

# Team adaptation in dynamic environments

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Propositions belonging to this dissertation

## **Team adaptation in dynamic environments**

How team members effectively adjust their behaviors to changing conditions

Marie S. Thommes

1. Team member involvement in sense- and decision-making processes is crucial to facilitate team adaptation to unexpected changes, particularly if these changes are high in magnitude (this dissertation).
2. High trust in other team members' contributions can lead to an overreliance on simplified strategies, thereby hindering performance when unexpected complexities arise (this dissertation).
3. Not only adaptive leadership, but also adaptive followership plays an important role in enabling and facilitating team adaptation (this dissertation).
4. Followers' experience with previous leaders can have a lasting impact on how followers understand and behave in their roles (this dissertation).
5. The use of real-time behavioral observations can provide additional, meaningful insights for research and practice related to team adaptation (this dissertation).
6. Team adaptation depends less on a specific way of team member interaction; it more depends on team members' ability to change their interaction in accordance with situational demands.
7. Dynamic environments require organizations and teams to adapt to both, flexibility *and* stability demands.
8. The value of laboratory studies in organizational research is often underestimated.
9. Understanding (the temporal dynamics of) team processes is challenging, yet crucial to enhance team effectiveness in organizations.
10. "The greatest danger in times of turbulence is not the turbulence; it is to act with yesterday's logic." (Peter F. Drucker).
11. Training interventions aimed at increasing team adaptation should focus on teaching metacognitive behavior (impact paragraph).