

# What is Teamwork?

*"A group of two or more people who are working interdependently, adaptively, and dynamically toward a shared and valued goal/mission/objective"*

*Salas*





How to accelerate  
team  
development

# Teaming

*"Teaming is a verb. It is a dynamic activity, largely determined by the mindset and practices of teamwork, not by the design and structures of effective teams. Teaming is teamwork on the fly."*

*Edmondson*

*Diver training, instruction and project diving all involve teaming*



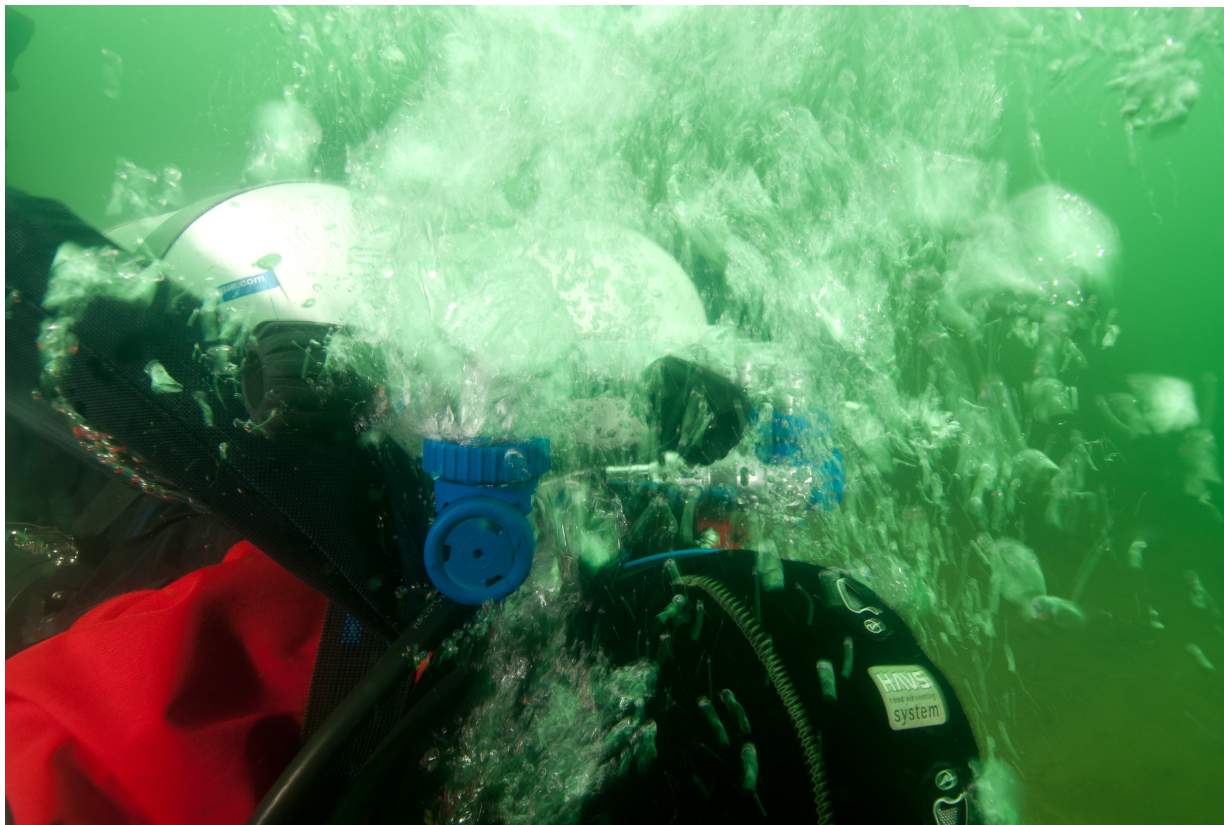
# Standardization and Diversity

- Standardized tasks and equipment reduce 'thinking' and also reduce error
- Cognitive diversity needed to improve problem solving
- Need to ensure shared mental models within the team



# Humility and Vulnerability

- It is ok to say we don't know the answer
- We will all make mistakes. Talk about them
- Set the standard for learner safety
- Demonstrate humility from the outset



