
## Warning in abline(lm_overconfidence_effectiveness_coordination): only using the
## first two of 4 regression coefficients
```





Analysis of Internal Reliability

Cronbach's Alpha is used to determine the reliability of the survey used for each variable.

Team Effectiveness

```
## Cronbach's alpha for the 'eff_survey' data-set
##
## Items: 10
## Sample units: 79
## alpha: 0.823
##
## Bootstrap 95% CI based on 1000 samples
## 2.5% 97.5%
## 0.706 0.887
Team Commitment
## Cronbach's alpha for the 'commit_survey' data-set
##
## Items: 5
```

Bootstrap 95% CI based on 1000 samples

Team Performance

2.5% 97.5% ## 0.473 0.850

Sample units: 79 ## alpha: 0.728

```
##
## Cronbach's alpha for the 'commit_survey' data-set
## Items: 5
## Sample units: 79
## alpha: 0.753
## Bootstrap 95% CI based on 1000 samples
## 2.5% 97.5%
## 0.620 0.828
```

Team Coordination

```
## Cronbach's alpha for the 'coord_survey' data-set
## Items: 5
## Sample units: 79
## alpha: 0.67
## Bootstrap 95% CI based on 1000 samples
## 2.5% 97.5%
## 0.499 0.784
```

Team Voice Behavior

```
##
## Cronbach's alpha for the 'voice_survey' data-set
##
## Items: 6
## Sample units: 79
## alpha: 0.85
##
## Bootstrap 95% CI based on 1000 samples
## 2.5% 97.5%
## 0.779 0.893
```

Overconfidence

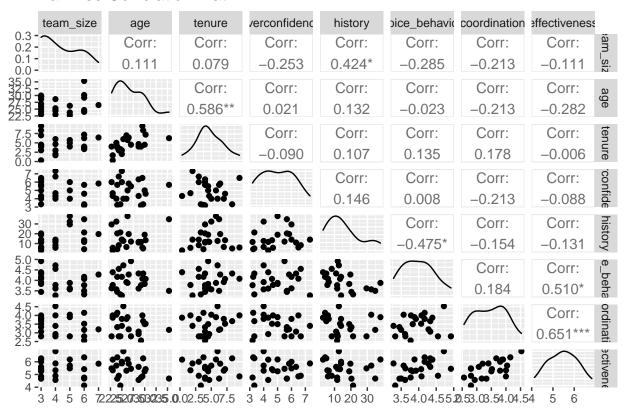
```
##
## Cronbach's alpha for the 'ovconf_survey' data-set
##
## Items: 20
## Sample units: 79
## alpha: 0.607
##
## Bootstrap 95% CI based on 1000 samples
## 2.5% 97.5%
## 0.235 0.765
```

Multiple Regression Backward Elimination of Variables

effectiveness =
$$-0.49 + 0.06(\text{team_size}) - 0.02(\text{age}) - 0.06(\text{tenure}) + 0.02(\text{overconfidence}) + 0.01(\text{history}) + 0.83(\text{voice behavior}) + 0.8(\text{coordination})$$
 (1)

Stage 0: All Variables Included Initial

Pairwise Correlation Matrix



```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data)
##
## Residuals:
##
        Min
                   1Q
                        Median
                                      3Q
                                              Max
##
  -0.62854 -0.22927 -0.03915 0.16603
                                         0.86074
##
## Coefficients:
##
                  Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                   -0.49250
                               2.01881
                                         -0.244
                                                 0.81057
## team_size
                   0.06384
                               0.09287
                                         0.687
                                                 0.50230
                   -0.01548
                               0.04384
                                         -0.353
                                                 0.72891
## age
                   -0.05607
                               0.06438
                                         -0.871
                                                 0.39754
## tenure
## overconfidence
                               0.09439
                                                 0.85467
                   0.01759
                                         0.186
                    0.01310
                               0.01287
                                          1.018
                                                 0.32502
## history
## voice_behavior
                   0.83127
                               0.26915
                                          3.088
                                                 0.00749 **
## coordination
                   0.79609
                               0.22088
                                          3.604
                                                 0.00260 **
```

```
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.4735 on 15 degrees of freedom
## Multiple R-squared: 0.6668, Adjusted R-squared: 0.5113
## F-statistic: 4.289 on 7 and 15 DF, p-value: 0.008611
```

Eliminating Overconfidence

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_overconfidence)
##
## Residuals:
##
       Min
                1Q Median
                                3Q
                                       Max
## -0.59581 -0.23279 -0.03367 0.15673 0.90227
##
## Coefficients:
                Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
               -0.37168 1.85330 -0.201 0.84358
                0.05719
                          0.08310 0.688 0.50121
## team_size
## age
                -0.01540 0.04249 -0.362 0.72179
                          0.06231 -0.911 0.37587
## tenure
                -0.05675
                0.01381 0.01191
## history
                                   1.160 0.26313
## voice behavior 0.83637
                          0.25955
                                   3.222 0.00532 **
## coordination
               ## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.459 on 16 degrees of freedom
## Multiple R-squared: 0.6661, Adjusted R-squared: 0.5408
## F-statistic: 5.319 on 6 and 16 DF, p-value: 0.003449
```

Eliminating Coordination

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_coordination)
##
## Residuals:
##
       Min
                1Q Median
                                 3Q
                                         Max
## -1.02281 -0.36840 0.09421 0.33216 1.15332
##
## Coefficients:
                Estimate Std. Error t value Pr(>|t|)
##
                3.94306 2.11665 1.863 0.0809 .
## (Intercept)
                -0.01723
                           0.11917 -0.145 0.8868
## team_size
## age
                -0.07396
                           0.05386 -1.373 0.1886
## tenure
                 0.02619
                            0.07962
                                    0.329 0.7464
## overconfidence -0.06557
                           0.12106 -0.542 0.5955
## history 0.01427
                           0.01702 0.838 0.4142
## voice_behavior 0.89026
                           0.35533 2.505 0.0234 *
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.6263 on 16 degrees of freedom
## Multiple R-squared: 0.3783, Adjusted R-squared: 0.1452
## F-statistic: 1.623 on 6 and 16 DF, p-value: 0.2048
```

Eliminating Voice Behavior

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_voice_behavior)
##
## Residuals:
##
      Min
              1Q Median
                              3Q
                                    Max
## -0.9608 -0.3387 0.0967 0.4294 0.8673
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                 2.926057 2.090840 1.399 0.18076
                          0.114829 0.416 0.68275
## team_size
                 0.047799
## age
                -0.025175 0.054148 -0.465 0.64825
## tenure
                -0.015705
                          0.078070 -0.201 0.84310
                          0.116287
## overconfidence 0.047276
                                     0.407 0.68972
## history
           -0.004059 0.014377 -0.282 0.78129
## coordination 0.837574 0.273034 3.068 0.00736 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.5864 on 16 degrees of freedom
## Multiple R-squared: 0.455, Adjusted R-squared: 0.2506
## F-statistic: 2.226 on 6 and 16 DF, p-value: 0.09416
```

