

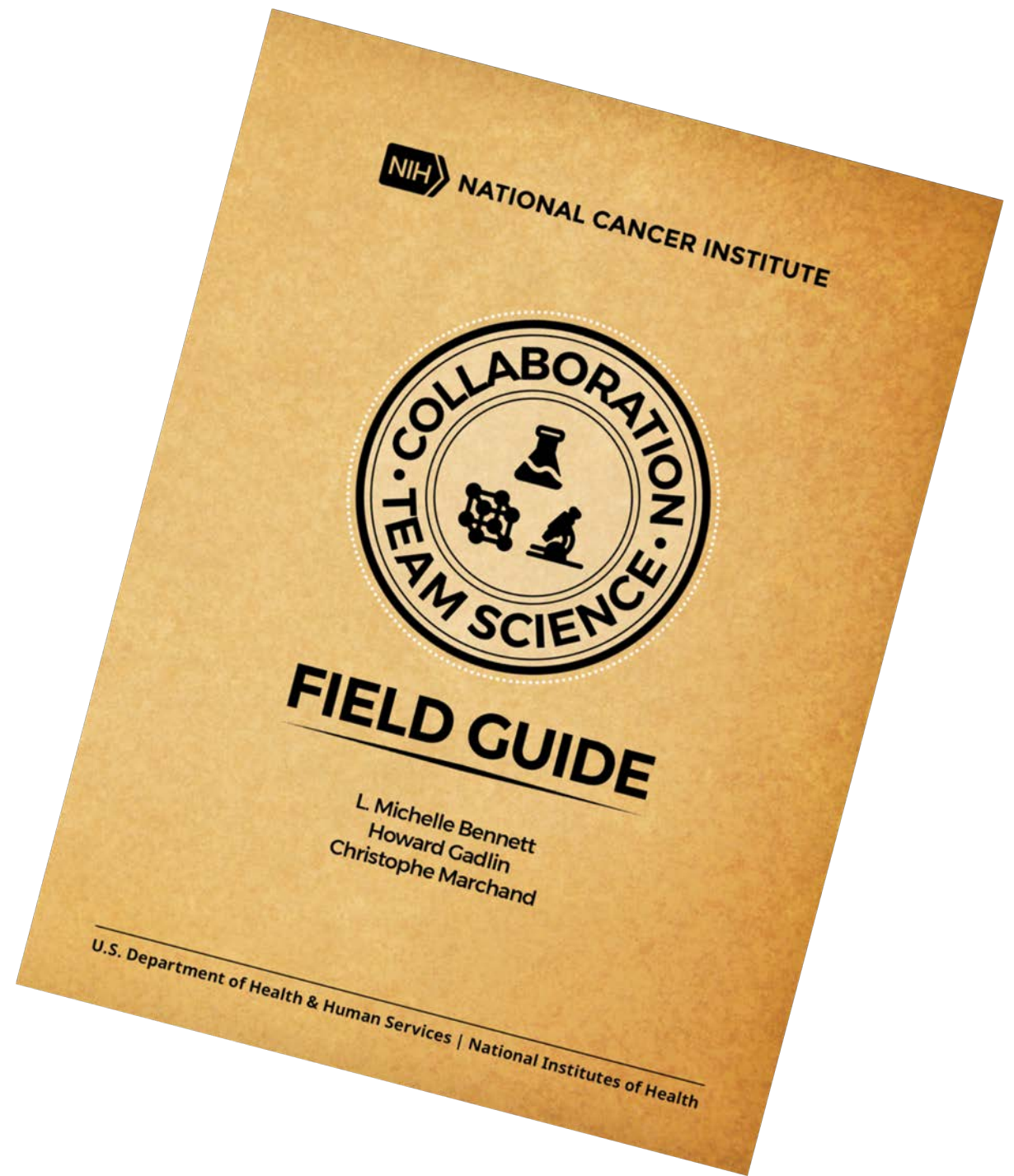


Eight Elements to Successfully Build Teams while Managing Conflict

*Christophe Marchand, PhD
Center for Research Strategy
National Cancer Institute, NIH*

