



Developing Shared Understanding through Knowledge Management: Collaboration and Meaning Analysis Process (C-MAP)

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Research Team



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TBA: Technical Guru, Graduate Research Assistant

Long Term Goals/Project Objectives

Investigate propositions of the Structural Model of Team Collaboration including the macro-cognitive processes

Examine processes related to knowledge building, knowledge interoperability, and shared understanding

Long Term Goals/Project Objectives

Develop and investigate the Collaborative and Meaning Analysis Process (C-MAP) based on a foundation of team cognition research

Develop process measures of team cognition and collaboration

Develop a scientific basis for building supporting technologies for collaboration and knowledge building

Project Objectives

Initial Experiment

Obtain and establish a laboratory task

Noncombatant Evacuation Operation

(time pressure, cognitive overload, unique roles, heterogeneous knowledge)

Develop the Collaboration & Meaning Analysis Process
(C-MAP)

Develop measures of cognition and meaning sharing

(e.g., knowledge interoperability, shared understanding)

Conduct study

Research Questions: Background

C-MAP is relevant to red items

STRUCTURAL MODEL OF TEAM COLLABORATION

Problem Area Characteristics

Collaborative Situation Parameters:

- time pressure
- information/knowledge uncertainty
- dynamic information
- large amount of knowledge (cognitive overload)
- human-agent interface complexity

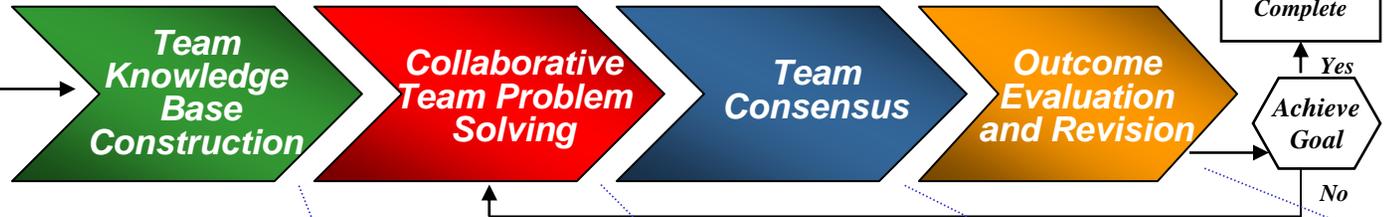
Team Types

- asynchronous
- distributed
- culturally diverse
- heterogeneous knowledge
- unique roles
- command structure (hierarchical vs. flat)
- rotating team members

Operational Tasks

- team decision making, GOA selection
- develop shared understanding
- intelligence analysis (team data processing)

Collaboration Stages



Meta-Cognitive:

- individual understanding of problem conditions
- individual mental model development of situational significance

Information Processing:

- problem identification
- understanding problem task
- establish team communication and trust
- establish data filtering methods
- establish meaning transfer conventions

Knowledge Building:

- problem definition
- individual task knowledge
- individual team knowledge

Communication Mechanism for Information Processing and Knowledge Building (applies to all stages):

- presenting individual information
- disagreement
- questioning

- goal development
- team mental model of problem
- team plan to solve problem
- goal definition
- iterative information collection & analysis
- develop, rationalize, & visualize solution alternatives
- team mental model of team
- team task knowledge
- domain expertise
- shared understanding
- collaborative knowledge

- discussing individual information
- negotiating perspectives
- discussion of possible solutions

- track team's mental model changes
- understanding remaining items to resolve
- team negotiation of solution alternatives
- collaborative knowledge
- shared understanding

- discussing team generated information
- providing rationale for individual solutions
- agreement

- compare problem solution against goals
- analyze, revise output
- goal requirements
- exit criteria

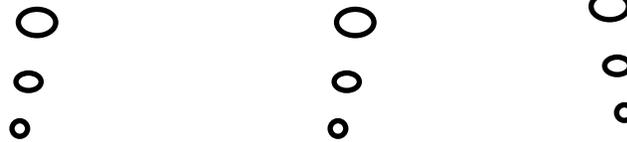
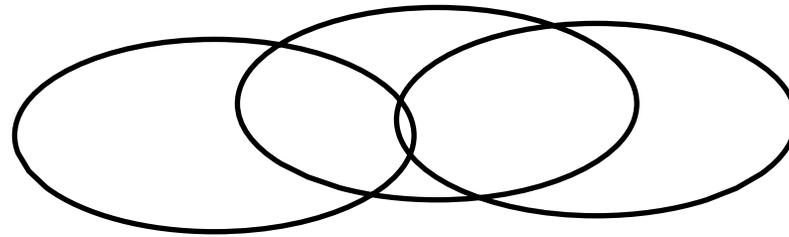
Research Questions: Background

Team Member Schema Similarity (TMSS)



Research Questions: Background

Team Member Schema Similarity (TMSS)

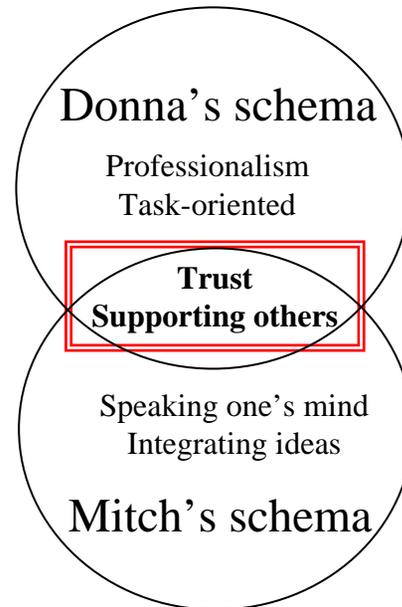


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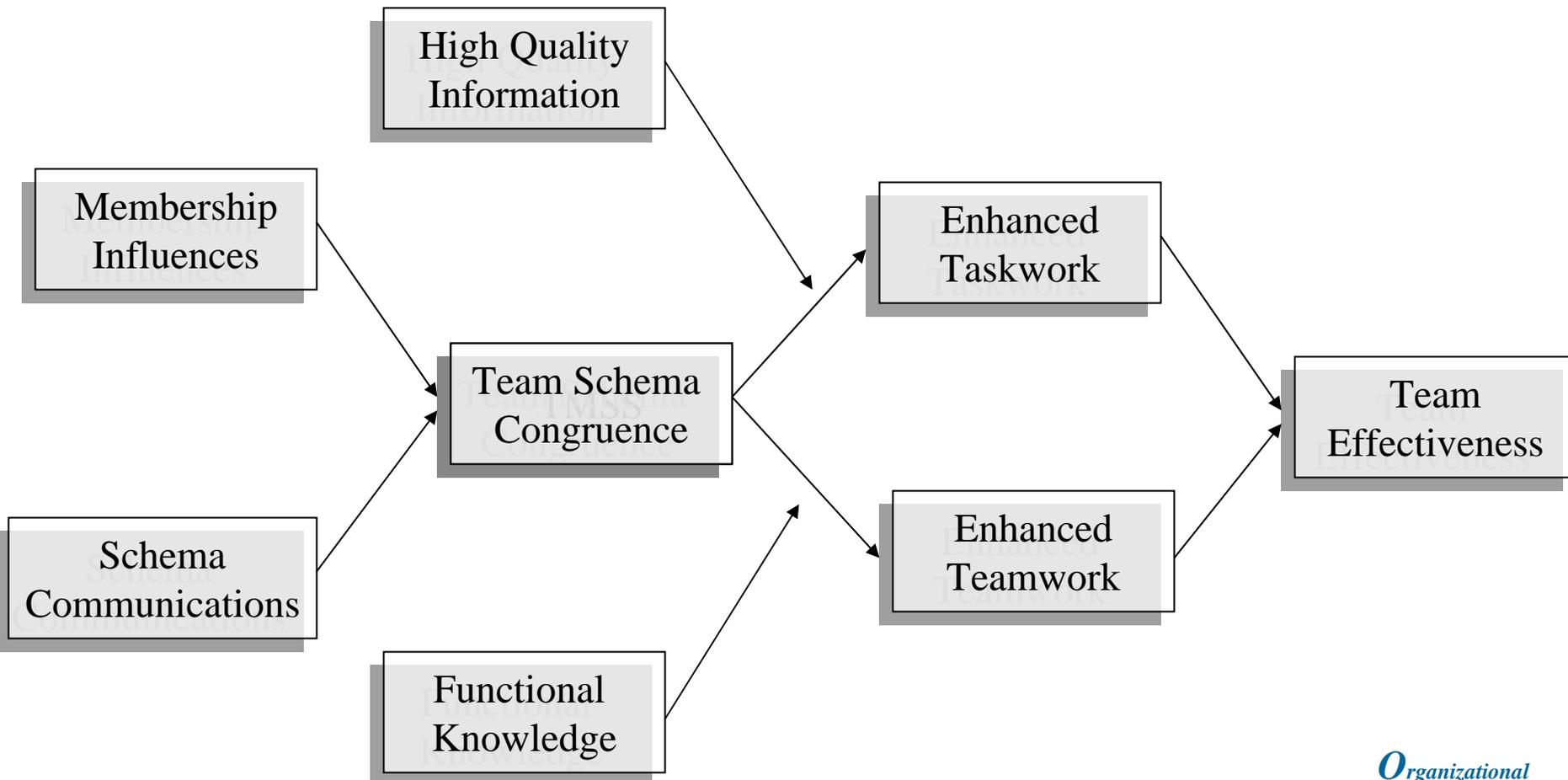
Research Questions: Background

