Research Seminar
Adaptive coordination and leadership in high-risk teams

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**Abstract:** Many teams in organizations face dynamic and turbulent contexts within which they make decisions and take actions critical to organizational success. This is especially true for teams in high-risk environments such as aviation, medicine, or rail transportation. I will present a series of studies we have undertaken in such teams with the special focus on the mechanisms used to balance stability and flexibility of coordinated action. Drawing on and integrating multiple literatures I propose that stability and flexibility are analytically distinct dimensions and mutual enablers for team effectiveness. Building on these dimensions I offer a team classification outlining four types of teams (experiential, exploitation, exploration, ambidextrous) and examine their stability and flexibility demands. Adopting a multi-level approach, I discuss different forms of leadership, coordination, and structural mechanisms at the team and organizational level as examples of stability- and flexibility-enhancing mechanisms. I will propose avenues for meso-level research into stability- and flexibility-enhancing mechanisms that will also help to elucidate the impact of currently favoured concepts in team research, such as adaptive coordination and shared leadership.

Gudela Grote has been full Professor of Work and Organizational Psychology at the Department of Management, Technology, and Economics, Swiss Federal Institute of Technology, Zurich (ETH) since 2000 and since May 2013 she is also the president of the European Association of Work and Organizational Psychology (EAWOP). She is associate editor of the journal Safety Science and member of the editorial board of several other journals. She has published widely on topics in organizational behaviour, human factors, human resource management, and safety management.

**Date:** Friday 6 February 2015  
**Time:** 12:00-1:00pm followed by Sandwich Reception  
**Venue:** BUSN 142 Sir Rod Eddington Case Study Room  
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