SESYNC Networks-of-Networks Workshop, September 13, 2019

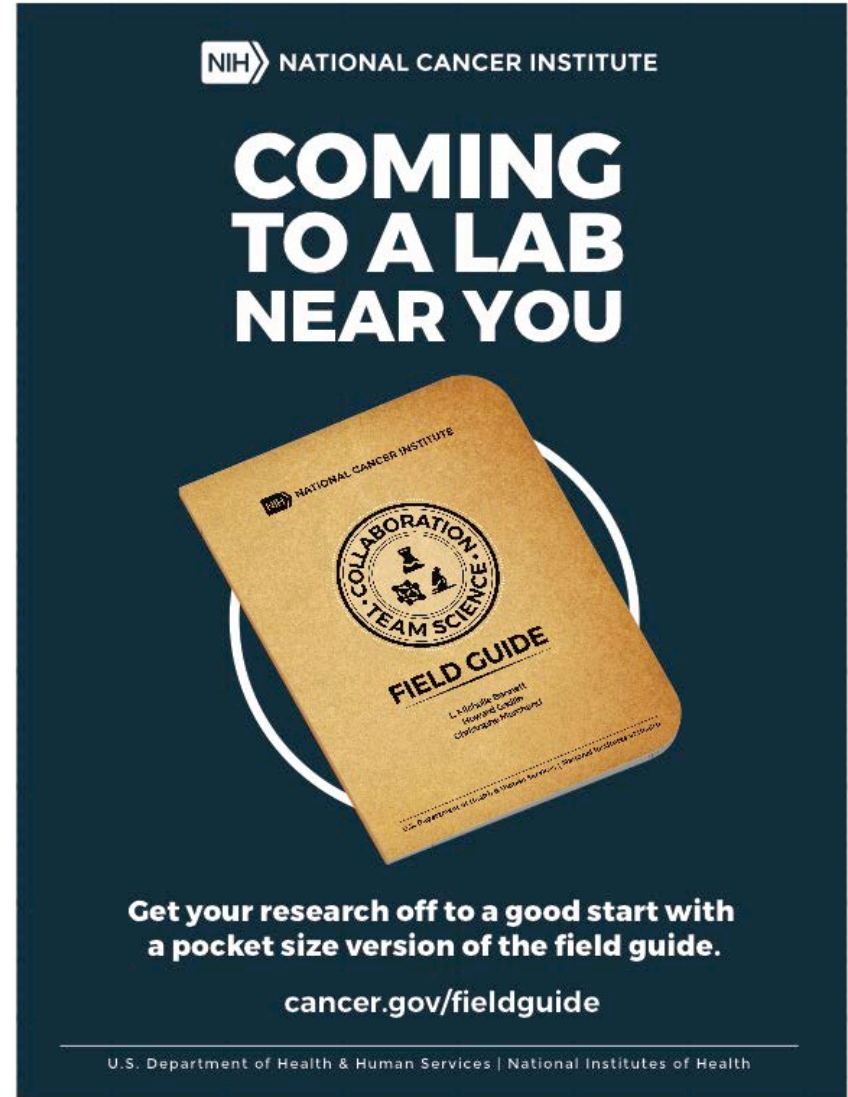
What
Characteristics
Contribute to
Successful
Team
Functioning?



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Presentation

- Key Takeaways
 - Generating Trust
 - Shared Vision
 - Setting Expectations
 - Communication
 - Team Evolution and Dynamics
 - Psychological Safety
 - Diversity
 - Conflict and Disagreement



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COMING TO A LAB NEAR YOU

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COLLABORATION TEAM SCIENCE
FIELD GUIDE
L. Siddhika Banerji
Margaret Coyle
Chloroche Mwachungu
U.S. Department of Health & Human Services | Prepared for diverse audiences

Get your research off to a good start with a pocket size version of the field guide.

cancer.gov/fieldguide

U.S. Department of Health & Human Services | National Institutes of Health

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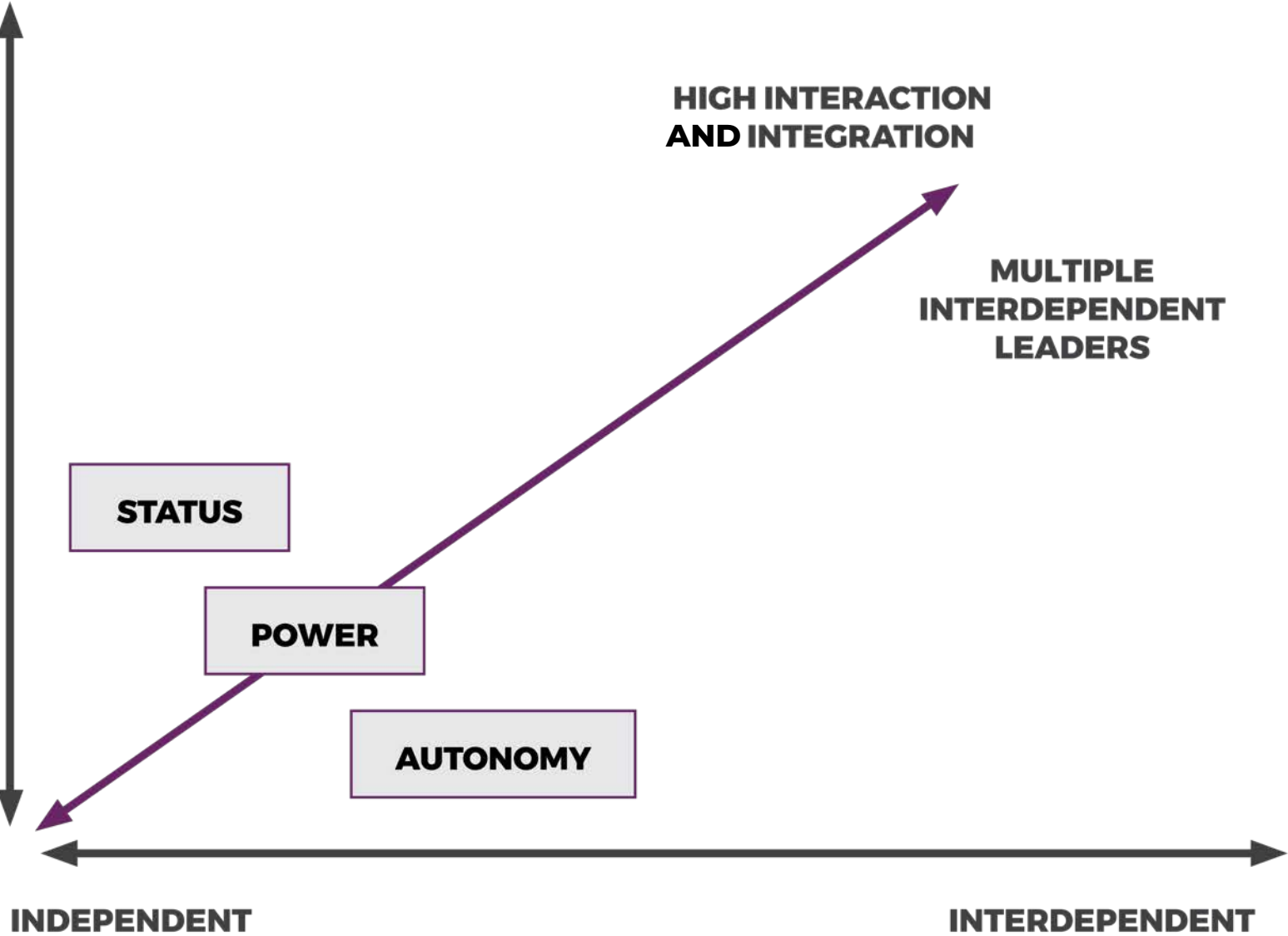
The science brings teams together.... but success is not just about science