Team Member Schema **Congruence**



Congruence = A *match* between team members' schemas in content and/or structure

Team Member Schema Similarity Model



Research Questions: Background

Collaboration & Meaning Analysis Process (C-MAP)

Based on schema communication processes

Externalizing knowing & understanding

Articulation of underlying understanding
& meaning formation

Research Questions

Hypotheses were generated based on TMSS research and on the Structural Model of Team Collaboration

Knowledge building, knowledge interoperability, shared understanding related to high team functioning

Research Questions

Hypothesis 1: Teams using the C-MAP will have higher knowledge interoperability than teams not using this process.

Hypothesis 2: Teams using the C-MAP will have more congruent knowledge structures than teams not using this process.

Research Questions

Hypothesis 3: Teams using the C-MAP will have higher levels of performance than teams not using this process.

Hypothesis 4: Knowledge interoperability and congruent knowledge structures will predict team performance.

Initial Experiment

Sample

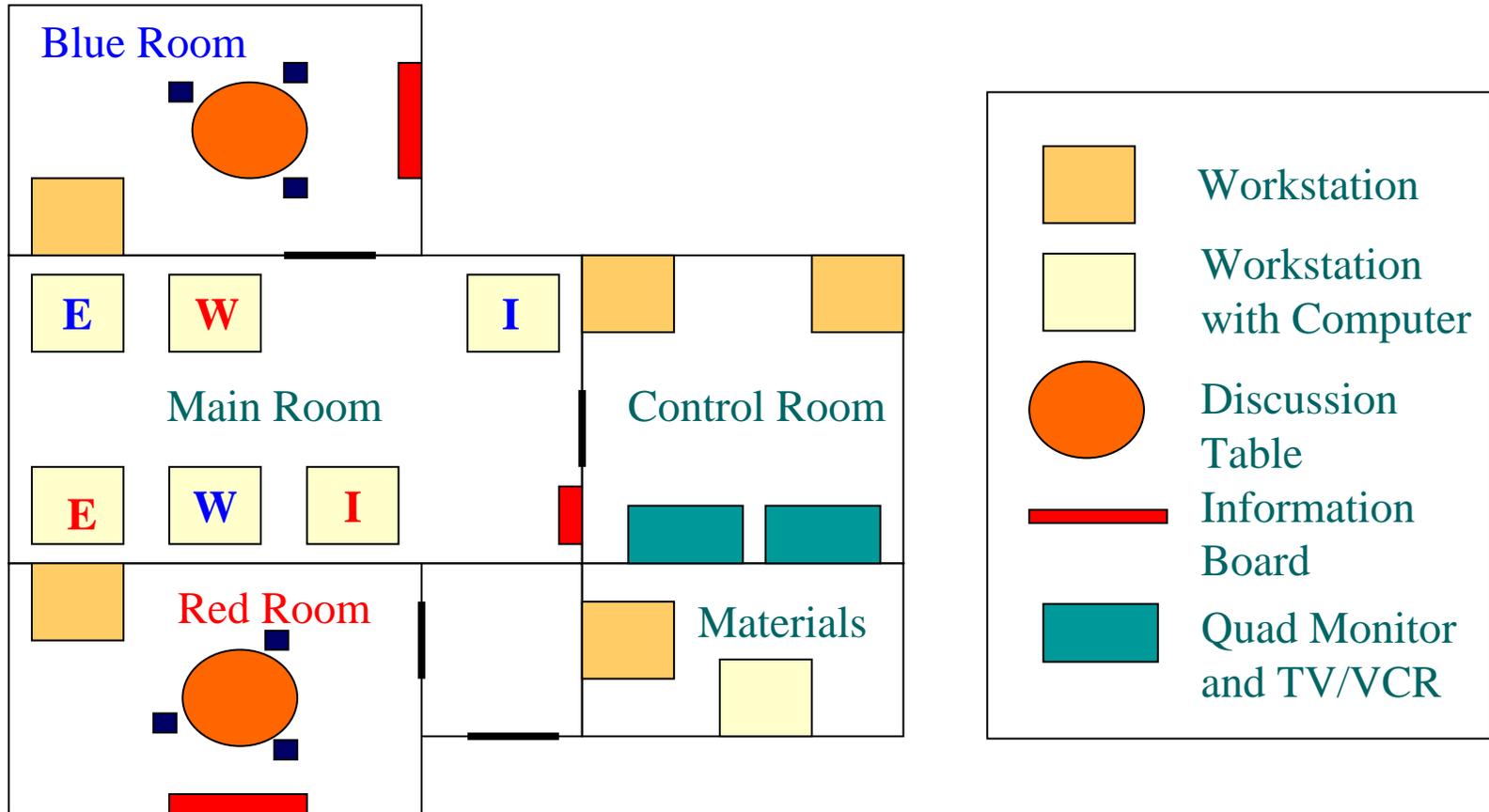
147 UT college students randomly assigned to
49 teams of 3 members

