

Berichte aus der Psychologie

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Combining Team-based Learning with Creativity to Increase Learner Engagement in a Non-Traditional Graduate I/O Psychology Program

Brigitte Steinheider, Vivian Hoffmeister and James McKenzie

Providing a rigorous, high-quality I-O program in a compressed course format to meet non-traditional students' needs is a major balancing act and requires different teaching approaches. This paper reports preliminary data ($N = 36$) comparing a team-based learning (TBL) approach using creative assignments with other adult-learner oriented courses, and assessed instructor and team servant leadership, class climate and learner engagement. Instructor and team servant leadership was associated with a positive climate in the classroom, leading to high engagement. Comparisons showed significantly higher scores for all constructs except team servant leadership for TBL courses, suggesting its promise for non-traditional I-O programs.

The number of students enrolling in nontraditional psychology programs has significantly increased during the last decade. To accommodate full-time working and highly heterogenous students, classes are offered on weekends or in the evening which puts high demands on students and faculty and require different teaching approaches. Meeting nontraditional students' needs and providing a rigorous, high-quality I-O program is a major balancing act.

The Master of Arts program in Organizational Dynamics (ODYN) at the University of Oklahoma (OU) in Tulsa is an interdisciplinary program designed to provide working professionals with the leadership skills needed to manage people, projects, and technology, and offers two specialization tracks in Human Resource Management and Project Management. The program started in spring 2003; currently 45 students are enrolled. Students are diverse in age, background and organizational position and represent a variety of companies including not-for-profit organizations and government agencies. The program uses a compressed format with class sessions conducted over 3 weekends. Pre-course preparation including readings and assignments is required so that class time can be devoted to exercises and discussions. Projects or papers are due several weeks after the last class session. The compressed format works well for content-oriented classes in which the prolonged class meetings facilitate topic

immersion. Data from student exit surveys and annual program evaluations support the program's effectiveness; however, teaching approaches within the program have never been compared.

While all instructors utilize teams, practical application of theories and concepts, and business juries at the end of the course to validate the learning, only the first author of this paper has been using team-based learning (TBL; Michaelsen & Sweet, 2011) since the first ODYN class and strongly focuses on creativity and innovation. Her teaching evaluations have been consistently very high (90th -100th percentile in a college with more than 500 faculty) through the last 15 years, and students and alumni implementing her teaching methodologies to their own or other organizations provides anecdotal evidence for their effectiveness. In this exploratory investigation, the second and third authors collected preliminary data comparing TBL courses with other courses in the program to better understand whether and how team-based learning and creative assignments keep non-traditional students engaged in the learning process.

Team-based Learning

TBL shifts the student workload for reading and understanding the concepts to before class time so that students can learn how to apply the material during class (Michaelsen & Sweet, 2011). At the beginning of the class, students are strategically divided into teams with diverse levels or areas of relevant expertise in which they will remain for the duration of the course so that they are able to learn from each other as much as from the material and instructor. To assess initial understanding of the reading material, groups take two assessments at the beginning of each unit: first, students take a short multiple-choice test about the preparation materials individually before they retake the same test as a team.

The instructor gives students immediate feedback about their individual and team performance and clarifies concepts or items missed. The rest of the course is designed to include decision-based application exercises, so that students can practice applying the course materials to tackle complex, real-world problems. At the end of the course, team members rate each other's contributions and provide positive and constructive feedback (Michaelson & Sweet, 2011). A recent analysis of 40 TBL studies concluded that there is initial evidence for positive educational outcomes in terms of knowledge acquisition, participation and engagement, and team performance, but that

more rigorous testing is needed to confirm the effects and explore the underlying mechanisms (Haidet, Kubitz & McCormack, 2014). However, TBL is mostly used in the health sciences and the undergraduate level; there were only two studies published in psychology and both at the undergraduate level.

Facilitating Student Creativity

Creativity and innovation are becoming more critical to all organizations to stay competitive; however, there is concern that the American educational system may not foster creative thinking. Amabile's (1988) componential theory of creativity describes creativity as the confluence of expertise, creative thinking skills, and intrinsic task motivation, interacting in a supportive environment. Therefore, creativity should be highest when 1) an intrinsically motivated person with 2) high domain expertise and 3) high skill in creative thinking 4) works in an environment high in support for creativity. Students are most creative when they feel motivated primarily by the interest, enjoyment, and challenge of the work itself, and not by extrinsic motivators, such as grades or recognition. Of the individual components, the environment has the strongest effect on intrinsic motivation. Creativity can be stimulated through the social environment by offering a sense of positive challenge in the assignments; engaging with collaborative, diversely skilled, and idea-focused teams; when students have freedom to carry out their assignments; and when instructors encourage the development of new ideas and student participation, as well as set a clear mission for the class to be creative. These conditions are given in ODYN with students working on relevant problems, acquiring the knowledge, working in teams with diverse skill sets in a collaborative environment. In addition, in classes by the TBL instructor, students present their solutions to assignments as posters, metaboards or in an entertaining format ('infotainment') which are also graded on creativity and innovation, allowing students to develop their creative skills.