# Briefing: Clarify the purpose of the team/task



## *Effective briefings:*

- *Set the tone*
- *Establishing norms*
- *Agree desired outcomes*
- *Encourage assertion*
- *Create a culture of trust*
- *Clarify accountability and responsibility*



# Briefing

- Structured and repeatable
- UNITED
- GUE EDGE
- Consider contingencies
- Reinforce that a debrief will take place

*U - Understand task, goal & objectives*

*N - Notify team of roles*

*I - Identify resources needed, risks/dependencies and threats*

*T - Test the plan including go/no-go points/limits*

*E - Establish emergency/contingency plans*

*D - Determine time and place of debrief*

*All members share their experience of the dive*

*Capture lessons before they are lost or forgotten*

*Reflect on team performance*

*Agree improvements or reinforcement*

*Identify drift, deviations or innovation*





# Types of Debrief



## *Technical Skills Debrief*

- *Training Environment*
- *Specific agency teaching debrief*
- *Requires knowledge on how to correct issues faced – not just observations*

## *Personal Feedback*

- *One thing I do well?*
- *One thing I can do less of?*
- *One thing I can do more of?*

## *Team Learning Debrief*

- *DEBRIEF structure*
- *Creates psychologically safe environment*
- *Comprehensive*

# DEBRIEF - D

- Define the aims and goals of the dive – did we achieve them?
- Define the length of the debrief



# DEBRIEF - E

- Set an Example for learning and vulnerability
- Describe something that didn't go exactly to plan and can be improved upon, or went noticeably wrong



# DEBRIEF - B

- Background or Basics, refers to the planning, preparation and briefing
- Should also address equipment, plan, gases, analysis, boat etc



# DEBRIEF - R

- Brief review of the timeline
- Do not go into too much detail.
- Critical milestones or noticeable events on the dive, could be decision-points



# DEBRIEF - I

- Internal Learning
- What did I do well?
- Why?
- What do I need to improve?
- How?



# DEBRIEF - E

- External (Team) Learning
- What did we do well?
- Why?
- What do we need to improve?
- How?



# DEBRIEF - F

- Follow-up or File
- What do I need to fix or change before the next dive/project?
- Should I file an incident/learning report?



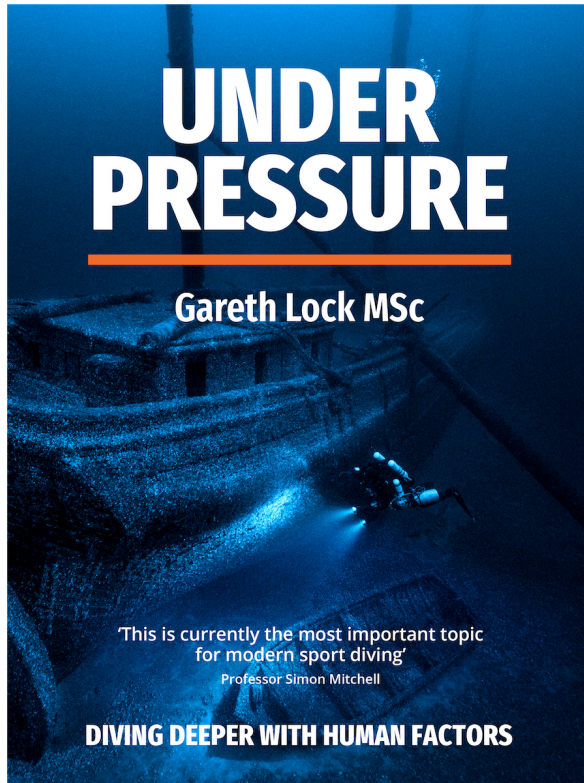


# DEBRIEF Recap

- D - Define the goals of the dive, did we achieve them, and duration of debrief
- E – Set an example for learning and create psychological safety
- B – Background, pre-execution phase
- R – Review of the timeline
- I – Internal learning. What did I do well? Why? I need to improve? How?
- E – External learning. What did the Team do well? Why? Team need to improve? How?
- F – Follow-up or File

<https://www.thehumandiver.com/debrief> to download a copy for free





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