Task

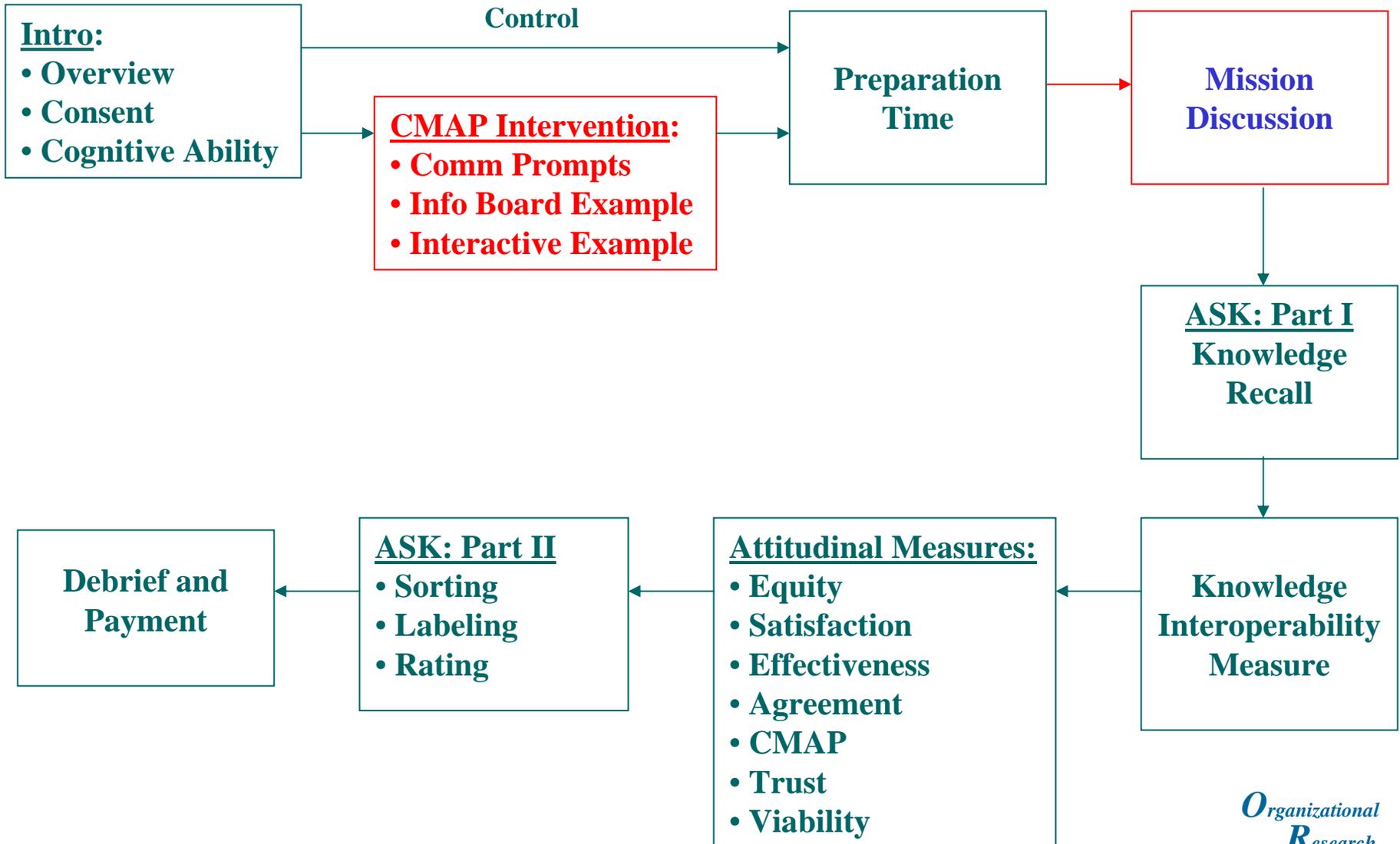
NEO

- conducted an analysis of the task
- 2 pilot teams to learn about task

Lab Layout



Initial Experiment



Initial Experiment

C-MAP Manipulation

- Training
- Role blurb
- Prompts
- Information Board (posted & structured knowledge)

Sample C-MAP Prompts

What do you know that your teammates must know?

TELL WHAT

What do your teammates know that you must know?

ASK WHAT

How are pieces of information related?

TELL CONNECTIONS

How do your teammates believe pieces of information are related?

ASK for CONNECTIONS

C-MAP Interactive Example

John owns a loft at 121 West Street and rents it out for parties and other events.

John just bought an old property at 645 Gay Street for parties and is living in his loft on West Street.

There is a trance music DJ available that will offer a nice discount to perform at the party

There was a fire last night that destroyed several properties on Gay Street from 590 to 660.

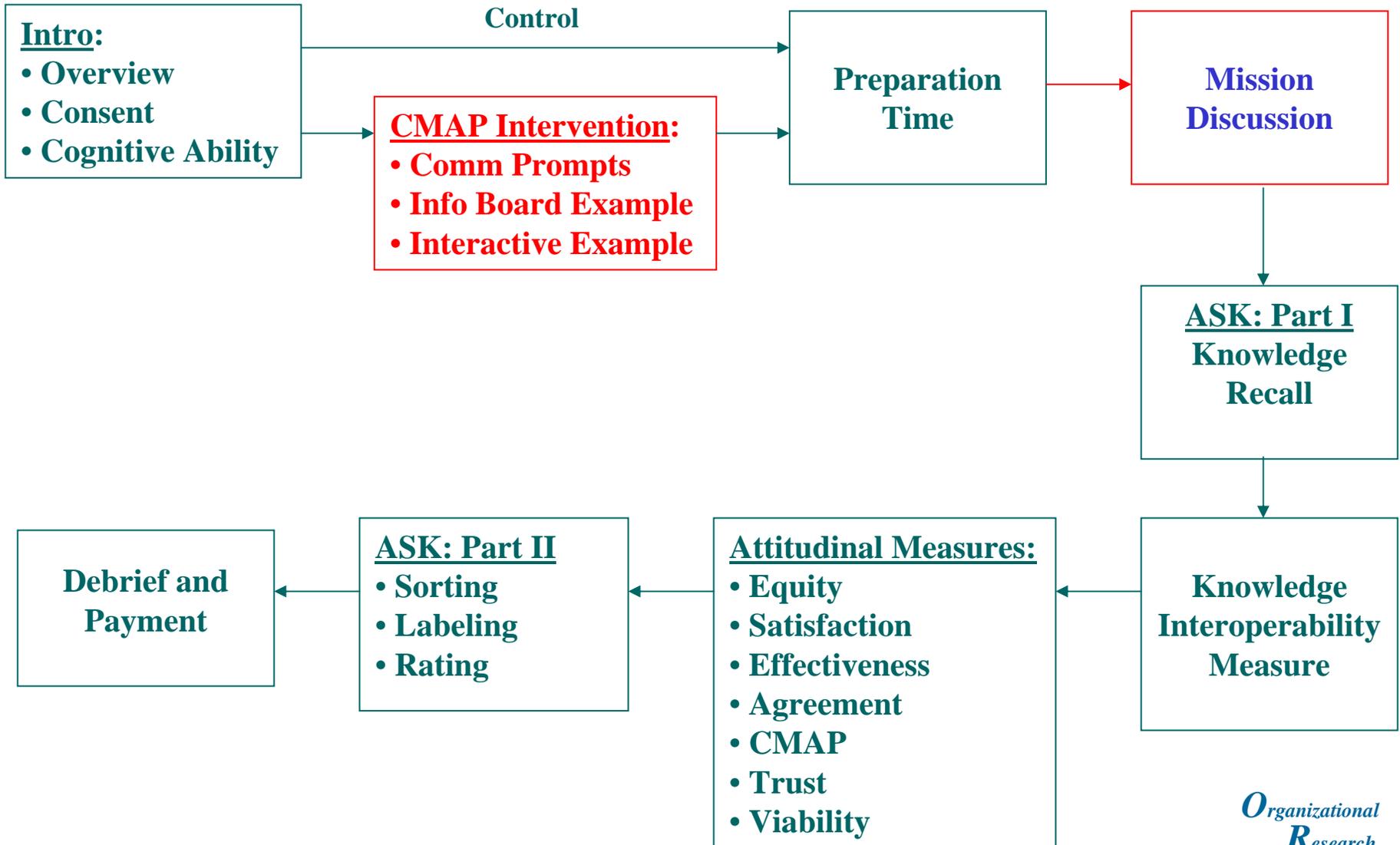
We need to find a new location!!

We can hire This DJ!

The party is an engagement party Betty and Joe who hate trance music.

The DJ is a good friend of Joe's and he's willing to play country music, which is Betty and Joe's favorite.

Initial Experiment



ASK: Part I

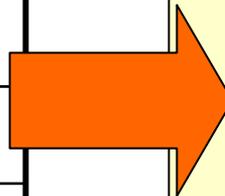
Knowledge Recall

2	High tide is from 7am-9am and 8pm-10pm
6	The CH-53 has a range of 500 miles
4	It takes a SEAL team 45 minutes to get from the shore to the church
7	A SEAL team consists of 7 people
1	Zodiacs have a speed of 15 miles per hour
10	A SEAL or Army team can parachute from a C-130
5	The CH-53 cannot fly in fog
8	The USS Enterprise is 200 miles from the church
3	High tide is about 2 feet
9	Helicopters can be heard within 5 miles

