

# Team Learning Inventory (TLI)

## Summary Document

### Converging Dimension (task oriented)

Definition: This dimension is the extent to which the team engages in decisions and is driven by agendas or directions that are related to the task or team's purpose. This dimension includes those task or purpose-focused interactions that help the team accomplish a task, goal or objective. There are three aspects to this dimension of team interaction.

#### Aspects:

**Understanding:** clarifies goals and purposes; supports the development of a shared mental model; knows how the team fits into the larger system

**Action:** gets things done; is results oriented and practical, efficient, productive, punctual; well prepared; has effective communication; acts on decisions

**Planning:** has good project management skills (agendas, timelines, adherence to clear roles and responsibilities and the team plan); manages task-oriented conflict respectfully and in a healthy way; has collaborative decision-making

### Diverging Dimension (non-task oriented)

Definition: This dimension is the extent to which a team is engaged in valuing one another and connecting with one another because team members have the freedom to be individuals and relate to each other. This dimension includes those non-task team interactions that affect the socio-emotional dynamics in a team. There are five aspects to this dimension of team interaction.

#### Aspects:

**Engagement:** actively involved in team discussions; committed to team norms; manages non-task conflict respectfully and in a healthy way; manages the perspectives of all professions in the team; is cognitively and emotionally engaged

**Active Listening:** takes time to listen to understand how issues are framed; is aware of perspectives of other members and professions represented in the team; allows others to express views; restates issues to ensure accuracy

**Individuality:** ensures other have freedom to express uniqueness of diverse life experiences, knowledge, skills, perspectives, expertise, education, training, profession and work

**Relationality:** cares and is concerned about other members; has mutual regard; decenters; adapts to other's needs and values; works collaboratively with others

**Solidarity:** ensures that members are equals and peers; is conscientious and concerned about team as a whole; has team-mindedness; supports team identity and values; supports team bonding; ensures all members fit into the team

## Power and Influence Dimension

Definition: This dimension is the extent to which members of the team have equal ability and opportunity to influence and contribute to the team's purpose, goals and tasks.

Young teams can have strong leadership from a legitimate leader of the team. In mature teams the leadership is shared and members contribute to exceed the expectations or requirements of the team. Members feel they influence the team's purpose and goals while also being able to contribute to the team and not just completing tasks assigned.

Aspect:

**Power/Influence:** demonstrates shared leadership; demonstrates situational awareness; creates a space where every member feels they are equal in their ability to contribute to the goals and purposes of the team

## Openness

Definition: This dimension is the extent to which members focus on issues or ideas that are of interest or concern to individual members or the group as a whole. This dimension is focused on how safe and accepted team members feel in terms of promoting behaviors that are inclusive at the individual and team levels, including the ability and freedom for team members to return to previously discussed issues, to stay with issues, or to discuss issues or matters that are important to them (even if it leads to tangential discussions)

Aspect:

**Openness:** ensures freedom of team members to voice opinions or discuss issues important to them; fosters psychological safety; is humble; is curious; promotes inclusive approach when focusing on issues or ideas