Team Science Workshops

Session One:
Creating and Assembling Effective Teams
October 5, 2016

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Our Teams....
Where we are from

Our Teams….
What we're working on:

Speech Motor Performance Improvement

Cognition-based Mobility Device for Aging Population

Novel Predictors of Recovery from Early Brain Injury

Personal Sensors for Health Monitoring

KL-2/CT-2 Scholars

**Sensors for Heavy, Toxic Metals - Water and Urine**

Sensors - Toxins in Water

Recording

- This workshop is being recorded in the echo360 classroom recording system and in WebEx.

- The room has a wide-angle camera. Even though it will be focused on the podium and your appearance on camera will be incidental, please sign a release form or let us know if you have concerns.

Welcome!

- Why are you here?

- Why have a series of workshops about Team Science?
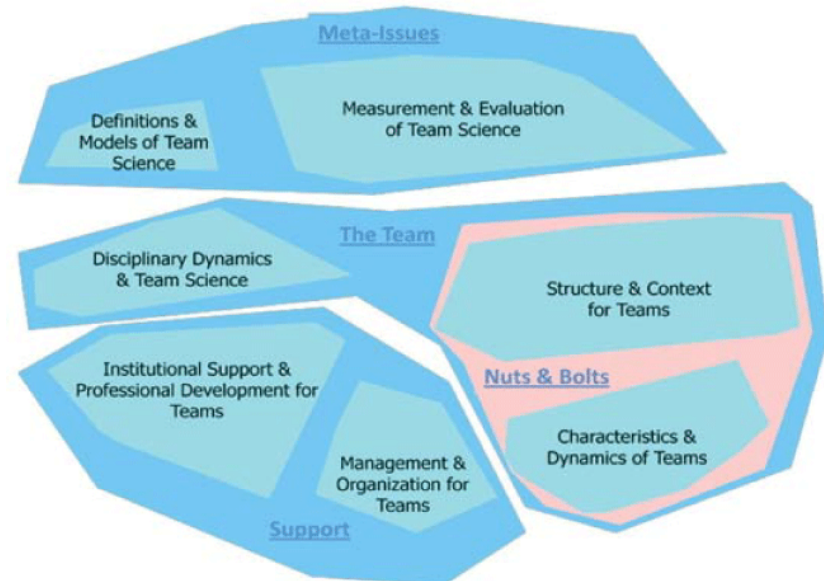
Socrative.com….Warm Up

Why are you here?

- I am very interested in learning about team skills
- I was told I had to attend, and I'm open to learning
- I was told I had to attend, but I would rather not be here
- I'm not sure why I'm here
- I'll attend anything with a free lunch

Objectives

- Understand the concept of "Team-ness"
- Understand what Team Science tells us about working together
- Identify Team-friendly behaviors and skills
- Consider how communication affects the Team
- Identify Key Team Science concepts you can use today

Socrative.com….Warm Up

How much of the pre-work did you do?

- None of it
- I only completed the assessment tool
- I only watched one or more of the videos
- I did most of it
- I did all of it…..really…..I did!

The Changing Face of Research…
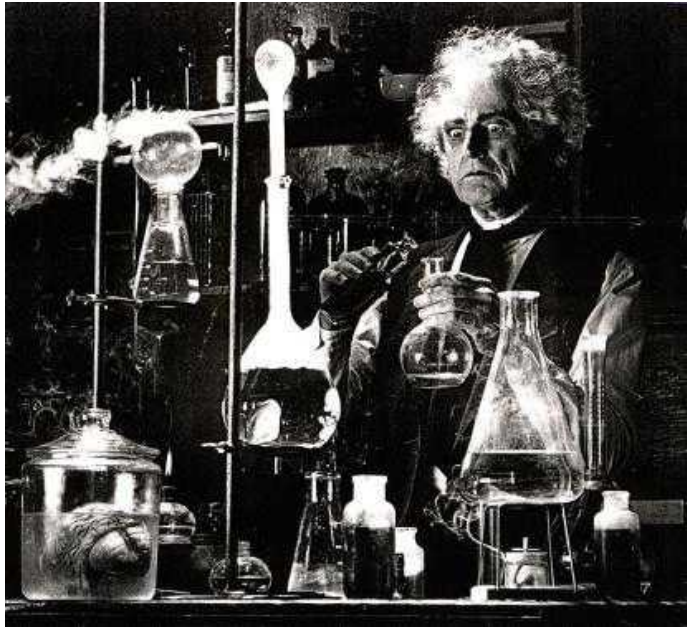
**From this….**   **….to this**

The Knowledge Explosion

"The sum total of humankind's knowledge doubled between 1750 and 1900. It doubled again between 1900 and 1950, again from 1950 to 1960, again from 1960 to 1965. It's been estimated that the sum total of humankind's knowledge has doubled at least every five years since then.

It's been further projected that by the year 2020, knowledge or information will double every 73 days."