Collaboration
Introduces
Threats

**GROUP
IDENTITY**

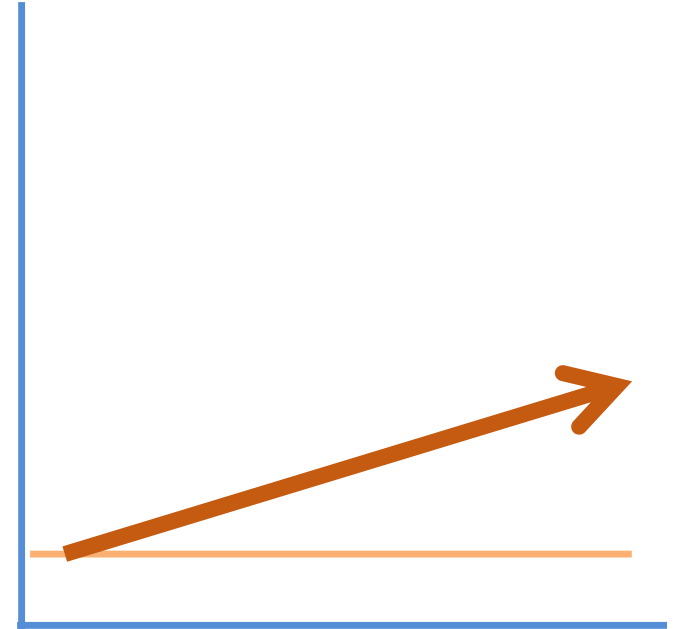
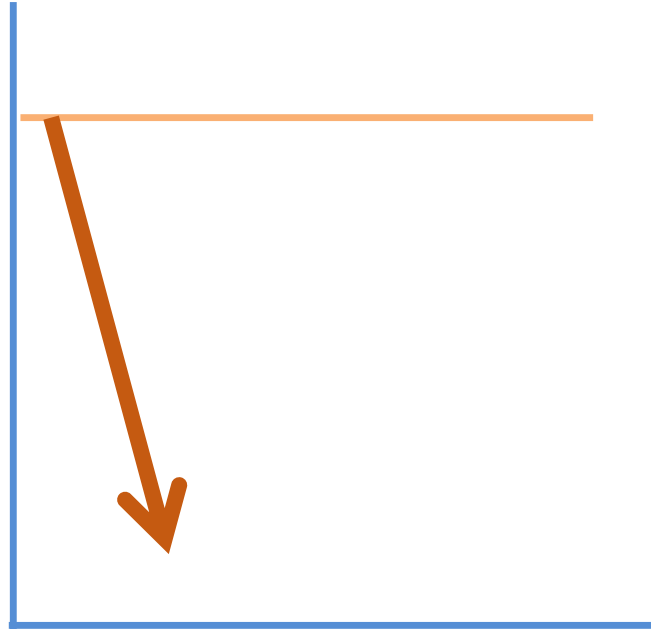
**SELF
IDENTITY**



Generating Trust



High
Low
Trust



Shared Vision

- Key to successful leadership
- Sets the course for the team members to travel
- Improves group effectiveness
- Should be revisited regularly with the team –
 - Are we on track?
 - What has changed?



Developing a Shared Vision

Everyone can describe the “big picture”

Each team member can state his/her research goal and how it relates to the “bigger picture”

Have the group discuss each members accomplishments and challenges in achieving the goal – and how they relate to the overall mission

Instill ownership of roles and responsibility for attaining goals

Team accepts responsibility and accountability for both accomplishments and failures – without blaming.

Setting Clear Expectations

- Scaffold for deeper trust
- No secrets or surprises
 - Communication
 - Regular Meetings with Clear Agendas
 - Authorship
 - Conduct of Investigation, Research...
 - Technical Support
 - Career Development
 - Evaluation Criteria, etc.



Tools for Setting Expectations

[and creating a
scaffold for building
trust]

Collaborative Agreement

- Jointly created agreement among collaborators: can be formal or informal in its creation

“Welcome Letter”

- A scaffold for building deeper trust including: what you can expect of me, what I expect of you, what to do if we disagree

Institutional Agreements

- Language about team participation in an offer letter or pre-tenure agreement
- Joint appointment agreements

