

# Minds in teams: the influence of social and cognitive factors on team learning

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Minds in teams  
The influence of social and cognitive factors on team learning

Piet Van den Bossche  
29 november 2006

1. Showing constructive conflict behavior reflects a true engagement in reaching a shared view. (dit proefschrift)
2. Conflicts need to be seen as windows of opportunity. (dit proefschrift)
3. The 'cognitive side' of teamwork is a reflection of the 'social picture' of the team. (dit proefschrift)
4. Learning is not only and maybe not foremost a cognitive endeavour. (dit proefschrift)
5. "I am more and more sure that those who are in love with learning are in love with life. For them change is never a problem, never a threat, just another exciting opportunity." (Handy, 1990, p.63)
6. "Soms denk ik: 't is spijtig dat er op zuiver onderzoek altijd vlekken van 't gewone leven moeten zitten. Maar anderzijds: door die vlekken gaat ge 't geheel soms anders bezien." (Uit: die Siel van die Mier, tekst: David van Reybrouck, spel: Josse de Pauw)
7. Her knowledge of me was so deep, her version so compelling, that it held together my miscellany of identities. To be sane, we choose between the diverse warring descriptions of our selves: I chose hers. I took the name she gave me, and the criticism, and the love, and I called the discourse me. (Rushdie, The ground beneath her feet, 2000, p. 510)
8. If you think that doing a PhD is hard but at the same time great, try riding up the Tourmalet.
9. Niets is geheel waar, en zelfs dat niet. (Frederik van Eeden)