Eliminating History

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_history)
##
## Residuals:
##
       \mathtt{Min}
                 1Q Median
                                  3Q
                                          Max
## -0.78325 -0.16354 0.01271 0.13269 0.81803
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                 -0.17433 1.99666 -0.087 0.93151
                 0.10072
                            0.08560
                                     1.177 0.25657
## team_size
## age
                 -0.01595
                            0.04388 -0.363 0.72108
## tenure
                 -0.04642
                             0.06375 -0.728 0.47703
## overconfidence 0.04624
                            0.09019
                                      0.513 0.61522
## voice behavior 0.71306
                             0.24306
                                      2.934 0.00974 **
## coordination
                  0.80175
                            0.22105
                                     3.627 0.00227 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.474 on 16 degrees of freedom
## Multiple R-squared: 0.6438, Adjusted R-squared: 0.5103
## F-statistic: 4.82 on 6 and 16 DF, p-value: 0.005457
```

Eliminating Tenure

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_tenure)
##
## Residuals:
##
       \mathtt{Min}
                1Q Median
                                  3Q
                                         Max
## -0.81388 -0.18447 0.03224 0.19101 0.92059
##
## Coefficients:
                Estimate Std. Error t value Pr(>|t|)
##
                0.34513 1.76152 0.196 0.84714
## (Intercept)
                0.05901 0.09200 0.641 0.53031
## team_size
## age
                -0.04003 0.03332 -1.202 0.24703
                                    0.238 0.81460
## overconfidence 0.02229
                            0.09352
                          0.01263
                                    0.906 0.37838
## history
                 0.01145
## voice behavior 0.78368
                            0.26155
                                     2.996 0.00855 **
## coordination
               0.72789
                            0.20497 3.551 0.00266 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.4699 on 16 degrees of freedom
## Multiple R-squared: 0.65, Adjusted R-squared: 0.5187
## F-statistic: 4.952 on 6 and 16 DF, p-value: 0.004823
```

Eliminating Age

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_age)
##
## Residuals:
##
       Min
                 1Q Median
                                  3Q
                                          Max
## -0.61751 -0.21310 -0.02139 0.16785 0.85367
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                -0.96501 1.46974 -0.657 0.520781
                 0.06461
                            0.09027 0.716 0.484427
## team_size
## tenure
                 -0.07069
                            0.04794 -1.475 0.159714
## overconfidence 0.01726
                            0.09177
                                     0.188 0.853173
                            0.01251
                                     1.050 0.309120
## history
                 0.01314
## voice behavior 0.83807
                            0.26101 3.211 0.005452 **
## coordination
                 0.82496
                            0.19950 4.135 0.000777 ***
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.4604 on 16 degrees of freedom
## Multiple R-squared: 0.6641, Adjusted R-squared: 0.5381
## F-statistic: 5.271 on 6 and 16 DF, p-value: 0.003599
```

Eliminating Team Size

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_team_size)
##
## Residuals:
##
       Min
                 1Q Median
                                  3Q
                                          Max
## -0.63126 -0.24063 -0.02852 0.21967 0.90123
##
## Coefficients:
                  Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                 0.028413
                           1.840108
                                     0.015 0.98787
                 -0.016190
                            0.043096 -0.376 0.71209
## age
## tenure
                 -0.053427
                            0.063198 -0.845 0.41036
## overconfidence -0.007364
                            0.085684 -0.086 0.93258
                                     1.420 0.17476
## history
                 0.016548
                           0.011653
## voice behavior 0.820917
                            0.264264
                                     3.106 0.00679 **
## coordination
                 0.759307
                            0.210741 3.603 0.00238 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.4656 on 16 degrees of freedom
## Multiple R-squared: 0.6563, Adjusted R-squared: 0.5275
## F-statistic: 5.093 on 6 and 16 DF, p-value: 0.004234
```

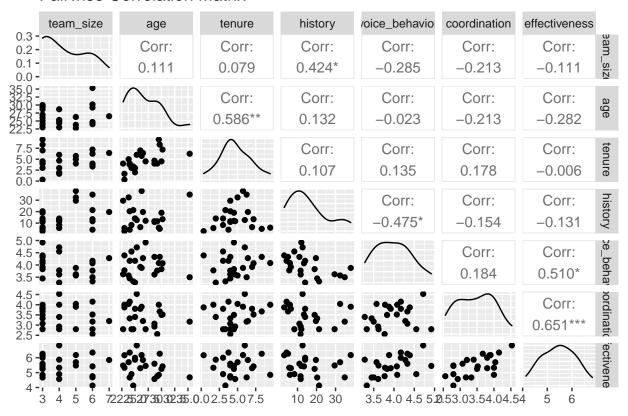
Outcome

Overconfidence is the least correlated with the Effectiveness, so it is eliminated.

effectiveness =
$$-0.37 + 0.06(\text{team_size}) - 0.02(\text{age}) - 0.06(\text{tenure}) + 0.01(\text{history}) + 0.84(\text{voice_behavior}) + 0.79(\text{coordination})$$
 (2)

Stage 1: Overconfidence is Eliminated Initial

Pairwise Correlation Matrix



```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data)
##
## Residuals:
##
       Min
                 1Q
                      Median
  -0.59581 -0.23279 -0.03367 0.15673 0.90227
##
##
## Coefficients:
##
                 Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                 -0.37168
                             1.85330 -0.201 0.84358
## team_size
                  0.05719
                             0.08310
                                       0.688
                                             0.50121
                  -0.01540
                             0.04249
                                      -0.362 0.72179
## age
                  -0.05675
                             0.06231
                                      -0.911 0.37587
## tenure
## history
                  0.01381
                             0.01191
                                       1.160 0.26313
## voice_behavior 0.83637
                             0.25955
                                       3.222 0.00532 **
## coordination
                  0.78602
                             0.20762
                                       3.786 0.00162 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.459 on 16 degrees of freedom
## Multiple R-squared: 0.6661, Adjusted R-squared: 0.5408
## F-statistic: 5.319 on 6 and 16 DF, p-value: 0.003449
```

Eliminating Coordination

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_coordination)
##
## Residuals:
##
       \mathtt{Min}
                 1Q Median
                                  3Q
                                          Max
## -1.09496 -0.31082 0.02896 0.34751 1.00334
##
## Coefficients:
                  Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                 3.686304
                            2.019551 1.825 0.0856 .
                 0.005092
                            0.109471 0.047
                                              0.9634
## team_size
## age
                 -0.077211
                            0.052401 -1.473 0.1589
## tenure
                  0.033039
                            0.076961
                                     0.429 0.6731
                                     0.723 0.4794
                  0.011489
                           0.015885
## history
## voice_behavior 0.872970 0.346460 2.520 0.0220 *
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.6131 on 17 degrees of freedom
## Multiple R-squared: 0.3669, Adjusted R-squared: 0.1807
## F-statistic: 1.97 on 5 and 17 DF, p-value: 0.1351
```

Eliminating Voice Behavior

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_voice_behavior)
##
## Residuals:
##
       Min
                 1Q Median
                                  3Q
                                         Max
## -0.90144 -0.34809 0.02491 0.43369 0.79225
##
## Coefficients:
##
                Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                3.311244
                         1.817518
                                    1.822
                                           0.0861 .
                          0.102969
                                    0.286
## team_size
                0.029456
                                            0.7783
## age
               -0.025118
                          0.052802 -0.476
                                           0.6403
## tenure
               -0.016897
                          0.076076 -0.222
                                           0.8269
## history
               -0.002403
                         0.013445 -0.179
                                           0.8603
## coordination 0.810941 0.258470
                                   3.137 0.0060 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.5718 on 17 degrees of freedom
## Multiple R-squared: 0.4493, Adjusted R-squared: 0.2874
## F-statistic: 2.774 on 5 and 17 DF, p-value: 0.05208
```