Consortium Agreements

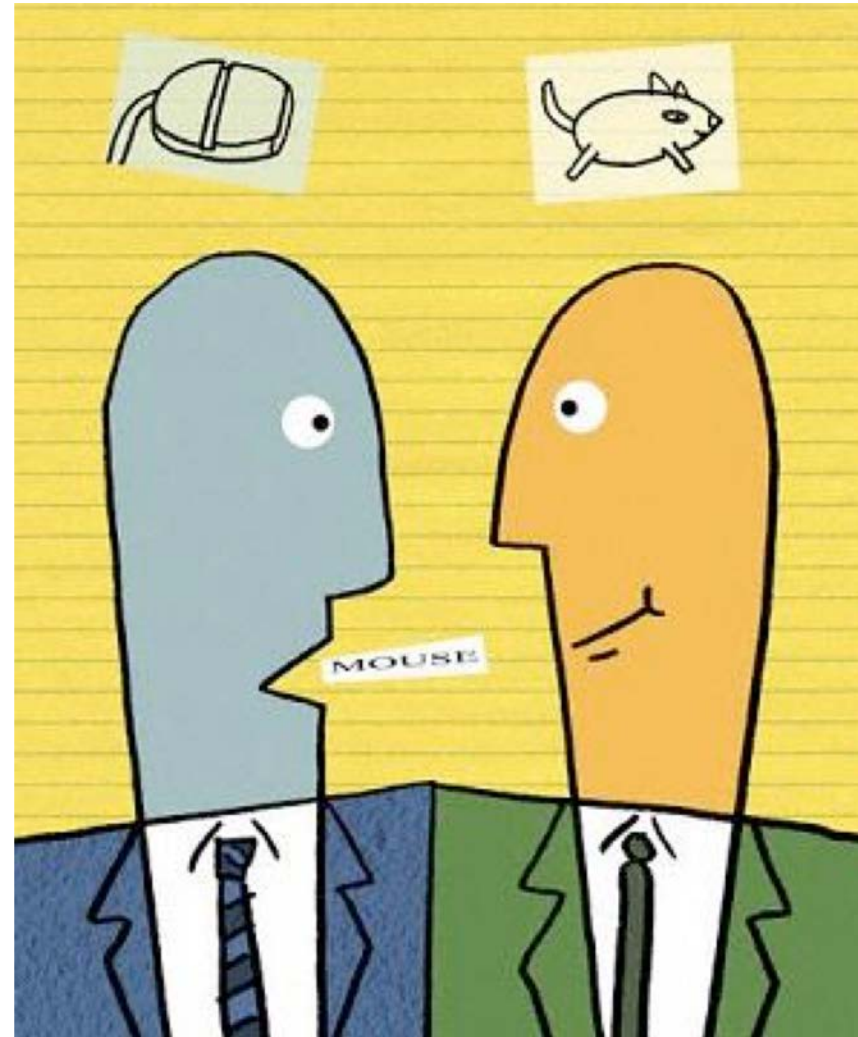
- Biospecimen collection/use; Publications; Data storage and sharing; etc..

Tools for Setting Expectations (Cont.)

Authorship Agreement

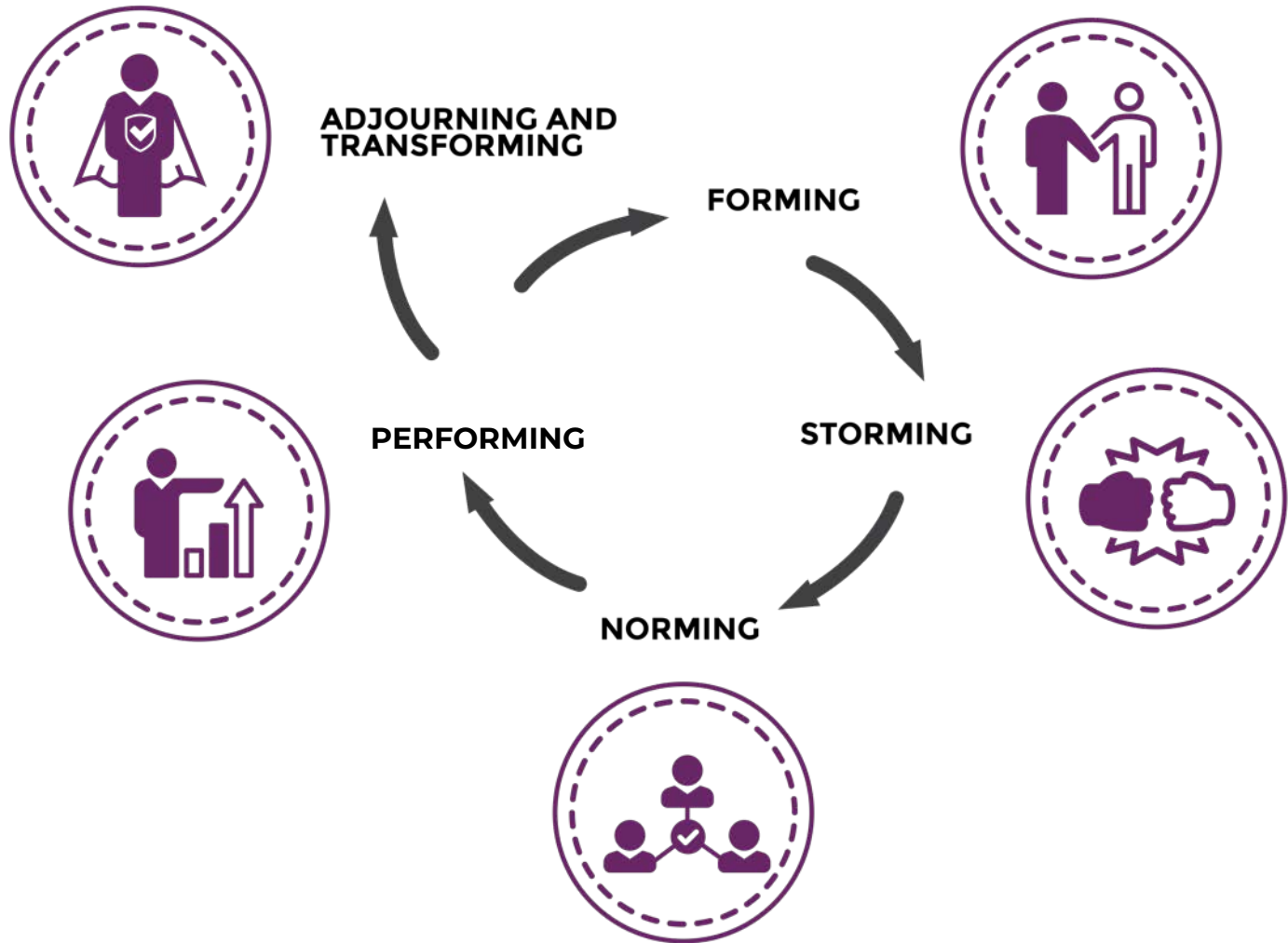
- Jointly created agreement among co-authors
- Criteria for authorship are based on the International Committee of Medical Journal Editors (ICMJE.ORG)
- Not a legal document
- Should be considered a living document (iterative)
- Maintained by a research administration office
- This agreement clearly lists :
 - Criteria for authorship (ICMJE)
 - Tentative author names and positions
 - Authors roles & responsibilities
 - Reasons for altering authorship position (if needed)
 - Targeted journals
 - Tentative publication dates
 - Next deliverables and deadlines