Instructors using TBL lecture significantly less, but rather act as facilitators to help reinforce concepts and engage students in group knowledge sharing. Therefore, we assessed the role of the instructor through servant leadership which describes leadership as developing others. Because teams provide guidance to each other and help each other to develop, we also assessed servant leadership at the team level. We hypothesized that instructor and team servant leadership is higher in TBL classes than in other classes. In

TBL approaches, students benefit from the supervisor and peer support present in the team setting, experience autonomy in their choice of potential solutions and selecting their final assignments, integrate multiple perspectives and rely on each other. A positive organizational climate has been linked to high work engagement, and we hypothesized that the class climate would be higher in TBL classes than in other classes. Team assignments with a focus on real world problems and creative problem solving promote active learning in that they involve discussions about different approaches to problems and we hypothesized that students in TBL classes will be more engaged than in other classes. To better understand the impact of creative assignments, open ended questions were sent to several teams at the end of a TBL-based class.

Methods

Sample and Procedures

Due to small class sizes and low response rates, data were collected from eight classes in the ODYN program offered during one year by emailing students a link to a survey posted on Qualtrics at the end of each class. All classes used collaborative learning techniques and teams; however, only half (four classes) used the specific TBL format. A total of 50 students accessed the survey; however, after deletion of incomplete surveys, data from 36 students remained (22 ODYN, 16 other courses). Half of the respondents (56.3%) were female, the median age was between 25 and 34 years, and the median tenure in the program was between 5 and 9 classes out of a total of 13 classes.

Student interviews were gathered from six students who have completed both TBL and other courses in the program. Students responded to seven open-ended questions about their past experiences with creativity, if they feel their creativity has remained stable throughout their career, and how, if at all, they engage their creativity in and outside the program.

Measures

The pilot study employed a cross-sectional design, assessing Instructor and Team Servant Leadership as independent variables, classroom climate as mediator, and learner engagement as dependent variable.

Instructor and team servant leadership were measured with the servant leadership survey developed by Ehrhart (2004) using 12 items of his 14 item

instrument, covering six dimensions of servant leadership behavior with two items, each of which were adapted for the classroom context ($\alpha = .93$ for both scales): (1) forming relationships with students, (2) empowering students subordinates, (3) helping students grow and succeed, (4) behaving ethically, (5) having conceptual skills, and (6) putting students first.

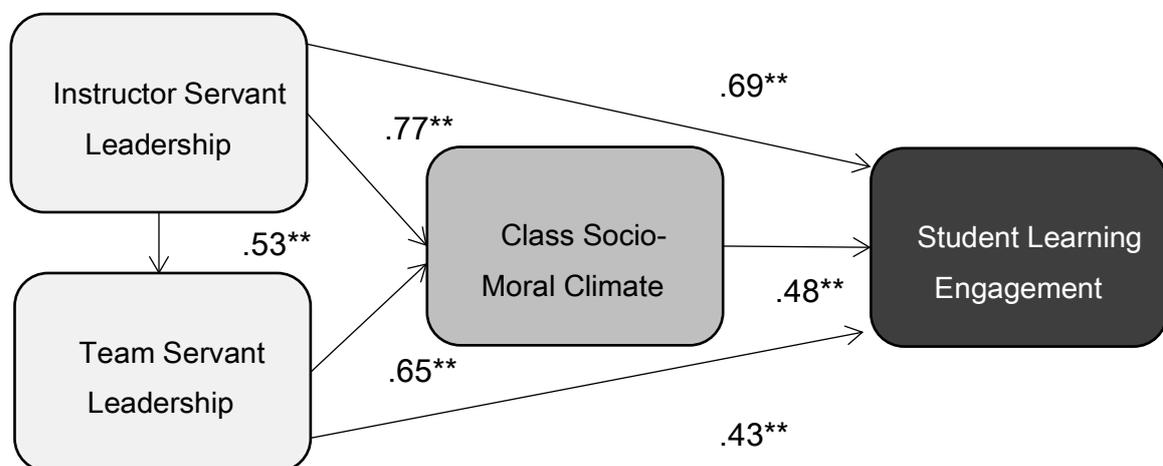
Classroom climate was measured by using the 21item socio-moral climate (SMC) instrument developed by Pircher Verdorfer, Steinheider, and Burkus (2015) and adapted for the class context ($\alpha = .93$). The five sub-scales are: (1) open confrontation with conflicts (4 items), (2) reliable and constant appreciation and respect (4 items), (3) open communication and participative cooperation (5 items), (4) assignment of responsibility (4 items), and (5) organizational concern for the individual (4 items).

Learner engagement was measured by adapting two sub-scales of a short version of the UWES-9 (Schaufeli, Bakker, & Salanova, 2006; $\alpha = .94$) which assesses vigor (3 items) and dedication (3 items) as key components of work engagement.