Dr. James Appleberry - President, American Association of State Colleges and Universities
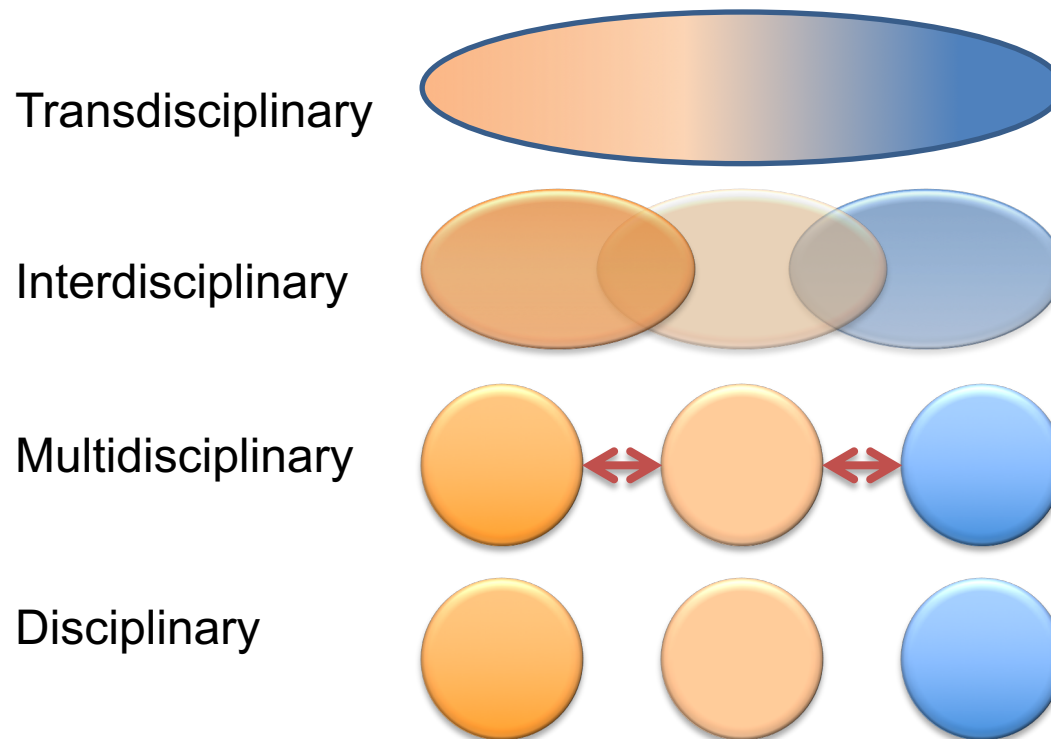
Using Team Science to Gain a Competitive Edge

- Quickly *forming new teams* around funding priorities
- Maximizing *innovation* through diversity
- *Solving problems* faster
- More high level *publications*
- More effective responses to *funding opportunities*

Group Versus Team

vs.

Definition of "Team"

Definition
A group of people with a full set of complementary skills required to complete a task, job, or project.

Team members (1) operate with a high degree of interdependence, (2) share authority and responsibility for self-management, (3) are accountable for the collective performance, and (4) work toward a common goal and shared reward(s).

A team becomes more than just a collection of people when a strong sense of mutual commitment creates synergy, thus generating performance greater than the sum of the performance of its individual members.

http://www.businessdictionary.com/definition/team.html#ixzz4K9ba8nrg

Do I Need a Group or a Team?

- **GROUP**
  - Can be formed quickly
 - Best with simple, focused tasks
  - Time-limited goal

- **TEAM**
  - Evolves and grows over time
  - Develops a culture of interdependence
  - Works from an understanding of the values, strengths, and weaknesses of members

Exercises

- Team vs. Group (Advantages and Disadvantages)