How
do we
communicate
?



[What did you say?](#)

Model of Team Development

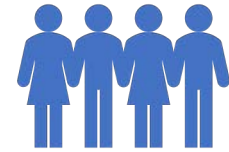


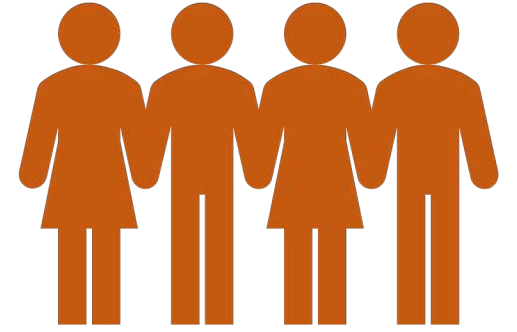
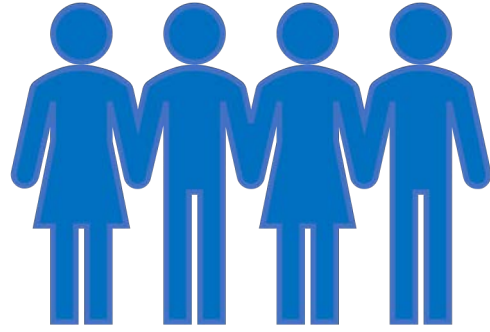
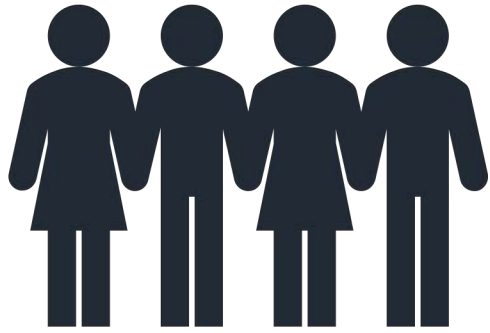
Psychological Safety

“Being able to show and employ one’s self without fear of negative consequences of self-image, status, or career”

“A shared belief held by members of a team that the team is safe for interpersonal risk-taking”

“It describes a team climate characterized by interpersonal trust and mutual respect in which people are comfortable being themselves”





What about diversity?

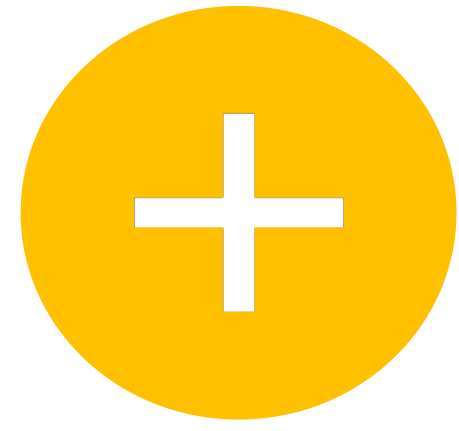
Team
Science is
An Exercise
in Diversity



DIFFERENT
PERSPECTIVES



VARIED
EXPERIENCES



RANGE OF
EXPERTISE



CHALLENGING
METHODOLOGIES/APPROACHES



QUESTIONING INTERPRETATIONS,
RESULTS, ETC...

**A Team of
Experts**



**An Expert
Team**

Problem Solving

- A diverse group is more effective at solving problems than a homogenous group
- Random selection of intelligent participants from a diverse group results in teams that can outperform a team of the “best”-performers
- Identity diverse teams are more likely to run into challenges with communication, have more conflict, and take longer to build trust

“There is little correlation between a group’s collective intelligence and the IQs of its individual members. But if a group includes more women, its collective intelligence rises.”