Eliminating History

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_history)
##
## Residuals:
##
       Min
                1Q Median
                                  3Q
                                         Max
## -0.71318 -0.16321 -0.01143 0.18738 0.82834
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                0.22441 1.79861 0.125 0.90217
                            0.07973
                                     1.095 0.28867
## team_size
                 0.08733
## age
                 -0.01579
                            0.04292 -0.368 0.71754
## tenure
                 -0.04688
                            0.06235 -0.752 0.46235
                            0.23762
## voice_behavior 0.70917
                                     2.985 0.00833 **
## coordination 0.77362
                            0.20944
                                     3.694 0.00180 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
\#\# Residual standard error: 0.4636 on 17 degrees of freedom
## Multiple R-squared: 0.638, Adjusted R-squared: 0.5315
## F-statistic: 5.992 on 5 and 17 DF, p-value: 0.00226
```

Eliminating Tenure

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_tenure)
##
## Residuals:
##
       Min
                 1Q Median
                                  3Q
                                         Max
## -0.77514 -0.20528 0.02038 0.17158 0.97433
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
                0.51182 1.57131 0.326 0.74861
## (Intercept)
                            0.08236 0.613 0.54806
## team_size
                 0.05048
## age
                 -0.04031
                            0.03236 -1.246 0.22976
## history
                 0.01233
                            0.01174
                                     1.050 0.30821
                                     3.119 0.00625 **
## voice_behavior 0.78944
                            0.25311
## coordination 0.71403
                            0.19102 3.738 0.00164 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.4567 on 17 degrees of freedom
## Multiple R-squared: 0.6487, Adjusted R-squared: 0.5454
## F-statistic: 6.279 on 5 and 17 DF, p-value: 0.001786
```

Eliminating Age

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_age)
##
## Residuals:
##
       \mathtt{Min}
                 1Q Median
                                   3Q
                                          Max
## -0.58544 -0.21699 -0.03302 0.16233 0.89446
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                 -0.84402 1.28346 -0.658 0.519593
                             0.08091 0.718 0.482639
## team_size
                 0.05808
## tenure
                 -0.07129
                             0.04645 -1.535 0.143280
## history
                  0.01385
                             0.01160
                                     1.194 0.249017
                            0.25219
                                      3.343 0.003856 **
## voice_behavior 0.84305
## coordination 0.81494
                             0.18672
                                     4.364 0.000422 ***
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.4471 on 17 degrees of freedom
## Multiple R-squared: 0.6633, Adjusted R-squared: 0.5643
## F-statistic: 6.698 on 5 and 17 DF, p-value: 0.001282
```

Eliminating Team Size

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_team_size)
##
## Residuals:
##
       \mathtt{Min}
                 1Q Median
                                   3Q
                                           Max
## -0.64748 -0.24150 -0.02411 0.22325 0.88290
##
## Coefficients:
##
                  Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                 -0.004267
                             1.747035 -0.002 0.99808
                             0.041810 -0.389 0.70207
## age
                 -0.016266
## tenure
                 -0.052954
                             0.061093 -0.867 0.39813
## history
                  0.016374
                             0.011134
                                      1.471 0.15967
                                      3.218 0.00504 **
## voice_behavior 0.817878
                             0.254126
## coordination
                  0.762367
                             0.201558 3.782 0.00149 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.4518 on 17 degrees of freedom
## Multiple R-squared: 0.6562, Adjusted R-squared: 0.555
## F-statistic: 6.489 on 5 and 17 DF, p-value: 0.001511
```

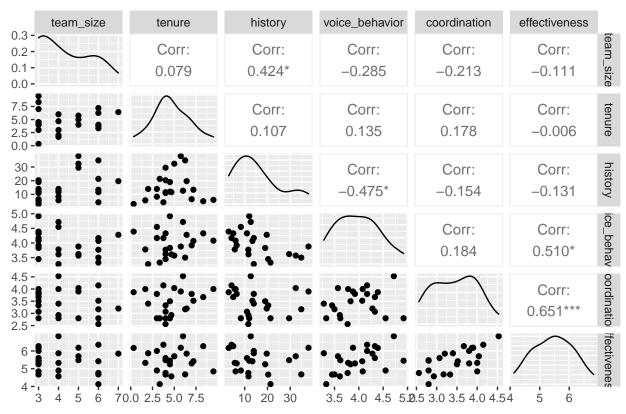
${\bf Outcome}$

Age has the least correlation with the Effectiveness, so it is eliminated.

$$\widehat{\text{effectiveness}} = -0.84 + 0.06(\text{team_size}) - 0.07(\text{tenure}) + 0.01(\text{history}) + 0.84(\text{voice_behavior}) + 0.81(\text{coordination})$$
(3)

Stage 2: Age is Eliminated Initial

Pairwise Correlation Matrix



```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data)
##
## Residuals:
##
       Min
                  1Q
                       Median
  -0.58544 -0.21699 -0.03302 0.16233
                                       0.89446
##
##
## Coefficients:
##
                  Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                  -0.84402
                              1.28346 -0.658 0.519593
## team_size
                  0.05808
                              0.08091
                                       0.718 0.482639
## tenure
                  -0.07129
                              0.04645
                                       -1.535 0.143280
## history
                   0.01385
                              0.01160
                                        1.194 0.249017
## voice_behavior 0.84305
                              0.25219
                                        3.343 0.003856 **
## coordination
                   0.81494
                              0.18672
                                        4.364 0.000422 ***
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.4471 on 17 degrees of freedom
## Multiple R-squared: 0.6633, Adjusted R-squared: 0.5643
## F-statistic: 6.698 on 5 and 17 DF, p-value: 0.001282
```

Eliminating Coordination

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_coordination)
##
## Residuals:
##
       Min
                 1Q Median
                                  3Q
                                          Max
## -1.06289 -0.46376 0.06147 0.38072 0.97927
##
## Coefficients:
                  Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                 1.7857442 1.6037247 1.113 0.2801
                -0.0009279 0.1128976 -0.008
                                               0.9935
## team_size
## tenure
                 -0.0330196 0.0645573 -0.511
                                               0.6152
## history
                  0.0111862 0.0163923 0.682
                                               0.5037
## voice_behavior 0.9201626 0.3560216 2.585 0.0187 *
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
\#\# Residual standard error: 0.6328 on 18 degrees of freedom
## Multiple R-squared: 0.2861, Adjusted R-squared: 0.1274
## F-statistic: 1.803 on 4 and 18 DF, p-value: 0.1723
```

Eliminating Voice Behavior

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_voice_behavior)
##
## Residuals:
##
       \mathtt{Min}
                 1Q Median
                                   3Q
                                           Max
## -0.86416 -0.38862 -0.01612 0.44893 0.78961
##
## Coefficients:
               Estimate Std. Error t value Pr(>|t|)
##
## (Intercept) 2.58509
                         0.96506 2.679 0.0153 *
                           0.10071 0.303
                                            0.7650
## team_size
                0.03056
## tenure
               -0.04020
                           0.05694 -0.706
                                            0.4892
## history
               -0.00256
                           0.01315 -0.195
                                             0.8478
                           0.23303 3.685 0.0017 **
## coordination 0.85866
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
\mbox{\tt \#\#} Residual standard error: 0.5594 on 18 degrees of freedom
## Multiple R-squared: 0.442, Adjusted R-squared: 0.318
## F-statistic: 3.565 on 4 and 18 DF, p-value: 0.02611
```

Eliminating History

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_history)
##
## Residuals:
               1Q Median
##
      Min
                               ЗQ
                                      Max
## -0.7028 -0.2035 -0.0311 0.1975 0.8202
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                 -0.25836 1.19988 -0.215 0.831940
                 0.08832
                             0.07775
                                      1.136 0.270874
## team_size
## tenure
                 -0.06176
                             0.04630 -1.334 0.198876
## voice_behavior 0.71569
                             0.23119
                                       3.096 0.006238 **
## coordination
                  0.80323
                             0.18865
                                      4.258 0.000473 ***
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
\mbox{\tt \#\#} Residual standard error: 0.4524 on 18 degrees of freedom
## Multiple R-squared: 0.6351, Adjusted R-squared: 0.554
## F-statistic: 7.832 on 4 and 18 DF, p-value: 0.0007703
```

Eliminating Tenure

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_tenure)
##
## Residuals:
##
      Min
               1Q Median
                               ЗQ
                                      Max
## -0.9340 -0.2412 -0.1023 0.2372 1.0219
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                 -0.58800 1.31960 -0.446 0.661209
                             0.08356 0.560 0.582410
## team_size
                 0.04679
## history
                  0.01079
                           0.01185
                                     0.910 0.374719
## voice_behavior 0.76557
                             0.25622
                                       2.988 0.007890 **
## coordination 0.76085
                             0.19014 4.002 0.000837 ***
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
\mbox{\tt \#\#} Residual standard error: 0.4636 on 18 degrees of freedom
## Multiple R-squared: 0.6167, Adjusted R-squared: 0.5315
## F-statistic: 7.239 on 4 and 18 DF, p-value: 0.00117
```

