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Getting on the Same Page

Team Learning and Team Cognition in Emergency Management Command-and-control Teams

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1. Emergency management command-and-control teams use different team learning processes during action phases compared to transition phases. (*this dissertation*)
2. In order to create a shared idea of appropriate actions at the incident scene, emergency management command-and-control teams need constructive conflicts. (*this dissertation*)
3. Measuring the effectiveness of emergency management command-and-control teams requires a context-specific instrument instead of the traditionally used general team effectiveness measurement instruments. (*this dissertation*)
4. In the early stage of an emergency management command-and-control team's life, a changing degree of similarity of the team members' situation models is effective, no matter if it is an increase or a decrease. (*this dissertation*)
5. Assuming to be on the same page without investigating if that assumption holds threatens team cooperation.
6. Every team learns for teams are composed of people.
7. Understanding the value of team processes requires the evaluation of team outcomes.
8. If everyone is *continuously* thinking alike, then somebody isn't thinking.
- after George Patton (*DeChurch & Mesmer-Magnus, 2010*)
9. C'est le ton qui fait la musique.
10. Telling the truth about our lack of knowledge opens us up to creating new knowledge. - *London, Polzer, & Omorgie, 2005*
11. You don't see the world as *it* is but as *you* are. (*Goethe*)
12. Life is not about waiting till the storm will pass, it is about learning how to dance in the rain.