

typologies of teamwork behavior. Subsequent cross-validation of the BOS involving 176 team members provided further support for the BOS developed. Next, our data was used to psychometrically evaluate Stevens and Campion's hierarchical factor structure. Hierarchical confirmatory factor analysis provided support for Stevens and Campion's model.

4- Buljac, M (2012) study entitled: "Healthy Teams, Analyzing and Improving Team Performance in Long-Term Care"

The research thesis aims to provide insights in the factors that influence team performance in long-term care (LTC) and to generate insights how to improve team performance. Chapter 2 examined the impact of three 'real team' characteristics (i.e. team boundaries, stability of membership, and task interdependence) and two team processes – i.e. team learning and emotional support – on team effectiveness in the LTC sector. The main conclusion was that more intensive teamwork in the LTC sector will not necessarily lead to better outcomes when this involves more task interdependency among team members. Chapter 3 focused on the role of team leaders as coach and how this influences team error orientation, team safety and team innovation. The main conclusion was that team safety and innovation should be enhanced by encouraging a problem solving approach and discouraging a blaming approach. Team managers can play a crucial role in this by coaching team members to see errors as sources of learning and improvement and ensuring that individuals will not be blamed for errors. Chapter 4 examined if the relationship between team coaching and team performance is mediated or moderated by team reflection. Results showed that teams that receive a coaching style of leadership are more effective and innovative, but not more efficient. Teams that reflect on and criticize