Eliminating Team Size

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_team_size)
##
## Residuals:
##
       \mathtt{Min}
                 1Q Median
                                    ЗQ
                                           Max
## -0.63737 -0.29321 -0.04652 0.19393 0.87433
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                 -0.49758
                           1.17312 -0.424 0.676485
                 -0.06826
                             0.04563 -1.496 0.152049
## tenure
## history
                  0.01645
                             0.01087
                                       1.514 0.147395
## voice_behavior 0.82463
                             0.24748
                                       3.332 0.003709 **
## coordination
                  0.79254
                             0.18160
                                       4.364 0.000374 ***
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
\mbox{\tt \#\#} Residual standard error: 0.4411 on 18 degrees of freedom
## Multiple R-squared: 0.6531, Adjusted R-squared: 0.576
## F-statistic: 8.473 on 4 and 18 DF, p-value: 0.0005002
```

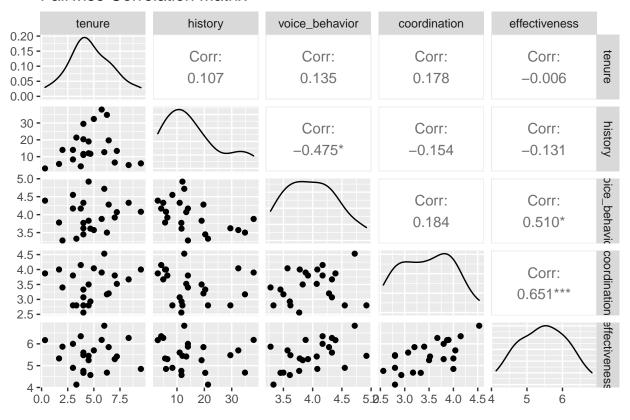
${\bf Outcome}$

Team Size seems to have the least correlation with the Effectiveness, so it is eliminated.

effectiveness =
$$-0.5 - 0.07(\text{tenure}) + 0.02(\text{history}) + 0.82(\text{voice_behavior}) + 0.79(\text{coordination})$$
 (4)

Stage 3: Team Size is Eliminated Initial

Pairwise Correlation Matrix



```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data)
##
## Residuals:
##
                  1Q
                       Median
  -0.63737 -0.29321 -0.04652 0.19393
                                       0.87433
##
##
## Coefficients:
##
                  Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                  -0.49758
                              1.17312 -0.424 0.676485
## tenure
                  -0.06826
                              0.04563
                                       -1.496 0.152049
                   0.01645
                              0.01087
                                        1.514 0.147395
## history
## voice behavior 0.82463
                              0.24748
                                        3.332 0.003709 **
## coordination
                   0.79254
                              0.18160
                                        4.364 0.000374 ***
## Signif. codes: 0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.4411 on 18 degrees of freedom
## Multiple R-squared: 0.6531, Adjusted R-squared: 0.576
## F-statistic: 8.473 on 4 and 18 DF, p-value: 0.0005002
```

Eliminating Coordination

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_coordination)
##
## Residuals:
##
       Min
               1Q Median
                                 3Q
                                         Max
## -1.06317 -0.46415 0.06129 0.38104 0.97964
##
## Coefficients:
                Estimate Std. Error t value Pr(>|t|)
##
                1.78124 1.46690
## (Intercept)
                                    1.214
                                             0.240
## tenure
                -0.03305
                           0.06272 -0.527
                                             0.604
## history
                 0.01114 0.01508 0.739
                                           0.469
## voice_behavior 0.92050
                          0.34421 2.674
                                           0.015 *
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.6159 on 19 degrees of freedom
## Multiple R-squared: 0.2861, Adjusted R-squared: 0.1733
## F-statistic: 2.538 on 3 and 19 DF, p-value: 0.08724
```

Eliminating Voice Behavior

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_voice_behavior)
##
## Residuals:
                1Q Median
##
       Min
                                  ЗQ
                                         Max
## -0.88853 -0.40587 0.03136 0.42534 0.76418
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept) 2.7294401 0.8193399 3.331 0.00351 **
              -0.0389490 0.0554180 -0.703 0.49069
## tenure
## history
             -0.0009833 0.0117871 -0.083 0.93439
## coordination 0.8462506 0.2238636
                                    3.780 0.00127 **
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.5459 on 19 degrees of freedom
## Multiple R-squared: 0.4391, Adjusted R-squared: 0.3506
## F-statistic: 4.959 on 3 and 19 DF, p-value: 0.01042
```

Eliminating History

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_history)
##
## Residuals:
                 1Q Median
##
       Min
                                  3Q
                                         Max
## -0.82767 -0.25254 -0.00891 0.18329 0.76261
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                 0.51162 0.99762
                                     0.513 0.613972
## tenure
                -0.05362
                            0.04609 -1.163 0.259071
## voice_behavior 0.64421
                            0.22416 2.874 0.009719 **
                            0.18649 4.085 0.000631 ***
## coordination
                 0.76176
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.4558 on 19 degrees of freedom
## Multiple R-squared: 0.6089, Adjusted R-squared: 0.5472
## F-statistic: 9.862 on 3 and 19 DF, p-value: 0.0003884
```

Eliminating Tenure

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_tenure)
##
## Residuals:
##
      Min
               1Q Median
                              ЗQ
                                     Max
## -0.9642 -0.2525 -0.1032 0.2415 1.0011
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                -0.31542 1.20418 -0.262 0.796190
                 0.01301
                            0.01096 1.187 0.249904
## history
## voice_behavior 0.75329
                            0.25063 3.006 0.007271 **
                            0.18447 4.036 0.000706 ***
## coordination
                 0.74453
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.4552 on 19 degrees of freedom
## Multiple R-squared: 0.61, Adjusted R-squared: 0.5484
## F-statistic: 9.906 on 3 and 19 DF, p-value: 0.0003788
```

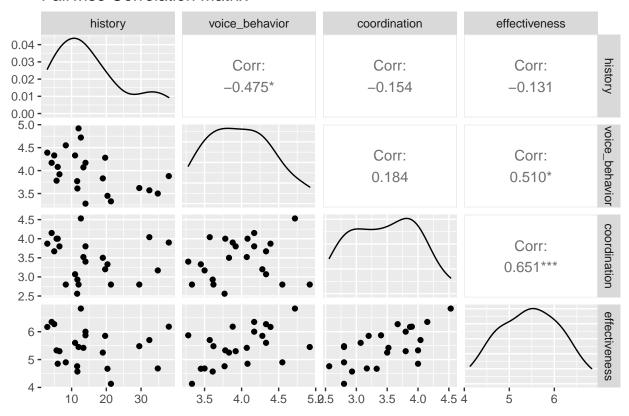
Outcome

The elimination of either History or Tenure seems to reduce the goodness of fit of the model. However, eliminating tenure has less negative effect on the model, so it is excluded.

$$\widehat{\text{effectiveness}} = -0.32 + 0.01(\text{history}) + 0.75(\text{voice_behavior}) + 0.74(\text{coordination})$$
(5)

Stage 4: Tenure is Eliminated Initial

Pairwise Correlation Matrix



