

Table 1. Context-Mechanism-Outcome Configurations for Team Processes Program Theory

#	Forming: Establishing social ground rules, learning about each other’s scope and roles, creating a psychologically safe workplace
1	CMOC: When team members have opportunities to interact with each other (C), perspective-taking occurs (M), laying the foundation for social bonds and trusting relationships (O).
2	CMOC: When teams have dedicated supports in place (C), team members have increased opportunities for perspective-taking (M), resulting in more awareness of each other’s roles and scopes (O)
3	CMOC: When team members are aware, interested and concerned about others (C), they strive to demonstrate carefulness in their actions and words (M), resulting in greater workplace psychological safety (O)
	Storming: Working out conflict, narrowing the us-them gap
4	CMOC: When team members lack carefulness for others (C), there is decreased perspective-taking (M), resulting in more conflict, less willingness to work collaboratively, and a greater us-them gap (O).
	Norming: Developing deeper, affective trust and a collective team identity
5	CMOC: When team members have planned time and space for ongoing opportunities to interact with each other (C), because of perspective-taking (M), they begin developing affective trust in one another (O).
6	CMOC: When team members openly share information and ideas (C), because of affective trust (M), they develop a collective team identity (O).
	Performing: Managing ambiguity, inviting change and innovation
7	CMOC: When team members use carefulness and perspective-taking (C), because of deep trust (M) they are comfortable with ambiguity and have the capacity to champion innovation (O).

Table 2. Evidence-Informed Strategies for Key Team Processes Mechanisms

Mechanism	Strategies
Perspective-taking	<ul style="list-style-type: none"> • Routinized, frequent interactions • Briefing, huddles, debriefing • Team meetings
Carefulness	Relational education <ul style="list-style-type: none"> • Mindfulness • Appreciative Inquiry • Reflected Best Self
Trust	<ul style="list-style-type: none"> • Formal, facilitated orientation • Creation of team ground rules • Shadow experiences