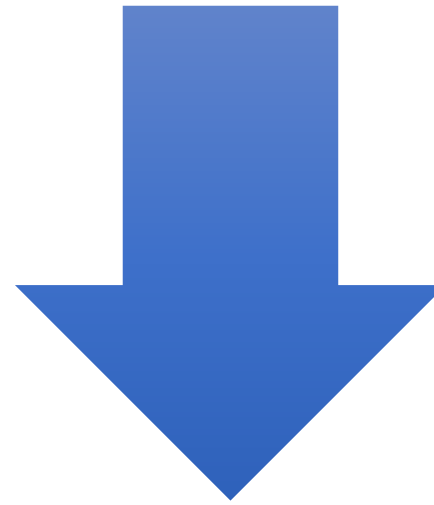
Mixed Gender Scientific Teams

- Produced research articles considered to be of higher impact than those comprised of a single gender
 - Mixed gender teams received 34% more citations than publications produced by single gender teams
- Promoting diversity:
 - Enhances inclusion and fairness
 - May also lead to increased quality science

Managing Conflict by Having Difficult Conversations



Productive Collision



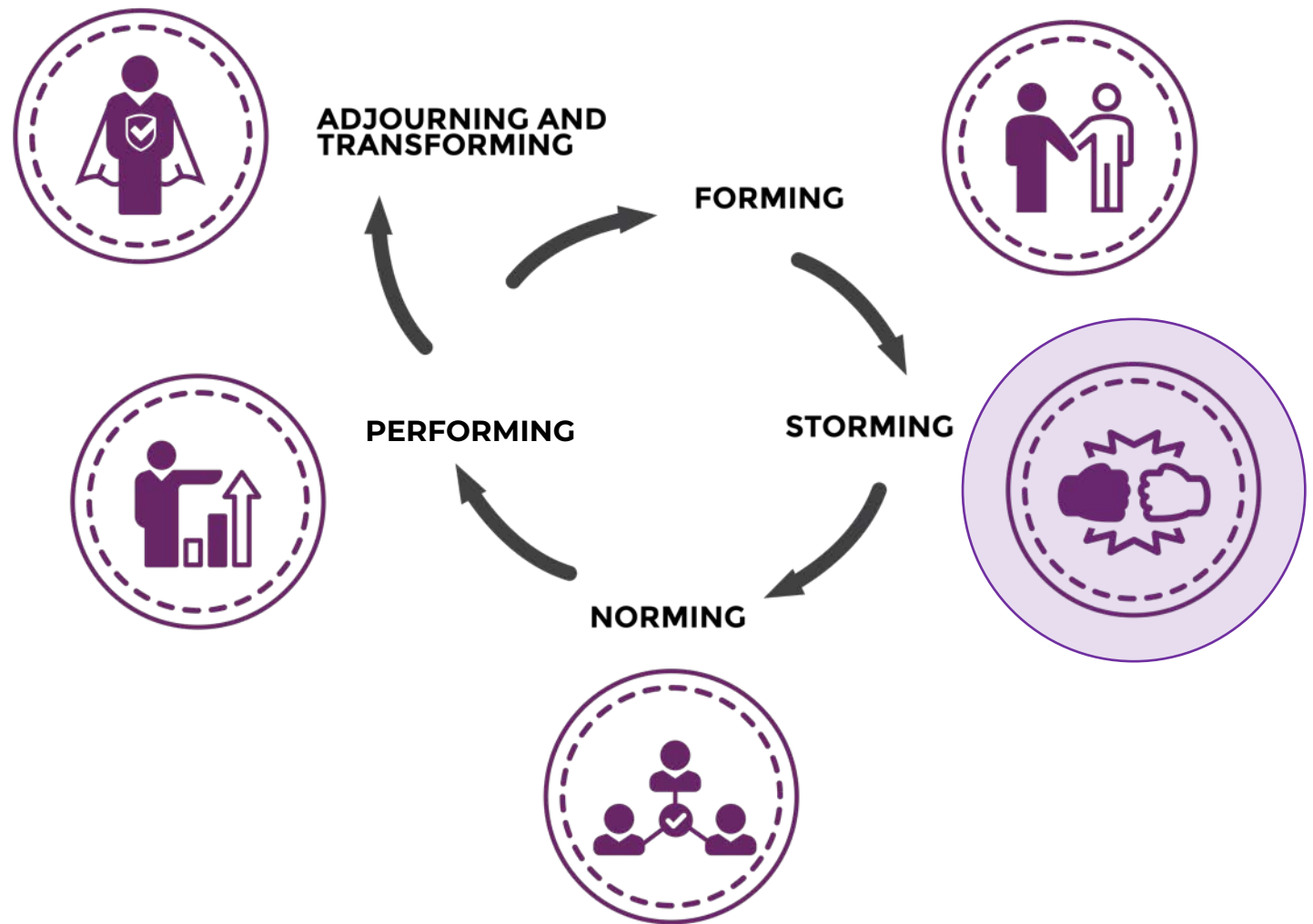
Share
Perspectives/
Invite
Disagreement



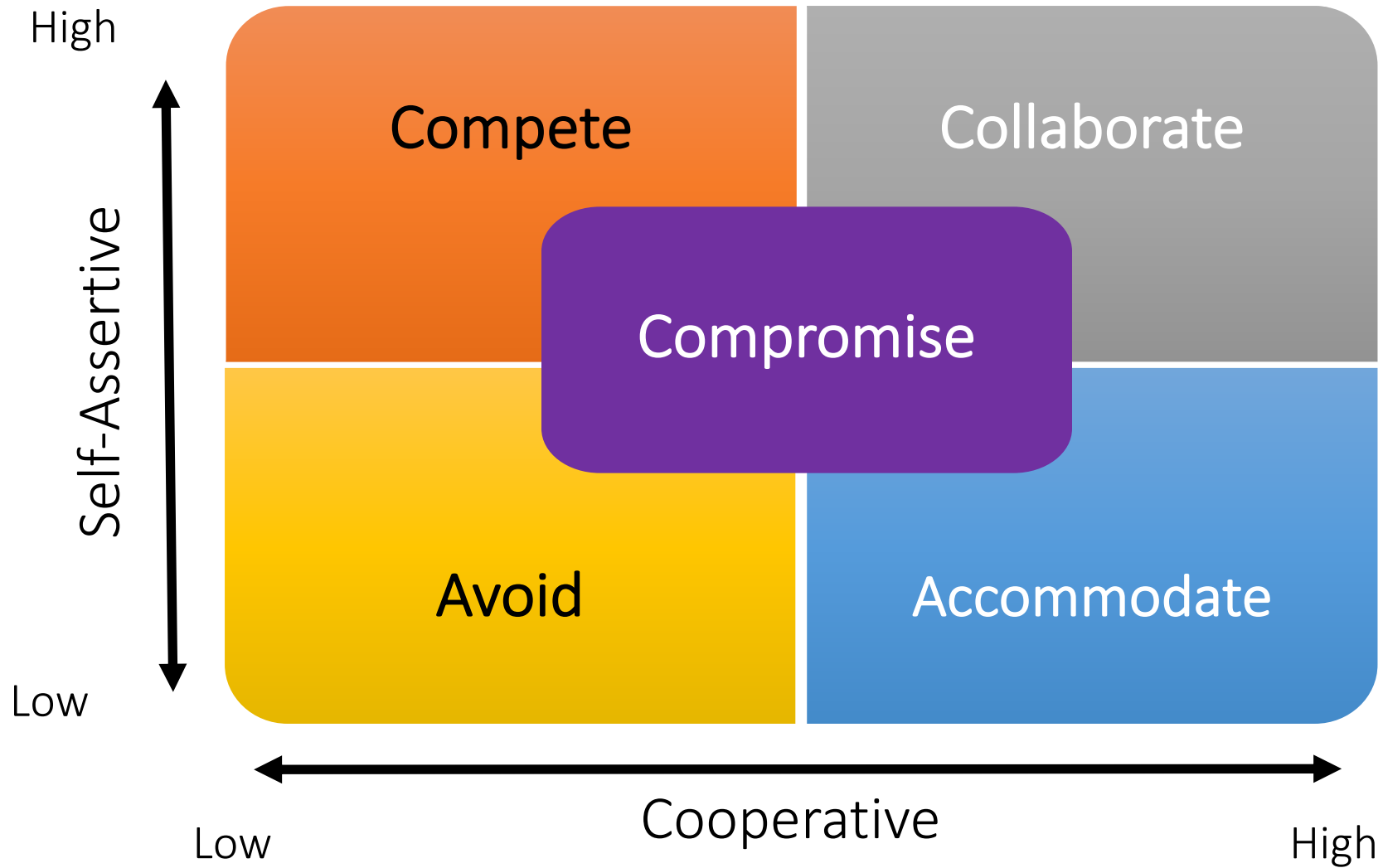
Contain
Affective/
Personal
Conflict