```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data)
##
## Residuals:
##
                1Q Median
                               ЗQ
                                      Max
  -0.9642 -0.2525 -0.1032 0.2415
##
                                  1.0011
##
## Coefficients:
##
                 Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                 -0.31542
                             1.20418
                                     -0.262 0.796190
## history
                  0.01301
                             0.01096
                                       1.187 0.249904
## voice_behavior 0.75329
                             0.25063
                                       3.006 0.007271 **
## coordination
                  0.74453
                             0.18447
                                       4.036 0.000706 ***
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.4552 on 19 degrees of freedom
## Multiple R-squared: 0.61, Adjusted R-squared: 0.5484
## F-statistic: 9.906 on 3 and 19 DF, p-value: 0.0003788
```

Eliminating Coordination

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_coordination)
##
## Residuals:
##
       Min
                1Q Median
                                  ЗQ
                                          Max
## -0.99590 -0.50411 -0.02275 0.45202 1.03983
##
## Coefficients:
##
                 Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                1.803285 1.439580 1.253 0.2248
                 0.009582 0.014516 0.660 0.5167
## history
## voice_behavior 0.881934 0.330215
                                      2.671 0.0147 *
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
\#\# Residual standard error: 0.6047 on 20 degrees of freedom
## Multiple R-squared: 0.2756, Adjusted R-squared: 0.2032
## F-statistic: 3.805 on 2 and 20 DF, \, p-value: 0.03978
```

Eliminating Voice Behavior

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_voice_behavior)
##
## Residuals:
                 1Q Median
##
       \mathtt{Min}
                                  ЗQ
                                          Max
## -1.06932 -0.46020 0.02627 0.45303 0.61752
##
## Coefficients:
##
               Estimate Std. Error t value Pr(>|t|)
## (Intercept)
              2.67193
                        0.80486 3.320 0.00342 **
               -0.00213
                          0.01153 -0.185 0.85524
## history
## coordination 0.81504
                          0.21662 3.763 0.00123 **
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
##
\#\# Residual standard error: 0.5389 on 20 degrees of freedom
## Multiple R-squared: 0.4246, Adjusted R-squared: 0.367
## F-statistic: 7.378 on 2 and 20 DF, p-value: 0.003981
```

Eliminating History

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_history)
##
## Residuals:
##
       \mathtt{Min}
                 1Q Median
                                   ЗQ
                                           Max
## -1.06368 -0.32158 0.07167 0.24025 0.88613
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                   0.4877
                            1.0062 0.485 0.633136
## voice_behavior
                   0.6166
                              0.2249
                                      2.742 0.012562 *
## coordination
                   0.7276
                              0.1858 3.916 0.000856 ***
## ---
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
\#\# Residual standard error: 0.4598 on 20 degrees of freedom
## Multiple R-squared: 0.5811, Adjusted R-squared: 0.5392
## F-statistic: 13.87 on 2 and 20 DF, p-value: 0.0001665
```

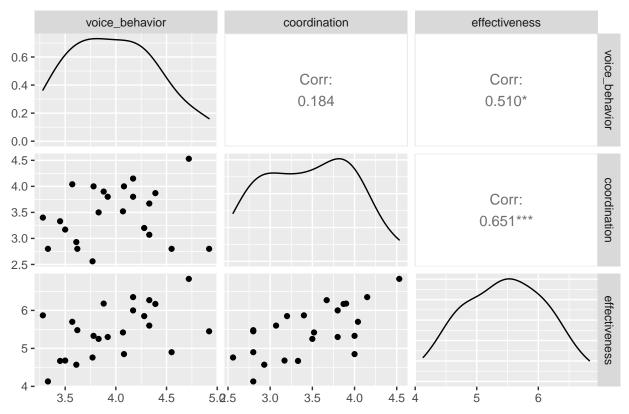
${\bf Outcome}$

History has the least correlation with the Effectiveness, so it is eliminated.

$$\widehat{\text{effectiveness}} = 0.49 + 0.62(\text{voice_behavior}) + 0.73(\text{coordination})$$
(6)

Stage 5: History is Eliminated Initial

Pairwise Correlation Matrix



```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data)
##
## Residuals:
##
        Min
                  1Q
                       Median
  -1.06368 -0.32158 0.07167 0.24025
##
                                        0.88613
##
## Coefficients:
##
                  Estimate Std. Error t value Pr(>|t|)
## (Intercept)
                    0.4877
                               1.0062
                                        0.485 0.633136
## voice_behavior
                    0.6166
                               0.2249
                                        2.742 0.012562 *
## coordination
                               0.1858
                                        3.916 0.000856 ***
                    0.7276
## Signif. codes:
                  0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.4598 on 20 degrees of freedom
## Multiple R-squared: 0.5811, Adjusted R-squared: 0.5392
## F-statistic: 13.87 on 2 and 20 DF, p-value: 0.0001665
```

Eliminating Coordination

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_coordination)
##
## Residuals:
##
      Min
              1Q Median
                              ЗQ
                                     Max
## -1.0047 -0.4724 -0.0942 0.4638 0.9540
##
## Coefficients:
                 Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                   2.3627
                           1.1480 2.058 0.0522 .
## voice_behavior 0.7785
                             0.2867 2.715 0.0130 *
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.5965 on 21 degrees of freedom
## Multiple R-squared: 0.2598, Adjusted R-squared: 0.2246
## F-statistic: 7.372 on 1 and 21 DF, p-value: 0.01297
```

Eliminating Voice Behavior

```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data_except_voice_behavior)
##
## Residuals:
##
       Min
                1Q Median
                                  ЗQ
                                          Max
## -1.05262 -0.44615 0.03993 0.46061 0.63838
##
## Coefficients:
               Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                2.6177 0.7321 3.576 0.001784 **
## coordination 0.8212
                           0.2090 3.928 0.000771 ***
## Signif. codes: 0 '***' 0.001 '**' 0.05 '.' 0.1 ' ' 1
## Residual standard error: 0.5264 on 21 degrees of freedom
## Multiple R-squared: 0.4236, Adjusted R-squared: 0.3961
## F-statistic: 15.43 on 1 and 21 DF, p-value: 0.0007709
```

Outcome

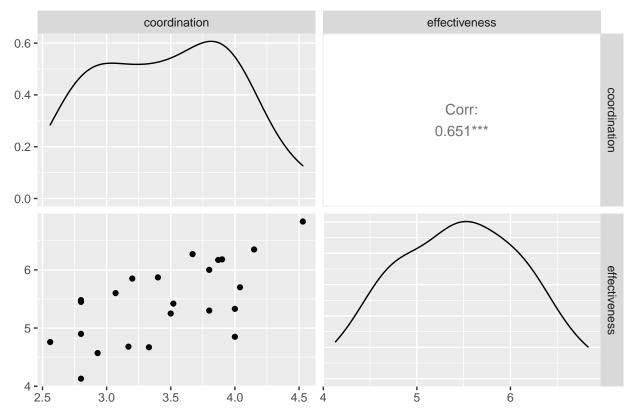
Eliminating Voice Behavior has less detrimental effect on Adjusted R-Sqaured, so it is eliminated.

$$\widehat{\text{effectiveness}} = 2.62 + 0.82(\text{coordination})$$
(7)

Stage 6: Voice Behavior is Eliminated

At this point, the model only includes one independant variable which is Coordination.

Pairwise Correlation Matrix