ASK: Part I

Knowledge Recall

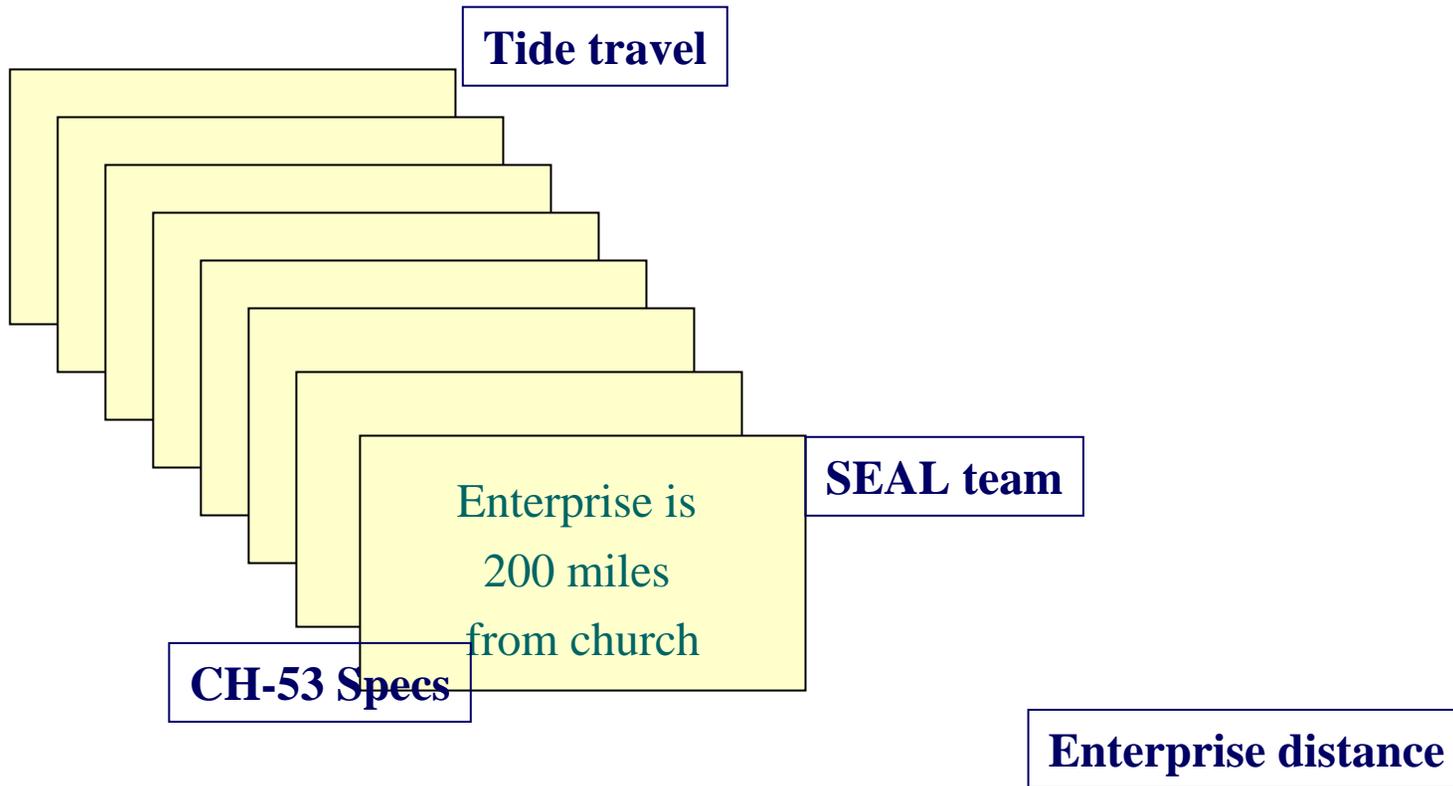
INFO RECALL LIST
High tide is from 7am-9am and 8pm-10pm
The CH-53 has a range of 500 mi
It takes a SEAL team 45 minutes to get from shore to church
Zodiacs have a speed of 15 mph
The CH-53 cannot fly in fog
High tide is about 2 feet
A SEAL team has 7 people
Enterprise is 200 mi from church



High tide is from 7am-9am and 8pm-10pm	The CH-53 has a range of 500 mi
SEALS = 45 minutes shore to church	Zodiacs have a speed of 15 mph
The CH-53 cannot fly in fog	High tide is about 2 feet
A SEAL team has 7 people	Enterprise is 200 miles from church

ASK: Part II

Sorting and Labeling



ASK: Part II

Sorting and Labeling

ASK: Part II

Sorting and Labeling

Tide travel

High tide is from
7am-
and 8pm

High tide is
about 2 feet

7 miles have a
d of 15 mph

SEAL team

A SEAL team
has 7 people

SEALS =
minutes
to church

CH-53 Specs

The CH-53
a range of
500 mi

The CH-53
cannot fly in fog

Enterprise distance

Enterprise is
200 miles
from church

ASK: Part II

Similarity Ratings

Rate how similar the groups are on a scale from
-5 (Very Dissimilar) to +5 (Very Similar)

Tide travel				
SEAL team	0			
CH-53 Specs	3	-3		
Enterprise Distance	2	-4	3	
	Tide travel	SEAL team	CH-53 Specs	Enterprise Distance

Initial Experiment

Measures

Congruent Knowledge Structures -
**Adaptive Structured Knowledge (ASK)
Assessment**

Knowledge Interoperability - 75 items (based on task analysis)

Team Process - 2 raters coded 5-minute segments
tell/ask what, tell/ask why, tell/ask agreement,
tell/ask connections

Team Performance - 2 raters scored Final Plans

Initial Experiment

Pilot teams (n = 6)

Refined instructions, technology,
C-MAP manipulation

Preliminary Results

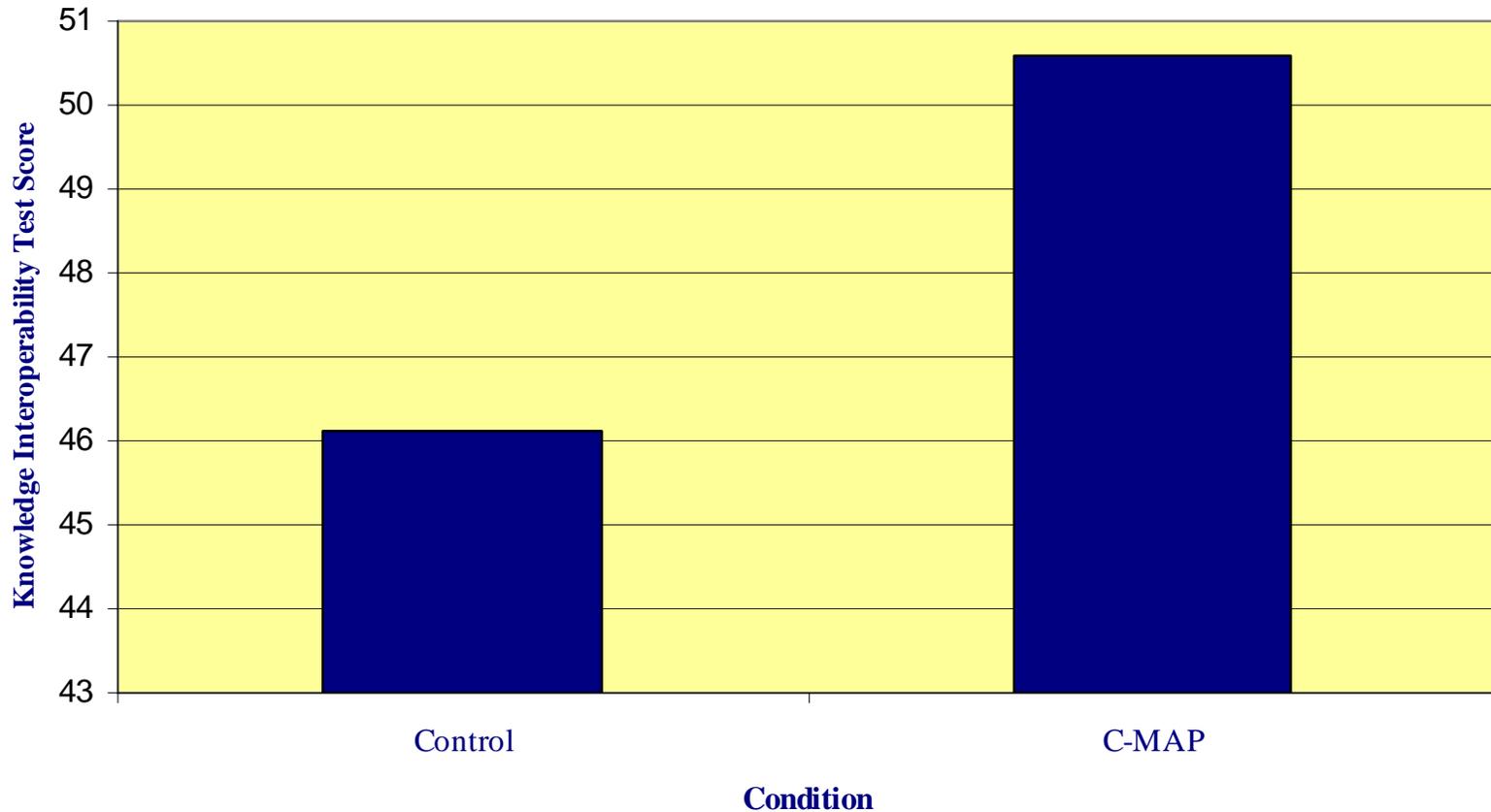
Random assignment confirmed
(e.g., no differences between conditions for
gender, familiarity, cognitive ability)

Initial Experiment's Results

Hypothesis 1: Teams using the C-MAP will have higher knowledge interoperability than teams not using this process.