Threats and Challenges in Team Development



Conflict Styles

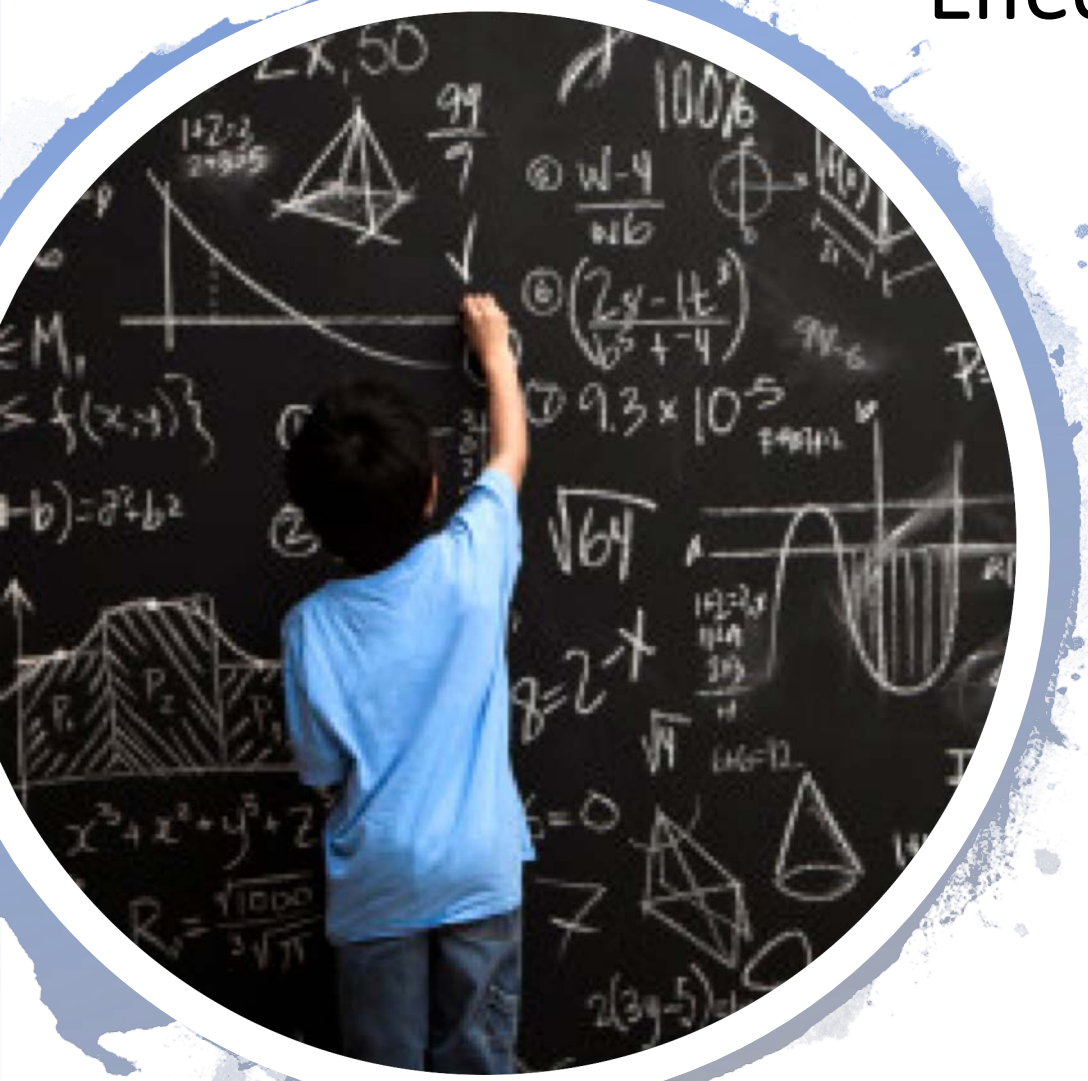


“Unfortunately, many people overestimate the risk of raising an undiscussable issue and underestimate the risk of not raising it. Specifically, they overlook the negative systemic—and often cruel—consequences they create by not raising undiscussable issues in the team.”

Plan	Plan the conversation – be clear as to why you are having the discussion
Let	Let the other person know your goal in having the conversation – start with the “third” story
Try	Try to understand how the difference developed
Decide	Decide together how to move forward