```
##
## Call:
## lm(formula = effectiveness ~ ., data = core_data)
##
## Residuals:
##
        Min
                  1Q
                       Median
                                    3Q
                                             Max
  -1.05262 -0.44615
                     0.03993 0.46061
                                        0.63838
##
##
## Coefficients:
                Estimate Std. Error t value Pr(>|t|)
##
## (Intercept)
                  2.6177
                             0.7321
                                      3.576 0.001784 **
                             0.2090
                                      3.928 0.000771 ***
## coordination
                  0.8212
##
## Signif. codes:
                   0 '***' 0.001 '**' 0.01 '*' 0.05 '.' 0.1 ' ' 1
##
## Residual standard error: 0.5264 on 21 degrees of freedom
## Multiple R-squared: 0.4236, Adjusted R-squared: 0.3961
## F-statistic: 15.43 on 1 and 21 DF, p-value: 0.0007709
```

Results

The table of independant variables in order of their predictive power (highest to lowest) is as follows:

Rank	Variable
1	Coordination
2	Voice Behavior
3	History
4	Tenure
5	Team Size
6	Age
7	Overconfidence

The optimal model (model with highest adjusted R-Squared) is as follows:

effectiveness =
$$-0.5 - 0.07$$
(tenure) + 0.02 (history) + 0.82 (voice_behavior) + 0.79 (coordination) (8)

Conclusion

Appendix A: Aggregated Data From Teams That Participated

##		team	org		e response_rate	_		tenure
##		•	qX0d3XD	;	0.67		2 26.00	7.00
##		OlvA1P1	-		1 0.75		3 25.33	6.00
##			oXoqeP0		1.00		3 24.00	
##			Kl3zeP6		1 0.75		3 25.00	2.00
##			ylrepPL		0.83		5 29.20	4.00
##		-	2PJKk10		0.67		2 29.50	9.50
##			VxWvAXy		0.75		3 24.33	3.00
##		-	OxAoGlQ		0.75		3 28.67	4.67
##			5x02qXW		0.67		4 24.00	3.75
		5P88oP9	-		0.86		6 26.50	6.42
##		4xdmYPE			1.00		3 29.67	8.33
##		YXmyDXN	-		0.67		2 25.00	3.00
##		DPpkGx8	-		1 0.75		3 23.00	1.67
##		8xNAJXm	-		1.00		5 23.80	5.00
##		ml4MwXj			5 0.80 3 1.00		4 22.75	4.00
##		gxwyalv ylrepPL					3 28.67 2 30.00	4.00
##		2PJKk10			3 0.67 3 1.00		3 23.00	4.50 0.33
##		VxWvAXy			0.83		5 30.20	7.20
##		OxAoG1Q			0.67		2 27.00	4.50
		rX1dnlb			0.80		4 26.25	5.75
		5x02qXW			0.50		3 24.67	3.33
		JlBJYlN			1.00		6 35.33	6.25
##					oice_behavior o			
##	1		4.00	6.50	3.92	3.80		5.30
##			4.00	12.67	4.72	4.53		5.83
##			5.67	20.33	3.45	3.33		1.67
##			7.33	14.00	3.28	3.40		5.87
##	5		3.20	11.60	3.77	2.56	4	1.76
##	6		6.50	6.00	4.08	4.00	4	1.85
##	7		6.67	8.33	4.55	2.80	4	1.90
##	8		4.33	11.67	3.61	2.93	4	1.57
##	9		3.25	4.25	4.17	4.15	6	3.35
##	10		5.83	19.67	4.28	3.20		5.85
##	11		3.33	5.00	4.33	3.67	6	5.27
	12		6.00	14.00	4.17	3.80		5.00
##	13		4.67	5.67	3.78	4.00	Ę	5.33
	14		4.00	32.40	3.57	4.04		5.70
	15		6.00	29.50	3.62	2.80		5.48
	16		6.33	11.00	4.33	3.07		5.60
	17		5.00	19.00	3.83	3.50		5.25
	18		4.33	3.00	4.39	3.87		5.17
	19		4.60	13.40	4.07	3.52		5.42
	20		5.50	12.00	4.92	2.80		5.45
	21		5.00	38.00	3.88	3.90		5.18
	22		3.33	21.33	3.33	2.80		1.13
##	23		5.67	34.83	3.50	3.17	2	1.68

Appendix B: Data From Actual Survey Responses

1 1							J	1		
##	id	team	eff_q1	eff_q2	eff_q3	eff_q4	eff_q5	eff_q6	eff_q7	eff_q8
## 1	KPjenx7	VxWVZXy	6	7	6	6	6	6	6	6
## 2	8XM1vXy	VxWVZXy	5	3	5	6	3	5	6	6
## 3	WXzONPm	OlvA1P1	7	7	7	7	7	7	7	7
## 4	GxD15PN	OlvA1P1	7	2	7	7	7	7	7	7
## 5	YxeoLl9	OlvA1P1	7	7	7	7	7	7	7	7
## 6	zP7KkP8	J1Bq3PN	7	5	7	7	7	6	7	6
## 7	5P88MP9	5xOnMXW	6	5	3	4	4	2	3	2
## 8	RXKYnPe	5xOnMXW	6	5	4	7	2	5	5	6
## 9	OxAJGPQ	J1Bq3PN	6	6	7	7	7	4	6	6
## 10) 5xOnqXW	J1Bq3PN	6	6	6	7	6	5	4	5
## 11	L JlBqYPN	5xOnMXW	6	6	5	7	4	5	5	6
## 12	2 8XM1qXy	${\tt ml4MwXj}$	6	5	7	7	6	6	3	6
## 13	3 WXzOpPm	${\tt ml4MwXj}$	5	6	7	7	7	4	6	4
	1 Yxeo019	-	6	6	6	6	5	4	5	5
## 15	zP7KKP8	5x02qXW	7	6	6	7	5	4	3	5
	5 5P88oP9		7	7	6	7	5	4	3	5
	7 RXKY8Pe	-	6	4	6	7	6	6	5	6
	BXqe5Xb		6	1	6	7	5	5	6	6
	9 EXnKYxg		7	1	6	7	3	7	5	7
	NP97vXA	•	7	3	6	7	5	6	5	6
	l GlgNzPg	-	6	7	7	7	7	6	7	6
	2 oPGYjXz	_	6	6	5	6	4	5	5	4
## 23	3 VX2m619	8xNAJXm	7	7	7	7	5	6	7	7
	1 JPRoKly		7	6	7	7	4	3	5	5
	5 YXmyDXN		6	5	6	6	1	6	5	6
	5 DPpkGx8		6	5	6	5	4	5	6	5
	7 2PyOwXW		6	5	5	5	4	4	6	5
	3 mPZ9Yxv	_	6	3	5	6	4	6	5	6
## 29	9 8xNAJXm	KPjegx7	3	6	6	7	5	4	3	5
) WlQnRXO	-	5	1	5	7	3	6	6	6
	l Bl6eNPb		6	6	3	7	2	2	5	5
