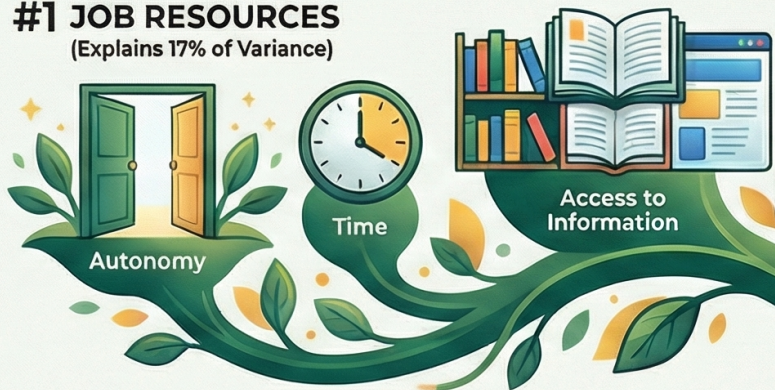# Unlocking Team Learning: An Evidence-Based Blueprint

A major meta-analysis reveals that organizations often prioritize the wrong initiatives. The most powerful drivers of team learning are not direct training programs, but the contextual conditions and internal dynamics that organizations can shape and cultivate.
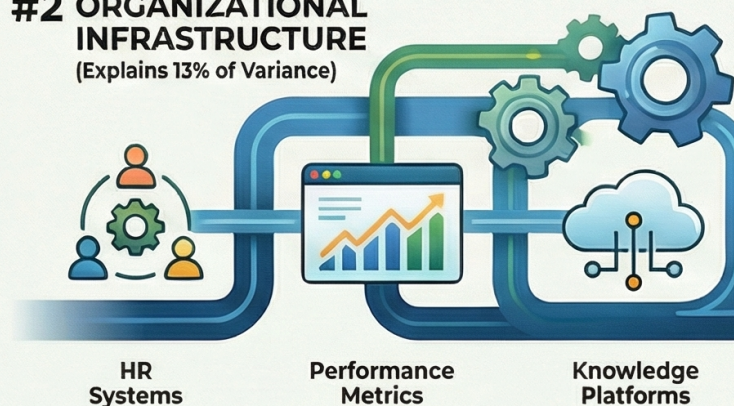
ORGANIZATIONAL LEVERS

#1 JOB RESOURCES
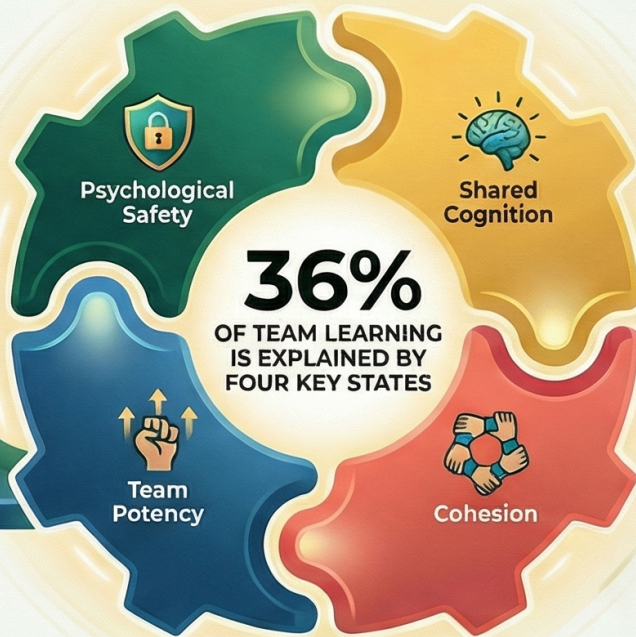(Explains 17% of Variance)

- Autonomy
- Time
- Access to Information

#2 ORGANIZATIONAL INFRASTRUCTURE
(Explains 13% of Variance)

- HR Systems
- Performance Metrics
- Knowledge Platforms

THE REAL ENGINE: EMERGENT STATES

- Psychological Safety
- Shared Cognition
- Team Potency
- Cohesion

36% OF TEAM LEARNING IS EXPLAINED BY FOUR KEY STATES

EMERGENT STATES

Internal team dynamics are the most direct predictor of learning. How a team feels and thinks together creates a virtuous cycle, where learning builds them up further. Focus on fostering these critical states.

#3 CULTURE & CLIMATE
(Explains 8% of Variance)

- Prioritizing Learning over Blame
- Building Psychological Safety

#4 TOP-LEVEL LEADERSHIP
(Explains 7% of Variance)

Senior leaders have an indirect impact by shaping the environment and 'walking the talk.'

NotebookLM