

Supplemental List 1

Components of Team Progress Reports and Key Items for Analysis Written by Participants in the TeamWorks Application of the Professional Development Program in Team Performance, 2007 and 2008 *

Program participants submitted narrative responses to these areas of team development:

I. Introduction to the team

- a. Team name
- b. Charge to the team/goals of the team
- c. Membership and diversity of members
- d. Expectations of team leader and organizational leaders

II. Team enhancement activities (section completed for each of three dimensions: team process, team task management, participant's own team behaviors)

- a. Challenges and opportunities
- b. Planned intervention to address challenges
- c. Outcome of changes
- d. Analysis of results

III. Assessment of team impact and lessons learned

- a. Impact on the institutional team
- b. Impact on the organization
- c. Lesson learned from outcomes and process

IV. Summary comments

* Participants were 57 faculty, from 32 academic organizations, who were members of teams.

Supplemental Table 1

Characteristics of Participants Who Completed the TeamWorks Application of the Professional Development Program in Team Performance, 2007 and 2008 *

Characteristics	2006-07: no. (%)	2007-08: no. (%)	Total: no. (%)
Sex			
Men	12 (33)	8 (40)	20 (36)
Women	23 (66)	12 (60)	35 (64)
Highest degree			
MD	24 (68)	11 (55)	35 (64)
PhD or other doctoral degree	5 (9)	5 (25)	10 (18)
Master's degree	6 (11)	4 (20)	10 (18)
Professional diversity			
MD or PhD faculty	24 (68)	15 (75%)	39 (71)
Nursing/allied health (includes pharmacy)	6 (11)	1 (5)	7 (13)
Staff administrator/director	5 (9)	4 (20)	9 (13)
Administrative leader (dean, associate/assistant dean, chair, vice chair)	8 (23)	4 (20)	12 (22)

* Participants were 57 faculty, from 32 academic organizations, who were members of teams.

Supplemental Table 2

Challenges and Opportunities for Team Improvements Cited by Participants in the TeamWorks Application of the Professional Development Program in Team Performance, 2007 and 2008 *

Element of team development/effectiveness	No. times element cited as a challenge or opportunity
Team charge/purpose [†]	25
Senior institutional leadership commitment [‡]	17
Team member trust [‡]	16
Ground rules/group norms [†]	14
Team membership	11
Attendance/meeting times	11
Schedules and timelines	9
Accountability	9
Communication	8
Conflict	8
Stakeholder engagement/buy-in	7
Agendas	7
Team training	7
Team leader's role clarity	6
Collaboration/participation	6
Team member "outsider" status	5
Roles/effective facilitation	3

* Team progress reports from all 57 participants were analyzed for key words and phrases associated with team development and outcomes, which were identified in institutional team progress reports of team challenges, opportunities, and interventions. Elements of team effectiveness were counted and are ordered according to the number of times each was cited by participants in either of the two programs. Participants were members of teams from 32 academic organizations.

[†]Most commonly cited in 2007 institutional team progress reports (18 times for team charge/purpose and 11 times for establishing ground rules/team norms).

[‡]Most commonly cited in 2008 institutional team progress reports (9 for leadership commitment and 8 for team member trust).