This dissertation contributes to theories and models that help explaining teamwork in order to achieve better team results. In four studies we investigate how teams can create developmental space in order to achieve the best possible result. These studies indicate that the more developmental space teams create, the more satisfied they are with their result. Teams create developmental space in their interactions by undertaking four activities: creating future, reflecting, organizing and dialoguing. In order to create developmental space, teams need to practice all four activities simultaneously or alternately. Teams seem to succeed best in this if they share the leadership within the team or if they have a leader practicing mostly dialoguing and reflecting activities. However, the latter seems scarce.

Furthermore, the results indicate that teams have to deal with a paradox while creating developmental space because they need to focus on both a performance and sensemaking orientation. Recognizing, embracing and balancing these two sides of the developmental space paradox also seems a success factor for teams.

The more developmental space teams create, the better their chances for success.

Creating developmental space for better team results

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