Initial Experiment's Results

Knowledge Interoperability $t = 2.28^*$



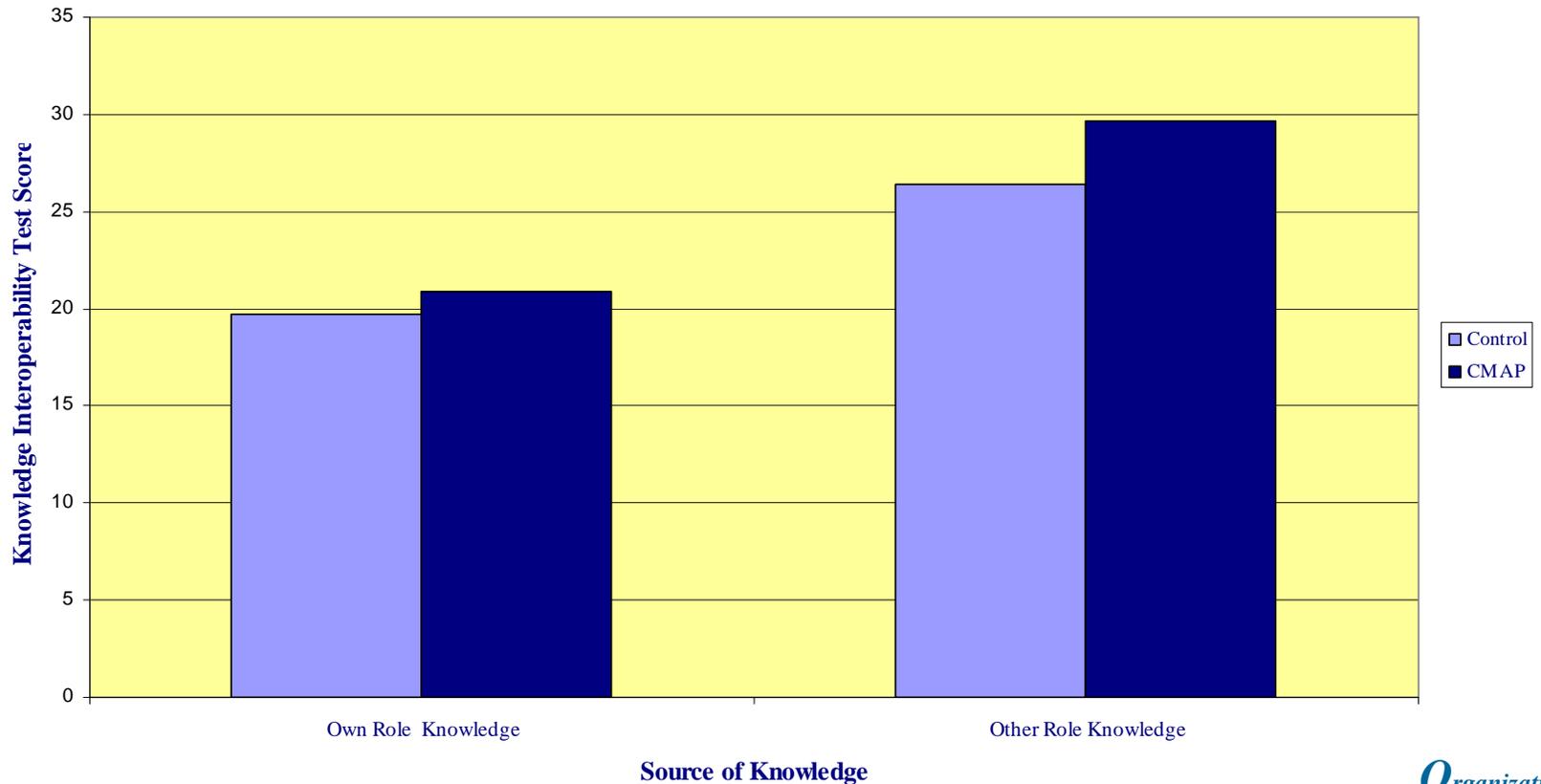
Initial Experiment's Results

Own Role Knowledge

$t = 1.99, p = .054$

Other Role Knowledge

$t = 2.06^*$

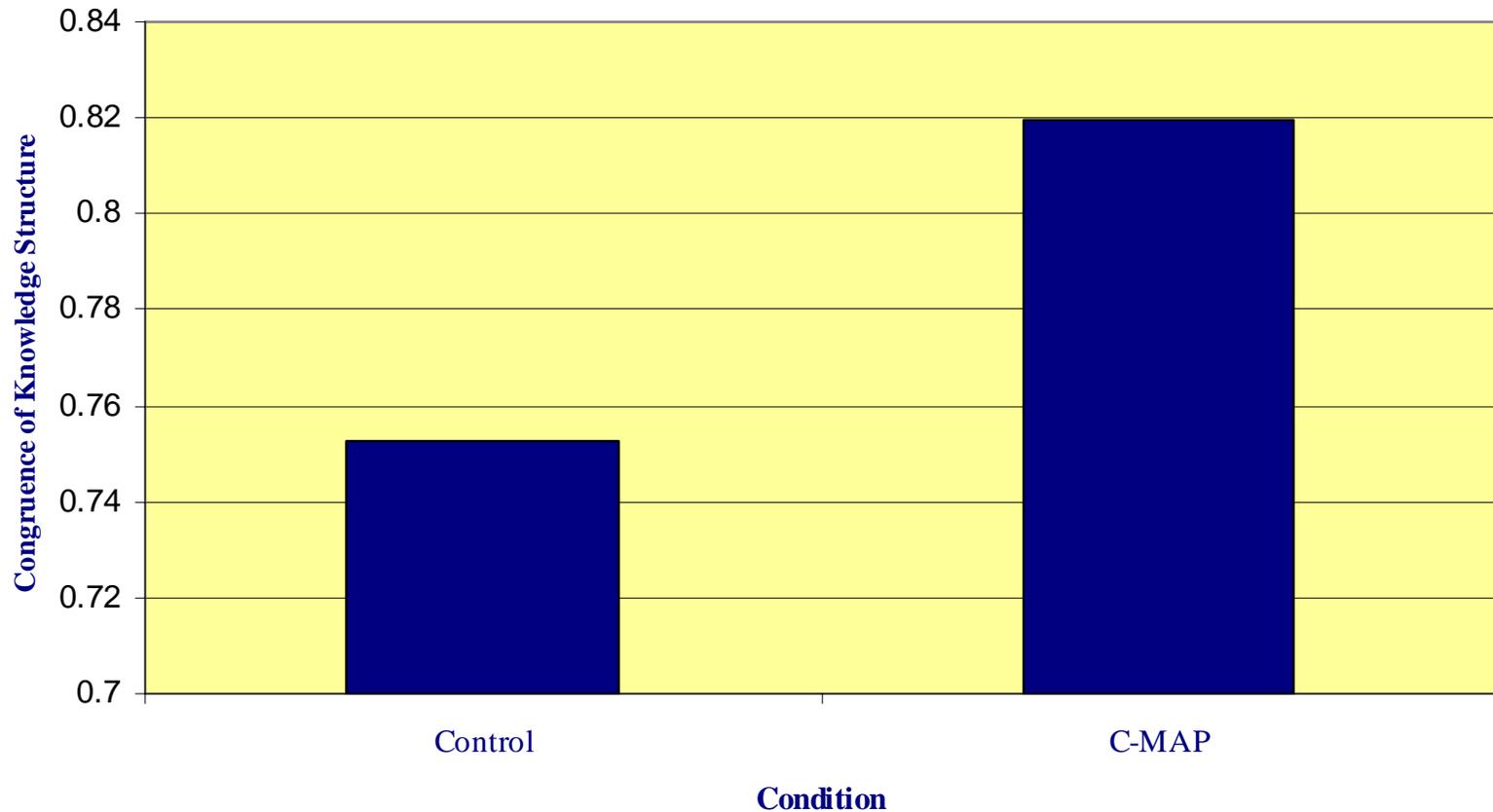


Initial Experiment's Results

Hypothesis 2: Teams using the C-MAP will have more congruent knowledge structures than teams not using this process.

