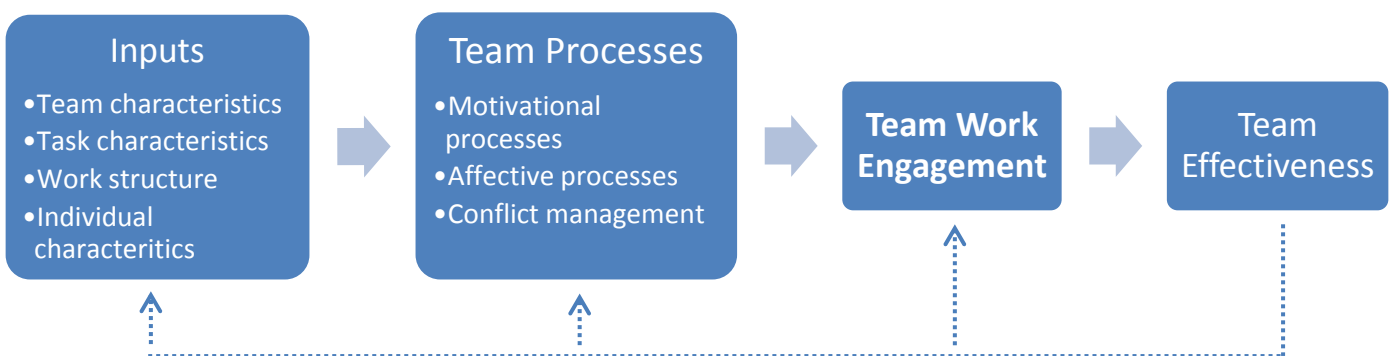


## Modelling Teamwork Engagement

**Key Finding:** The authors construct a model of team work engagement that builds on the concept of emergent states and uses an input-mediator-output-input framework.

**Executive Summary:** The authors argue that teamwork engagement (TWE) can be characterized as an *emergent state*, meaning that TWE is not simply the aggregate of individual work engagement. Instead, it refers to a shared state that is shaped by processes specific to team work. These processes, in turn, are affected by inputs, as shown in the basic model below.



When combined with team processes, TWE and other emergent states, such as collective efficacy, cohesion, and group affect, act as mediators that convey the effects of inputs on the team-effectiveness output. An important aspect of the model is the feedback loop that arises from the time dimension. One period's output (i.e., how well the team performs) becomes input in the next period. Thus, high team engagement and effectiveness affect future team inputs and processes, such as motivation.

### What are the practical implications for my organization?

- When setting up long-term teams, managers should emphasize the initial stages of team work by carefully managing team inputs. The outcome of the early stages of team work will affect engagement and effectiveness in future periods.
- Managers play a role in framing feedback. As performance feedback has a significant effect on future team performance, managers should consider how feedback can be framed so as to foster further team engagement.

Summary of: Costa, Patrícia L., Ana M. Passos, and Arnold B. Bakker. (2014) "Team Work Engagement: A Model of Emergence". *Journal of Occupational and Organizational Psychology*. 87 (2), 2014, 414-436.