	2 qX0d3XD		7	1	5	7	4	7	6	7
	3 ml4MwXj		6	2	7	7	7	4	6	7
	1 71EA91Q		5	5	6	7	5	6	5	5
	oXoqeP0	•	6	6	3	6	6	5	6	2
	5 jXVAWle		7	5	7	7	6	6	7	7
	7 8PYv81L		6	6	7	7	6	7	7	7
	3 ePbaqxJ		7	4	7	7	6	6	6	5
	9 rlLNAx2		6	2	7	6	6	6	6	7
) gxwyalv		6	6	7	7	6	6	6	6
	l ylrepPL		6	4	7	7	7	5	6	5
	2 2PJKk10		7	6	7	7	6	5	6	4
	RX5ybX0		7	6	7	7	6	7	7	7
	1 VxWvAXy		7	2	7	7	6	7	6	6
	5 Olv9DP1		7	5	7	7	5	6	1	7
	6 OxAoGlQ		7	6	6	7	4	5	4	5
	7 rX1dnlb		7	7	7	7	5	5	4	6
	3 5x02qXW		6	7	6	7	6	5	6	6
) JIBJYIN	_	7	7	1	6	1	6	5	1
	KPjEgx7	-	7	6	7	7	6	6	4	6
## 51	${\sf L}$ ${\sf WXzqplm}$	5x02qXW	5	3	5	6	2	3	4	5

		GxDEwPN	-	5	5	6	7	4	5	4	6
		Yxe40X9	-	5	5	6	6	3	4	5	4
##		k7lkqxD		6	6	6	7	4	5	3	5
##		5GlgzPg		7	7	7	7	6	6	6	5
##		${\tt roPGjxz}$		6	3	7	6	5	6	6	6
##	57	GVX26X9	4xdmYPE	7	7	7	7	7	7	7	7
##		D4xdYPE		1	1	1	1	1	1	1	1
##	59	${\tt wJPRKly}$	gxwyalv	7	2	7	7	7	7	5	7
##	60	${\tt VYXmDlN}$	DPpkGx8	6	3	6	7	5	6	5	6
##	61	${\tt M8xNJxm}$	${\tt ml4MwXj}$	5	4	7	7	6	4	4	6
##	62	3B16N1b	ml4MwXj	6	7	7	7	5	6	5	6
##	63	zml4wPj	rX1wnPb	6	2	1	7	1	1	4	4
##	64	N71E91Q	ylrepPL	6	6	6	7	4	5	6	6
##	65	1oXoeP0	VxWvAXy	6	5	6	6	6	5	6	5
##		aKl3ex6	_	6	5	5	7	2	5	6	6
##		eYXaMXq	•	6	6	6	7	6	7	7	6
##		yjXVWxe		6	5	5	7	2	5	5	5
##		E8PY8xL		7	6	6	7	6	7	7	7
##		1ePbqxJ		7	7	7	7	7	1	6	6
		GylrpxL		7	6	6	7	5	6	5	6
		7RX5bx0		6	5	7	7	5	5	6	5
		oVxWAly	•	5	3	2	7	1	5	4	5
		eOlvDx1	_	7	4	7	7	6	7	4	7
		yOxAG1Q	•	6	6	7	7	6	6	6	6
		ZrX1nxb		7	7	7	7	7	7	7	6
		K5x0q1W		6	5	4	7	5	5	5	6
##		mJlBYPN		6	6	6	6	5	6	5	4
$\pi\pi$											
##											
		mKPjgl7	JlBJYlN	7	5	6	7	5	5	5	6
##	79	mKPjgl7 eff_q9	JlBJYlN eff_q10	7 coord_q1	5 coord_q2	6	7 13 coc	5 ord_q4	5 coord_q5	5	6 q1
## ##	79 1	mKPjgl7 eff_q9 6	J1BJY1N eff_q10 4	7 coord_q1 5	5 coord_q2 2	6	7 13 coc 3	5 ord_q4 4	5 coord_q5	5	6 q1 4
## ## ##	79 1 2	mKPjgl7 eff_q9 6 6 5	J1BJY1N eff_q10 4 3	7 coord_q1 5	5 coord_q2 2	6	7 13 coc 3 4	5 ord_q4 4 4	5 coord_q5 4 3	5	6 4 5
## ## ## ##	79 1 2 3	mKPjgl7 eff_q9 6 6 5 7	JlBJYlN eff_q10 4 3 7	7 coord_q1 5 5	5 coord_q2 2 4	6	7 13 coo 3 4 5	5 ord_q4 4 4 5	5 coord_q5 4 3 4	5	6 4 5 5
## ## ## ##	79 1 2 3 4	mKPjgl7 eff_q9 6 6 5 7	JlBJYlN eff_q10 4 3 7	7 coord_q1 5 5 5 5	5 coord_q2 2 4 4	6	7 13 coo 3 4 5	5 ord_q4 4 4 5 5	5 coord_q5 4 3 4	5	6 Q1 4 5 5
## ## ## ## ##	79 1 2 3 4 5	mKPjgl7 eff_q9 6 6 5 7 7	JlBJY1N eff_q10 4 3 7 7	7 coord_q1 5 5 5 5	5 coord_q2 2 4 4 4	6	7 4 5 4 5	5 ord_q4 4 4 5 5	5 coord_q5 4 3 4 4	5	6 4 5 5 4 5
## ## ## ## ##	79 1 2 3 4 5 6	mKPjg17 eff_q9 6 6 5 7 7 7	J1BJY1N eff_q10 4 3 7 7 7 6	7 coord_q1 5 5 5 5 5 5	5 coord_q2 2 4 4 4 4	6	7 13 coc 3 4 5 4 5 2	5 ord_q4 4 4 5 5 5	5 coord_q5 4 3 4 4 4 4	5	6 A1 4 5 5 4 5 2
## ## ## ## ## ##	79 1 2 3 4 5 6 7	mKPjgl7 eff_q9 6 6 5 7 7 7 6	J1BJY1N eff_q10 4 3 7 7 6 5	7 coord_q1 5 5 5 5 5 4 4	5 coord_q2 2 4 4 4 4 1 1	6	7 13 cood 3 4 5 4 5 2 2	5 ord_q4 4 5 5 5 4	5 coord_q5 4 3 4 4 4 4	5	6 A1 4 5 5 4 5 2 3
## ## ## ## ## ##	79 1 2 3 4 5 6 7 8	mKPjg17 eff_q9 6 5 7 7 7 6 2	J1BJY1N eff_q10 4 3 7 7 7 6 5 4	7 coord_q1 5 5 5 5 5 4 4 4	5 coord_q2 4 4 4 4 1 4	6	7 43 cood 3 4 5 4 5 2 2	5 ord_q4 4 5 5 4 5	5 coord_q5 4 3 4 4 4 4 4 2	5	6 q1 4 5 5 4 5 2 3 3 3
## ## ## ## ## ## ##	79 1 2 3 4 5 6 7 8 9	mKPjg17 eff_q9 6 5 7 7 7 6 2 6	J1BJY1N eff_q10 4 3 7 7 7 6 5 4 6	7 coord_q1 5 5 5 5 5 4 4 4 3	5 coord_q2 2 4 4 4 4 1 4 2 2	6	7 43 coo 3 4 5 4 5 2 2 2	5 ord_q4 4 4 5 5 5 4 4 4	5 coord_q5 4 3 4 4 4 4 4 2 3	5	6 11 4 5 5 5 4 5 2 3 3 4
## ## ## ## ## ## ##	79 1 2 3 4 5 6 7 8 9 10	mKPjg17 eff_q9 6 5 7 7 7 6 2 6 4	J1BJY1N eff_q10 4 3 7 7 7 6 5 4 6 4	7 coord_q1 5 5 5 5 5 4 4 4 3 4 3	5 coord_q2 4 4 4 4 1 4 2 2	6	7 43 coo 3 4 5 4 5 2 2 2 2 4 4	5 ord_q4 4 4 5 5 5 4 4 4 4	5 coord_q5 4 3 4 4 4 4 4 2 3 4	5	6 q1 4 5 5 5 4 5 2 3 3 4 4 4
## ## ## ## ## ## ##	79 1 2 3 4 5 6 7 8 9 10 11	mKPjgl7 eff_q9 6 5 7 7 7 6 2 6 4 4 5	J1BJY1N eff_q10 4 3 7 7 6 5 4 6 4 5	7 coord_q1 5 5 5 5 5 4 4 4 3 4	5 coord_q2 4 4 4 4 1 4 2 2 4 4	6	7 43 coc 3 4 5 4 5 2 2 2 2 4 4 4	5 ord_q4 4 4 5 5 4 4 4 4 3	5 coord_q5 4 3 4 4 4 4 4 2 3 4 3	5	6 11 4 5 5 5 4 5 2 3 3 4 4 4 4
## ## ## ## ## ## ## ##	79 1 2 3 4 5 6 7 8 9 10 11 12	mKPjgl7 eff_q9 6 5 7 7 7 6 2 6 4 4 5 3	J1BJY1N eff_q10 4 3 7 7 6 5 4 6 4 5 4	7 coord_q1 5 5 5 5 4 4 3 4 3 4 2	5 coord_q2 4 4 4 4 1 4 2 2 4 4 3	6	7 q3 coc 3 4 5 4 5 2 2 2 2 4 4 4 1	5 ord_q4 4 4 5 5 4 4 4 4 3 