Initial Experiment's Results

Congruence of Knowledge Structure $t = 2.09^*$

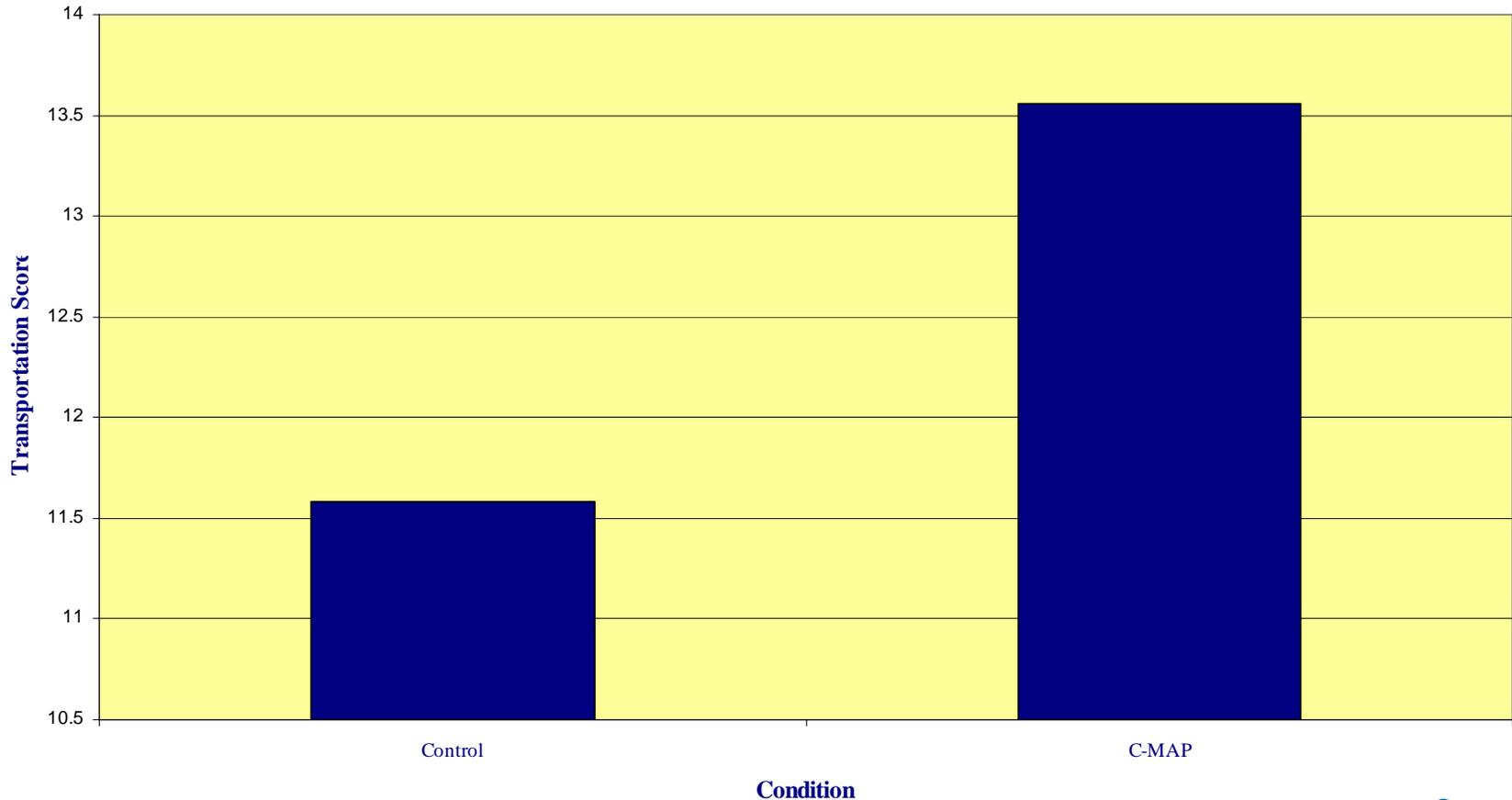


Initial Experiment's Results

Hypothesis 3: Teams using the C-MAP will have higher levels of performance than teams not using this process.

Initial Experiment's Results

Transportation Score $r = .28^*$



Initial Experiment's Results

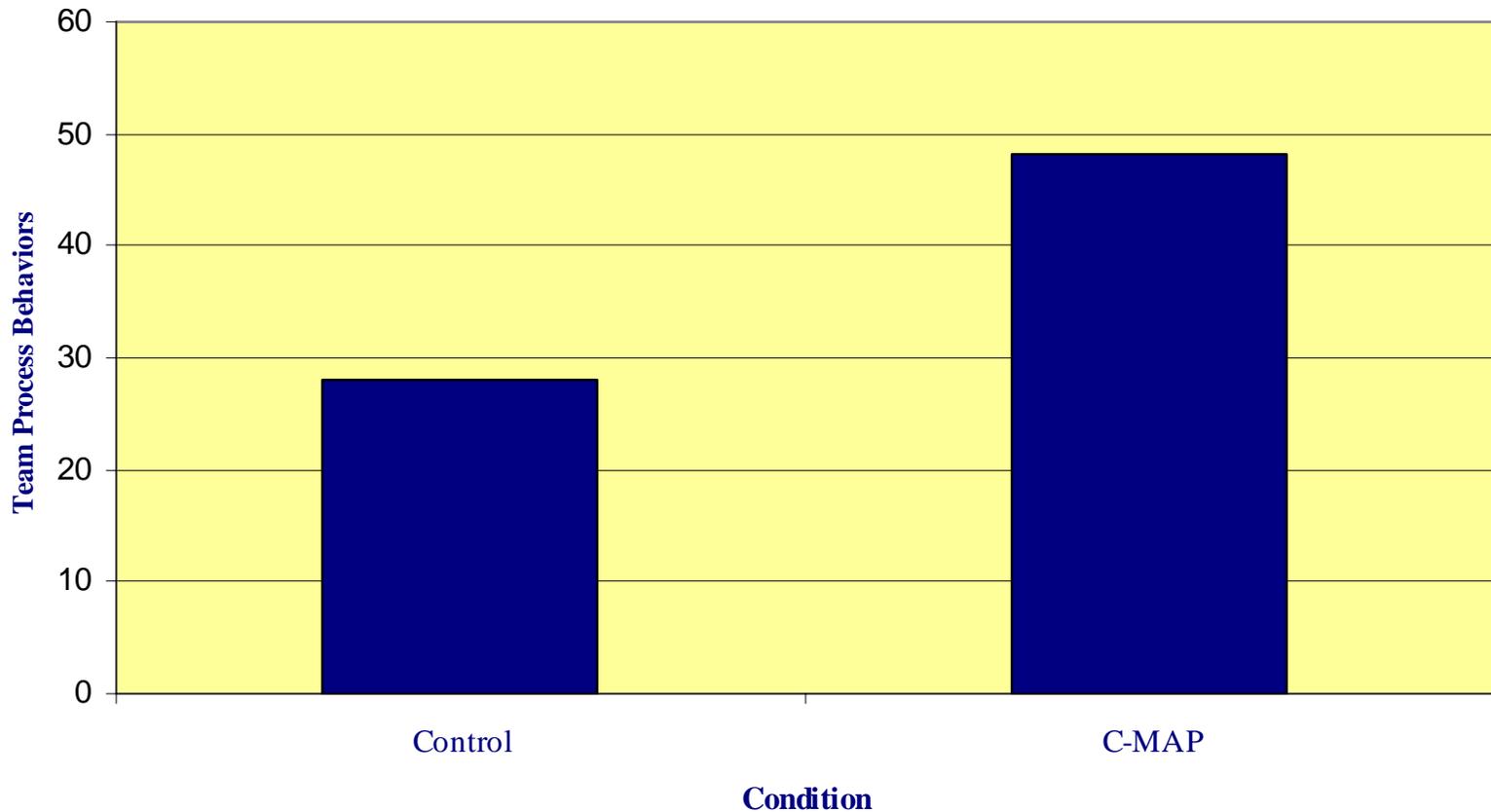
Hypothesis 4: Knowledge interoperability and congruent knowledge structures will predict team performance.