Having A Difficult Conversation

Effective Leadership: There is No Formula

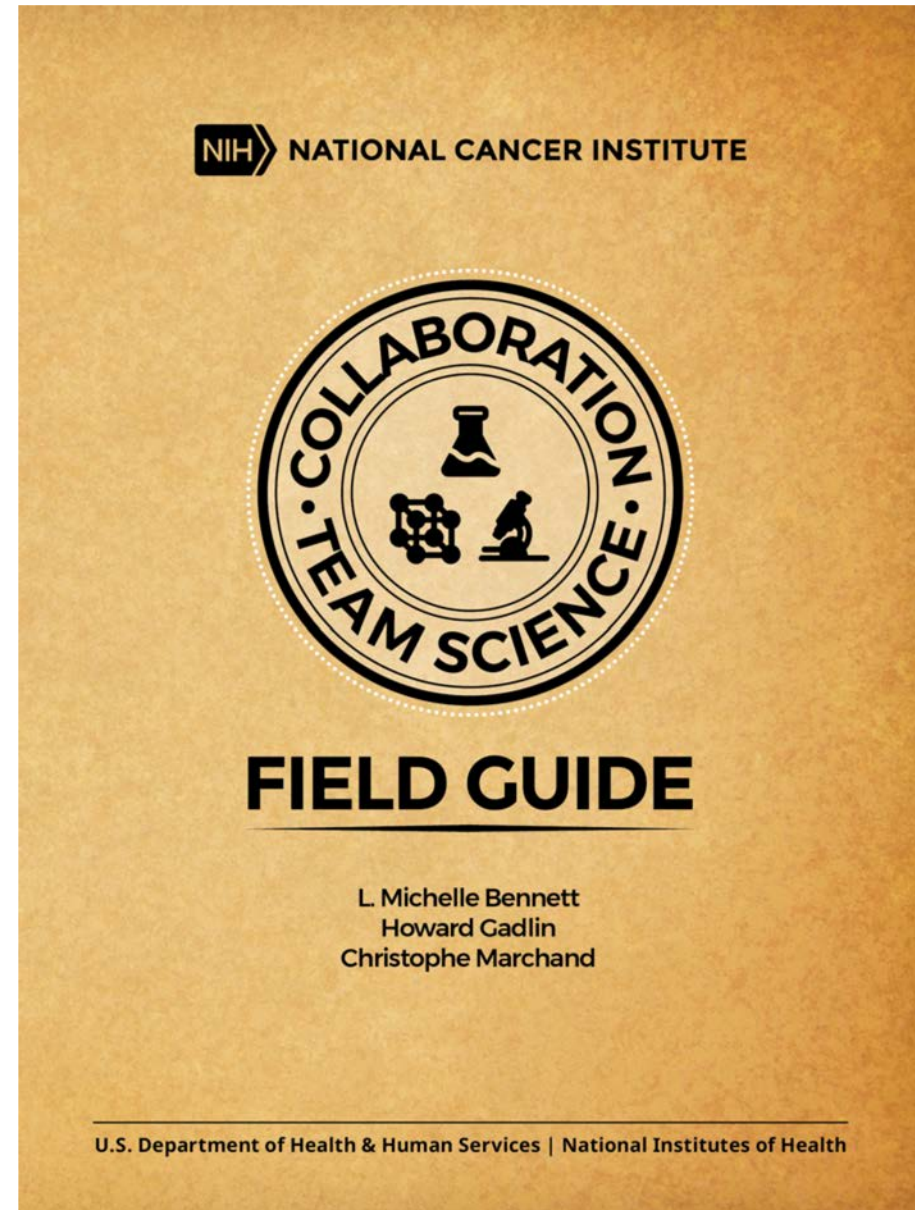


- Awareness and Emotional Intelligence
 - Self-awareness
 - Awareness around you
- Responsibility and Accountability
 - Sharing success
 - Discussing issues and problems
- Creating a safe environment
 - Difficult conversations
 - Speaking up, challenging ideas
- Managing up and across
- Mentoring others
- Giving your best everyday
- Serving as a role model

Sharing Credit

- Howard Gadlin
- Samantha Levine-Finley

- Feedback:
- LMBennett@nih.gov
- Marchand@nih.gov



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