Results

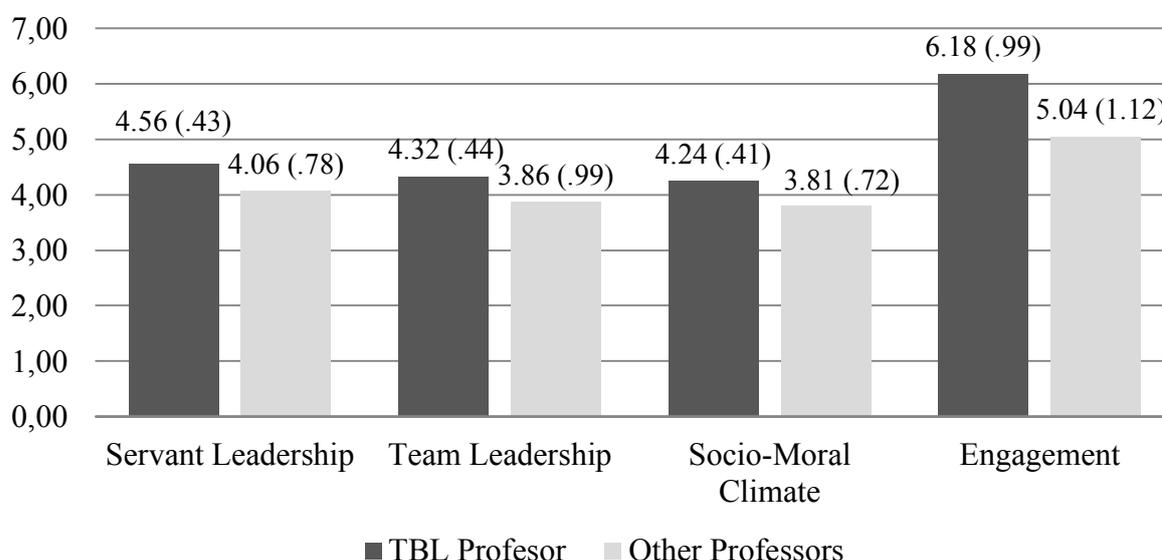
Figure 1 reports the inter-correlations of the variables, explaining a model of student learning engagement through servant leadership and socio-moral climate. Instructor servant leadership, team servant leadership, socio-moral climate and student engagement were all positively associated with one another, suggesting that the presence of servant leadership both by the professor and in the team setting is associated with a positive SMC in the classroom, leading to high engagement.

Fig. 1: Correlations of variables, indicating a model of student learning engagement through servant leadership and socio-moral climate
 ** significant at the $p < .01$ level.



A comparison of TBL and other classes showed positive evaluations for all constructs with significantly higher scores for instructor servant leadership ($t(18.03) = 2.19, p < .05$), SMC ($t(34) = 2.30, p < .05$) and learner engagement ($t(34) = 3.21, p < .01$) in the TBL condition (see Figure 2) but no differences between TBL and other classes on team servant leadership ($t(16.35) = 1.66, ns$).

Fig. 2: Means and standard deviations (in parentheses) of instructor servant leadership, team servant leadership, socio-moral climate, and student engagement in TBL courses versus other courses



Overall, students reported a shift in their creative capacity throughout their time in the ODYN program. One student noted, “I have never thought of myself as a creative person. I feel like it has probably increased since starting [the ODYN] program.” and pointed to the class climate as cause, “The nurturing and collaborative environment of ODYN is palpable.” Students stated that the team structure directly supports the creative climate: “Establishing core teams during the first session helps establish even more intimate connections and support and creates space for creative conversation with peers,” and, more succinctly: “ODYN teams enhance creativity.” Additionally, one student indicated that the program provides a chance to develop creativity, saying, “This program allows for students to... grow, develop, or use their natural strengths and abilities ... while giving those that may feel a bit insecure in their creativity... a chance to explore a side of themselves they may feel less confident about.” The creative and collaborative climate also leads to a transfer of skills, with one student indicating: “The

creative approaches I practice in ODYN are directly relatable to my team meetings [at work] where my goal is to create an ownership mindset of the people I lead.”

Discussion

This study reports preliminary data ($N = 36$) comparing a team-based learning (TBL) approach using creative assignments with other adult-learner oriented courses, and assessed instructor and team servant leadership, class climate and learner engagement. Instructor and team servant leadership was associated with a positive climate in the classroom, leading to high engagement. Comparisons showed significantly higher scores for all constructs except team servant leadership for TBL courses, and qualitative comments indicated that students developed creative skills and transferred them also to their work environment. A closer inspection of significant differences between items also showed that the TBL instructor was significantly higher rated on the items related to ‘building a community,’ ‘making students’ personal development a priority,’ ‘including students’ input in decisions,’ and ‘making them feel like they work with her instead of for her’; in TBL classes, also ‘building community’ at the team level was significantly higher. TBL may facilitate the creation of ‘communities of practice’ (Lave & Wenger, 1991) in which students employ common practices, work with the same tools and express themselves in a common language to pursue similar goals and interests which extends the class room environment, thus suggesting TBL’s promise for non-traditional I-O programs.

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