No significant results for congruent knowledge structures

Other Role Knowledge and Transportation Score $r = .30^*$

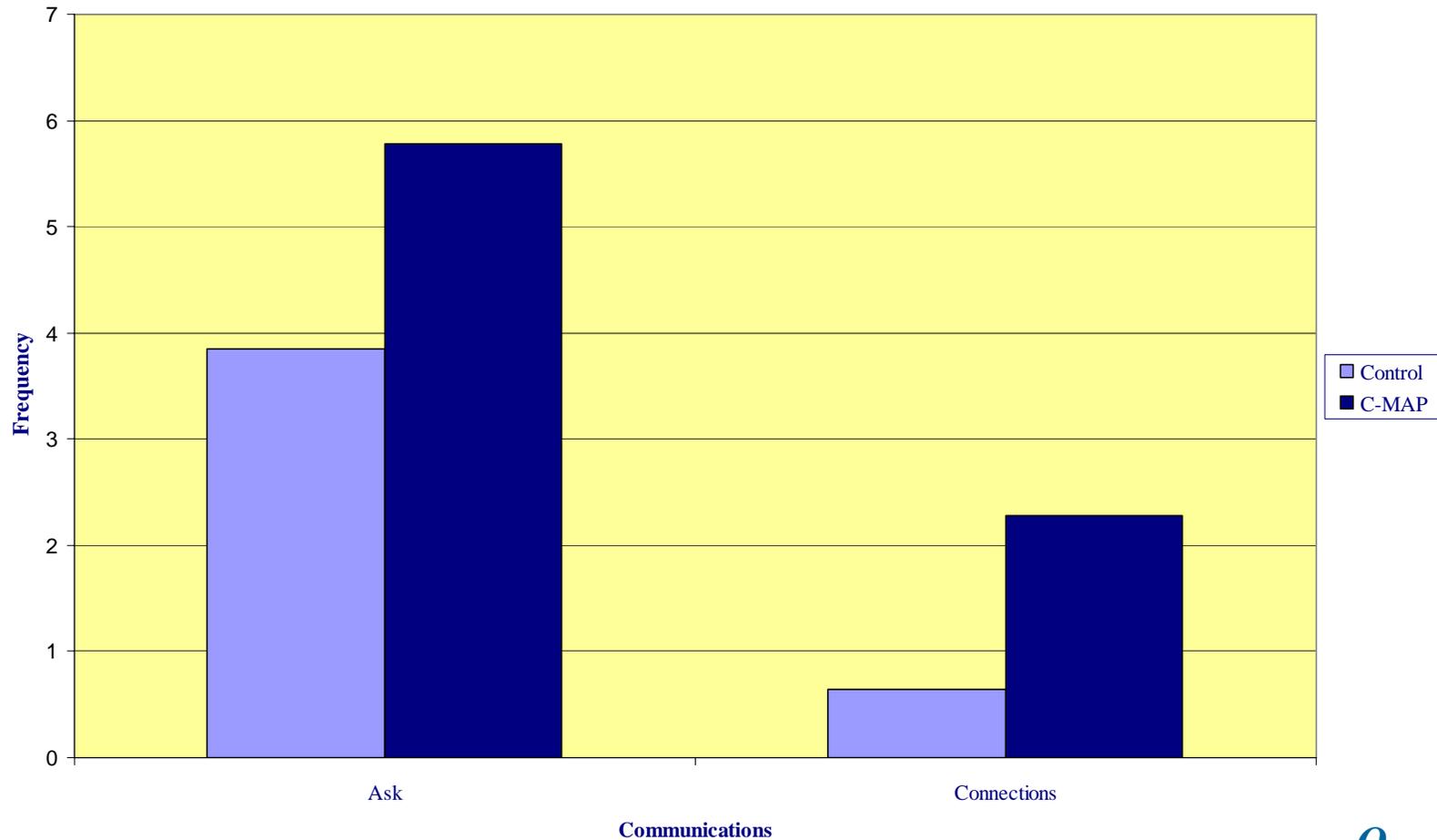
Initial Experiment's Results

C-MAP associated with improved Team Process $t = 2.41^*$



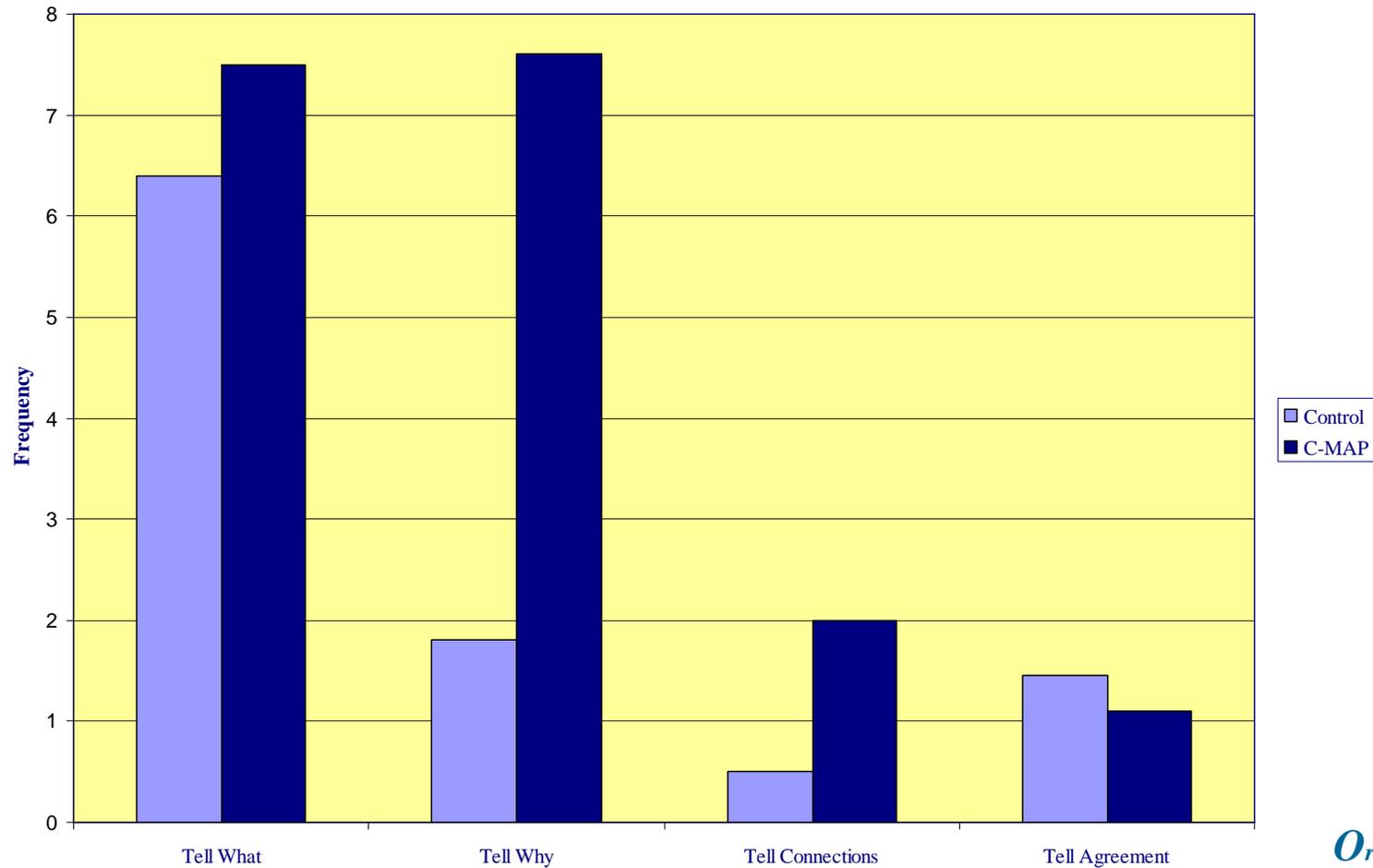
Initial Experiment's Results

Ask $t = .03^*$
Connections $t = .01^*$

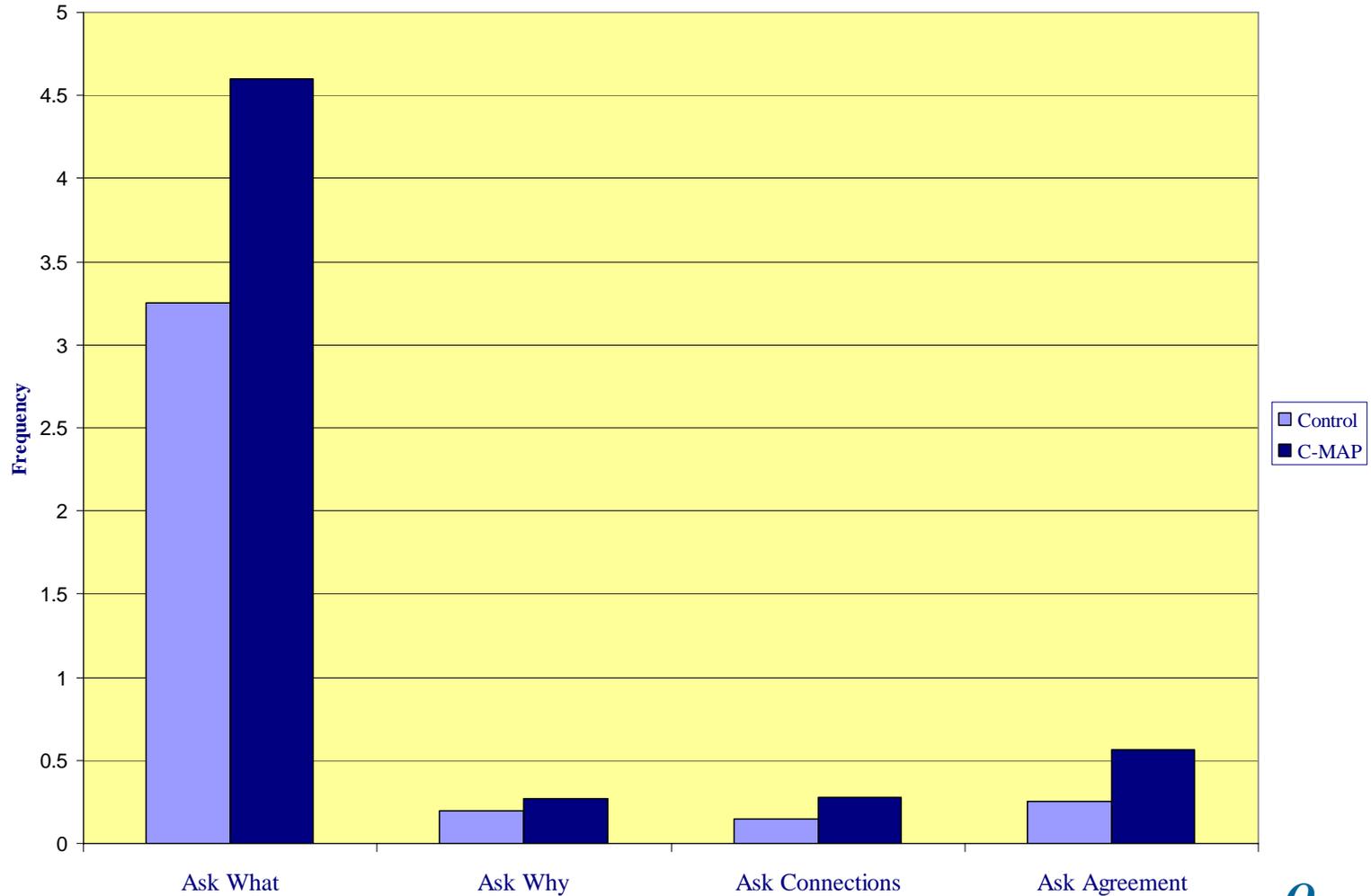


Initial Experiment's Results

Tell connections $t = 2.73^*$



Initial Experiment's Results



Next Project's Objectives & Approach

Expand lab to 6 networked computers & Ewall interface

Develop experimental stimuli & materials

Conduct a study using distributed teams

Improve measures (process measure), stimuli, & design

Technical Contributions

Adaptive Structured Knowledge (ASK) Tool

The C-MAP can be encoded into technology designed to facilitate team functioning and performance based on the ACE-IT model

C-MAP Contribution to Collaboration Technology

Collaborative behavior was affected by knowledge externalization & prompting, which can be built into support technologies

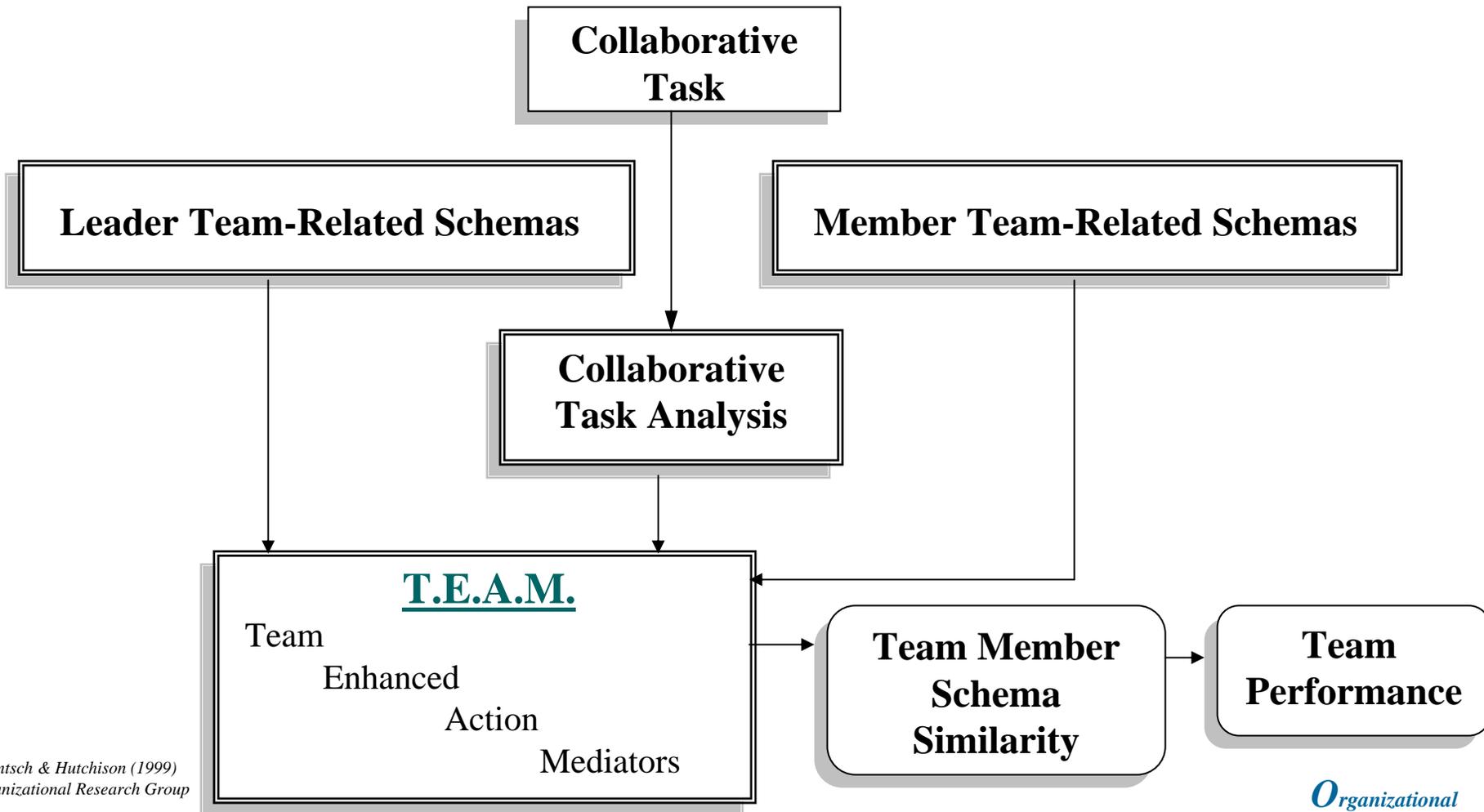
Knowledge interoperability was affected by knowledge externalization & prompting, which can be built into support technologies

C-MAP Contribution to Collaboration Technology

C-MAP as scientifically based foundation for building support technology

- Externalization of knowledge structures/schemata
- Prompting transfer and development of knowledge
- Increasing knowledge interoperability
- Increasing shared understanding
- Increasing team member schema similarity

Advanced Cognitive Engineered Intervention Technologies (ACE-IT)TM



Rentsch & Hutchison (1999)
Organizational Research Group

Advanced Cognitive Engineered Intervention Technologies (ACE-IT)TM

Preliminary pilot test indicates T.E.A.M.s
embedded in software improved team
performance on a simulated military task

*Rentsch & Hutchison (1999)
Organizational Research Group*

Expected Final Products

C-MAP as a scientifically-based
foundation for building
support technology

The C-MAP research program will contribute to:

The development of
methods for
representation and
transfer of meaning

The understanding of
the processes of team
cognition

Potential Impact

Influence the development of support technology

Provide empirically tested, theoretically derived hypotheses to shared understanding research

Contribute methodological innovations

Contribute to the understanding and measurement of the development of congruent knowledge structures and contribute to testing the Structural Model of Team Collaboration

Planned Publications

Expect to present this study at a conference

Expect to prepare a manuscript for submission to
journal based on this study

Master's thesis based, in part, on these data