



NCI-ASCO Teams in Cancer Care Delivery

Principles and Issues in Teamwork

Task interdependence^{1,2}

Interdependency refers to situations in which people are mutually reliant on one another in order to complete their work and achieve their goals.

Teamwork^{3,4}

The management of interdependent tasks. There are 5 core components; 1) team leadership, 2) adaptability, 3) mutual performance monitoring, 4) backup behavior, and 5) team orientation. Teamwork depends upon a set of inter-related knowledge, skills and attitudes.

Coordinating mechanisms^{3,4}

Three core mechanisms make teamwork possible:

1) shared mental models: an organized knowledge structure that is shared by team members. For example, a common view about the implications of a drop-in appointment.

2) closed loop communication; 1) a message that is sent, 2) acknowledged by the receiver, 3) returned by receiver to affirm a correct interpretation, 4) acknowledged as correct by the sender.

3) mutual trust. "the shared perception that individuals in the team will perform particular actions important to the members and will recognize and protect the rights and interests of all team members.

Situational monitoring:

The process of actively scanning and assessing elements of the situation to gain or maintain an accurate awareness of or understanding of the situation in which the team is functioning.

Team leadership⁵

A responsibility to do or get done whatever is not adequately handled for the group need.

The ability to direct and coordinate activities of other team members, assess team performance, assign tasks, develop team knowledge, skills, and attitudes, motivate team members, plan and organize and establish a positive atmosphere.

Mutual performance monitoring^{3,4}

Keeping track of fellow team members' work to ensure that tasks are progressing correctly.

Backup behavior⁴

The discretionary provision of resources and task related effort to another under conditions where there is a tacit recognition that there is a workload distribution problem.

Team orientation⁶

Interpersonal processes reflective of the propensity for team members to consider others, beliefs regarding team goals, and collective orientation.

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