4	5 coord_q5 4 3 4 4 4 4 2 3 4 3 2	5	6 q1 4 5 5 5 4 5 2 3 3 4 4 4 4 5 5
## ## ## ## ## ## ## ## ## ## ## ## ##	79 1 2 3 4 5 6 7 8 9 10 11 12 13	mKPjgl7 eff_q9 6 5 7 7 7 6 2 6 4 4 5 3 6	J1BJY1N eff_q10 4 3 7 7 6 5 4 6 4 5 4 4	7 coord_q1 5 5 5 5 5 4 4 3 4 3 4 2	5 coord_q2 4 4 4 4 1 4 2 2 2 4 4 3 3	6 coord_c	7 13 coc 3 4 5 4 5 2 2 2 4 4 4 1 5	5 ord_q4 4 4 5 5 4 4 4 4 3 4 2	5 coord_q5 4 3 4 4 4 4 2 3 4 3 2 3	5	6 q1 4 5 5 4 5 2 3 3 4 4 4 5 2 2 3 2 2
## ## ## ## ## ## ## ## ## ## ## ## ##	79 1 2 3 4 5 6 7 8 9 10 11 12 13 14	mKPjgl7 eff_q9 6 5 7 7 7 6 2 6 4 4 5 3 6 3	J1BJY1N eff_q10 4 3 7 7 7 6 5 4 6 4 5 4 5	7 coord_q1 5 5 5 5 4 4 3 4 3 4 2 1 3	5 coord_q2 4 4 4 4 1 4 2 2 2 4 4 3 3	6 coord_c	7 13 cood 3 4 5 4 5 2 2 2 4 4 4 4 1 5 3	5 ord_q4 4 4 5 5 4 4 4 4 3 4 2 3	5 coord_q5 4 3 4 4 4 4 2 3 4 3 2 3 2	5	6 11 4 5 5 4 5 2 3 3 4 4 4 5 2 5 5 2 5 5 2 5 5 6 7 7 8 7 8 7 8 7 8 7 8 7 8 7 8 7 8 7 8
## ## ## ## ## ## ## ## ## ## ## ## ##	79 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15	mKPjgl7 eff_q9 6 5 7 7 7 6 2 6 4 4 5 3 6	J1BJY1N eff_q10 4 3 7 7 7 6 5 4 6 4 5 4 4 5	7 coord_q1 5 5 5 5 4 4 3 4 3 4 2 1 3 3	5 coord_q2 4 4 4 4 1 4 2 2 2 4 4 3 3 2 4	6 coord_c	7 13 cood 3 4 5 4 5 2 2 2 4 4 4 1 5 3 2	5 ord_q4 4 4 5 5 5 4 4 4 4 3 3 4 2 3 3	5 coord_q5 4 3 4 4 4 4 2 3 4 3 2 3 2 2	5	6 11 4 5 5 4 5 2 3 3 4 4 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5
## ## ## ## ## ## ## ## ## ## ## ## ##	79 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16	mKPjgl7 eff_q9 6 5 7 7 7 6 2 6 4 4 5 3 6 3 2 1	J1BJY1N eff_q10 4 3 7 7 7 6 5 4 6 4 5 4 4 5 4 4	7 coord_q1 5 5 5 5 4 4 3 4 3 4 2 1 3 3 3	5 coord_q2 4 4 4 4 1 4 2 2 2 4 4 3 3 3 2 4	6 coord_c	7 43 cood 3 4 5 4 5 2 2 2 4 4 4 1 5 3 2 2	5 ord_q4 4 4 5 5 5 4 4 4 4 3 3 3 3 3	5 coord_q5 4 3 4 4 4 4 2 3 4 3 2 2 3 2 2	5	6 11 4 5 5 4 5 2 3 3 4 4 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5
## # # # # # # # # # # # # # # # # # #	79 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17	mKPjgl7 eff_q9 6 5 7 7 7 6 2 6 4 4 5 3 6 3 2 1 6	J1BJY1N eff_q10 4 3 7 7 7 6 5 4 6 4 5 4 4 5	7 coord_q1 5 5 5 5 4 4 3 4 2 1 3 3 3 4	5 coord_q2 4 4 4 4 1 4 2 2 4 4 3 3 3 2 4 4 2	6 coord_c	7 43 cood 3 4 5 4 5 2 2 2 4 4 4 1 5 3 2 2 4	5 ord_q4 4 4 5 5 5 4 4 4 4 3 3 3 3 4 4	5 coord_q5 4 3 4 4 4 4 4 2 3 4 3 2 2 3 2 2 2 2	5	6 11 4 5 5 4 5 2 3 3 4 4 4 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5
## # # # # # # # # # # # # # # # # # #	79 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18	mKPjgl7 eff_q9 6 5 7 7 7 6 2 6 4 4 5 3 6 3 2 1 6 4	JIBJYIN eff_q10 4 3 7 7 6 5 4 6 4 5 4 4 5 4 4 5 4	7 coord_q1 5 5 5 5 4 4 3 4 2 1 3 3 4 4 4	5 coord_q2 4 4 4 4 1 4 2 2 4 4 3 3 3 2 4 2 4 3	6 coord_c	7 13 cood 3 4 5 4 5 2 2 2 4 4 1 5 3 2 2 4 3	5 ord_q4 4 4 5 5 4 4 4 4 3 3 4 4 4 4 4 4 4	5 coord_q5 4 3 4 4 4 4 2 3 4 3 2 2 3 2 2 2 3	5	6 q1 4 5 5 4 5 2 3 3 4 4 4 5 5 5 5 3 3 4 5 5 5 5 5 5 5 5
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##	42	250	120	80	50
##	43	1100	900	95	80
##	44	1800	1500	50	40
##	45	1000	80	120	80
##	46	25000	20000	100	80
##	47	650	400	55	43
##	48	1000	800	60	50
##	49	13000	900	60	40
##	50	1000	900	50	45
##	51	1200	900	55	45
##	52	500	100	8	3
##	53	900	700	50	40
##	54	900	800	50	40
##	55	1000	998	55	45
##	56	1000	900	60	50
##	57	950	900	53	48
##	58	9	9	9	9
##	59	1000	999	60	59
##	60	900	800	150	100
##	61	650	400	50	40
##	62	600	400	60	50
##	63	1000	900	17	16
##	64	1000	700	100	90
##	65	30000	5000	1400	89
##	66	1200	700	60	50
##	67	1000	900	62	59
##	68	1200	800	75	50
##	69	1100	950	60	50
##	70	1000	900	100	40
##	71	1100	950	130	70
##	72	1000	900	50	40
##	73	950	890	80	50
##	74	1000	999	60	50
##	75	920	850	52	45
##	76	750	700	40	30
##	77	900	890	55	52
##	78	990	900	55	40
##	79	1800	1200	85	75

Appendix C: R Version

```
-
x86_64-pc-linux-gnu
## platform
                 x86_64
## arch
                 linux-gnu
## os
## system
                 x86_64, linux-gnu
## status
## major
                 3
## minor
                 6.3
## year
                 2020
## month
                 02
                 29
## day
                 77875
## svn rev
## language
                 R
## version.string R version 3.6.3 (2020-02-29)
                 Holding the Windsock
## nickname
```

Appendix D: R Packages