

Study ID	Author	Context	Performance management components	Performance management level(s)	Key findings or recommendations
1	Arnold, Fletcher, & Molyneux (2012)	Olympic sport programmes	Various performance leadership and management practices at organizational-level and performance director-level	Primarily at strategic and operational levels	Leaders and managers are advised to focus on establishing an approach, understanding roles, developing contextual awareness, enhancing personal skills and strengthening relationships. Sport organisations are recommended to employ the most appropriate individual, create the optimal environment, implement systems and structures, develop an inclusive culture and provide appropriate support.
2	Collins & Cruickshank (2012)	Olympic sport programmes	Various activities to facilitate the creation and dissemination of the performance-director's vision for the sport	Primarily at strategic and operational levels	Performance director's vision may be an initially necessary but consequently transient feature of the programme, a framework which supports the delivery of a high performing culture is crucial to long-term team performance
3	Cruickshank, Collins, & Minten (2015)	UK professional sport teams	Incoming team manager-led culture change process aimed at enhancing team performance	Strategic, operational, and individual levels	The optimization of a professional team culture is defined by the manager's initial actions and never definitively achieved but rather continually developed in complex social and power dynamics
4	Fletcher & Arnold (2011)	Olympic sport programmes	Various performance leadership and management practices form the perspective of performance leader/manager role	Primarily at strategic and operational levels	To sustain the highest levels of performance in their teams, leaders and managers must identify and disseminate their vision, optimize their resources and processes, challenge and support their people, and transform individuals' attitudes and group cohesion.
5	Fletcher & Streeter (2016)	International swimming programme	Model of high performance environment aimed at managing organizational factors and achieving enhanced team performance	Primarily at operational and strategic levels	Adopting a holistic view of the performance environment draws attention to the numerous organizational influences on sport performers and encourages a more coordinated approach to developing high performance
6	Frontiera (2010)	US professional sport organizations	Process of leading and managing organizational culture change to improve team and organizational performance	Strategic, operational, and individual levels	Understanding the organizational culture change process could prove beneficial for leaders or organizations where the product is people's performance
7	Macquet, Ferrand, & Stanton (2015)	International sport teams	The preparation and presentation of debriefing processes in elite team sport to ensure key learnings and the achievement of team performance objectives	Operational and individual levels	In elite team sports, the debriefing process is collaborative between staff and players, and in the process head coaches adapt their leadership style to suit the context, athletes, and available time.
8	Armstrong, Flood, Guthrie, Liu, MacCurtain, & Mkamwa (2010)	High ranked national business firms	Use of high performance (high commitment) work practices combined with equality and diversity practices	Primarily operational and individual levels	Organisations that deal more extensively with issues related to HR management, diversity, and equality using a coherent management approach can demonstrate higher levels of business performance
9	Atik (1994)	Professional classical orchestras	The interactive process between the conductor (leader) and the members of the orchestra (followers)	Operational and individual levels	The collaborative and dynamic nature of relationships between leader and performers suggests that gaining consent from the follower, mutual trust and respect are important to leading and managing performance
10	Biron, Farndale, & Pauwwe (2012)	Fortune 500 listed business firms	Performance management process and how it should be implemented to ensure organizational strategy can be achieved	Primarily strategic and operational levels	Firms should recognise the importance of communicating the future plans of the organization and how these are to be achieved to employees. Senior management should translate organizational objectives into meaningful practice and knowledge for employees.

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11	Dedy, Bonrath, ., Ahmed, & Grantcharov (2016)	Medical surgery teams	Structured training programme to improve and monitor nontechnical operating room performance	Operational and individual levels	Structured training is effective in improving nontechnical performance in operating rooms and should be incorporated into routine surgical curricula for personnel development.
12	Forse, Bramble, & McQuillan (2011)	Medical surgery teams	Design and application of a team training programme aimed at developing group performance within surgical operating theatres	Operational and individual levels	Team training can improve operating room performance and sustained personnel development appears necessary for culture change and continuous improvement
13	Jordan, Field, & Armenakis (2002)	Military aviation teams	Addressing and measuring group potency, social cohesion, and team-member exchange within a team performance environment	Primarily operational level	Managing group potency - the shared belief among team members that the team can be effective over several tasks - is a key process in supporting military team performance
14	Lawler III (2003)	Fortune 500 listed business firms	Linking performance management and reward practices to achieve organisational effectiveness	Primarily operational and individual levels	Performance management is more effective when individual performance appraisal is tied to rewards and supported by clear evidence of performance. However, forced ranking of employees has a negative effect on the organization.
15	Pillai & Williams (2004)	Fire rescue teams	Using transformational leaders to build and manage committed, high performing work groups by enhancing employee self-efficacy and cohesiveness	Primarily operational and individual levels	Developing transformational leaders in fire service departments can bring about positive change in employee attitudes, confidence, and performance
16	Rowold (2011)	Fire rescue teams	Various leadership behaviours in managing team performance while taking into account the age, gender, and cultural heterogeneity	Primarily operational and individual levels	Initiating structure is closely related to team performance regardless of the situation in fire rescue teams, while the influence of transformational leadership, laissez-faire, and consideration behaviors depend on certain contextual conditions.
17	Sperling & Pritchett (2011)	Military aviation teams	The distribution, management, and monitoring of specific information needed by crew members to perform their roles and achieve mission objectives	Operational and individual levels	Improvements in collaboration and mission performance can occur when each team member knows which information is known by the others. Team performance can be enhanced when each member also knows what information may be required by others.
18	Tschan, Semmer, Gautschi, Hunziker, Spychiger, & Marsch (2006)	Medical emergency response teams	Group coordination within medical emergency driven teams aimed at improving group functioning and performance	Primarily operational levels	Group performance training should go beyond “technical” training and include development of group coordination behavior that can be adapted to the context and professional role requirements
19	Vashdi, Bamberger, & Erez (2013)	Medical surgery teams	Action team learning facilitated by team reflexivity process aimed at to achieve group objectives	Operational and individual levels	Higher levels of action team learning, following briefing-debriefing processes, is directly associated with a reduced number of adverse events in low complexity surgeries
20	Vashdi, Bamberger, Erez, & Weiss-Meilik (2007)	Military aviation & Medical surgery teams	Team-based reflexive learning using process of reflection, planning and adaption of performance activities to achieve group objectives	Operational and individual levels	Team reflexivity offers an effective means of fostering autonomy and enhancing the operation of 'short tenure' action teams