    1. Developing a research idea

    2. Writing a grant

    3. Implementing a research project

Pre- Assessment Results

Self Assessment for Team Attributes
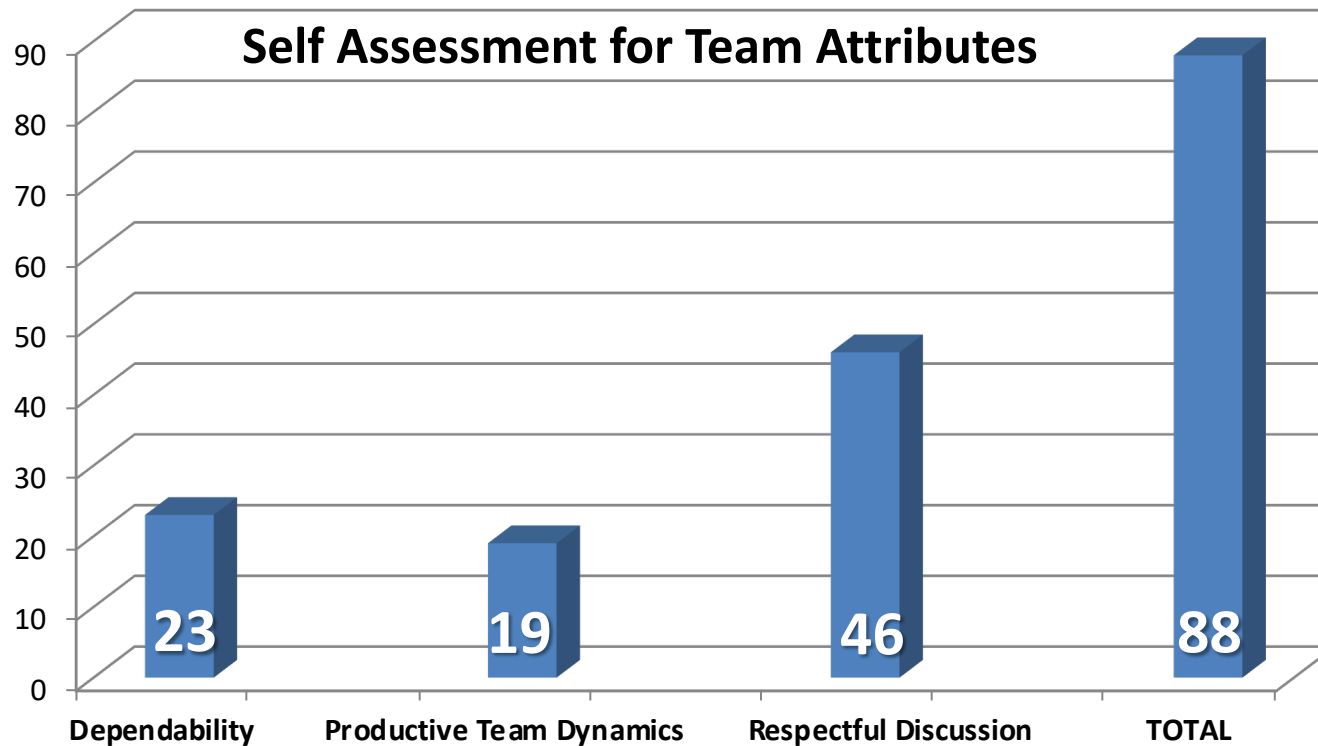
Self-Assessment Results

0-62 (Low)	63-83 (Moderate)	84-105 (High)
0	7	21

Positive Team Behaviors

- **Perseverance**
- **Reliability**
- **Sharing the load**

Pre-Assessment Question:

I get my part of the work done on time or ask other members to help if I can't get it done on time **4.64**

Positive Team Behaviors
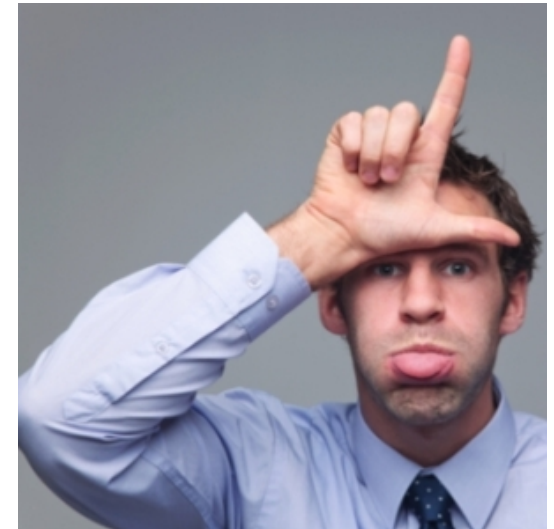
- **Communication**
- **Collaboration**

Pre-Assessment Questions:

- I respond in a timely way to project-related emails or texts **4.64**
- I am able to respectfully discuss the pros and cons of different ideas with my team **4.54**

Positive Team Behaviors

- **Conflict management**
- **Integrity**

Pre-Assessment Question:

If a team member is disrespecting an other, I intervene

3.50

Positive Team Behaviors

- **Collaboration**
- **Facilitation**
- **Communication**

Pre-Assessment Questions:

- I test understanding to establish whether or not an earlier contribution has been understood by everyone **3.39**
- I bring in views or opinions from team members who are not actively participating in the discussion **3.79**

Marshmallow Challenge Instructions

- **Build the tallest freestanding structure**
  - The winning team is the one that has the tallest structure measured from the table top surface to the top of the marshmallow. That means the structure cannot be suspended from a higher structure, like a chair, ceiling or chandelier

- **The entire marshmallow must be on top**
  - Cutting or eating part of the marshmallow disqualifies your team

- **Use as much or as little of the kit**
  - Your team can use as many or as few of the 20 spaghetti sticks, as much or as little of the string or tape. You cannot use the paper bag as part of your structure

- **Break up the spaghetti, string, or tape**
  - Teams are free to break the spaghetti, cut up the tape and string to create new structures

- **The Challenge lasts 15 minutes**
  - Teams cannot hold on to the structure when the time runs out. Those touching or supporting the structure at the end of the exercise will be disqualified. Keep an eye on the timer

Marshmallow Video
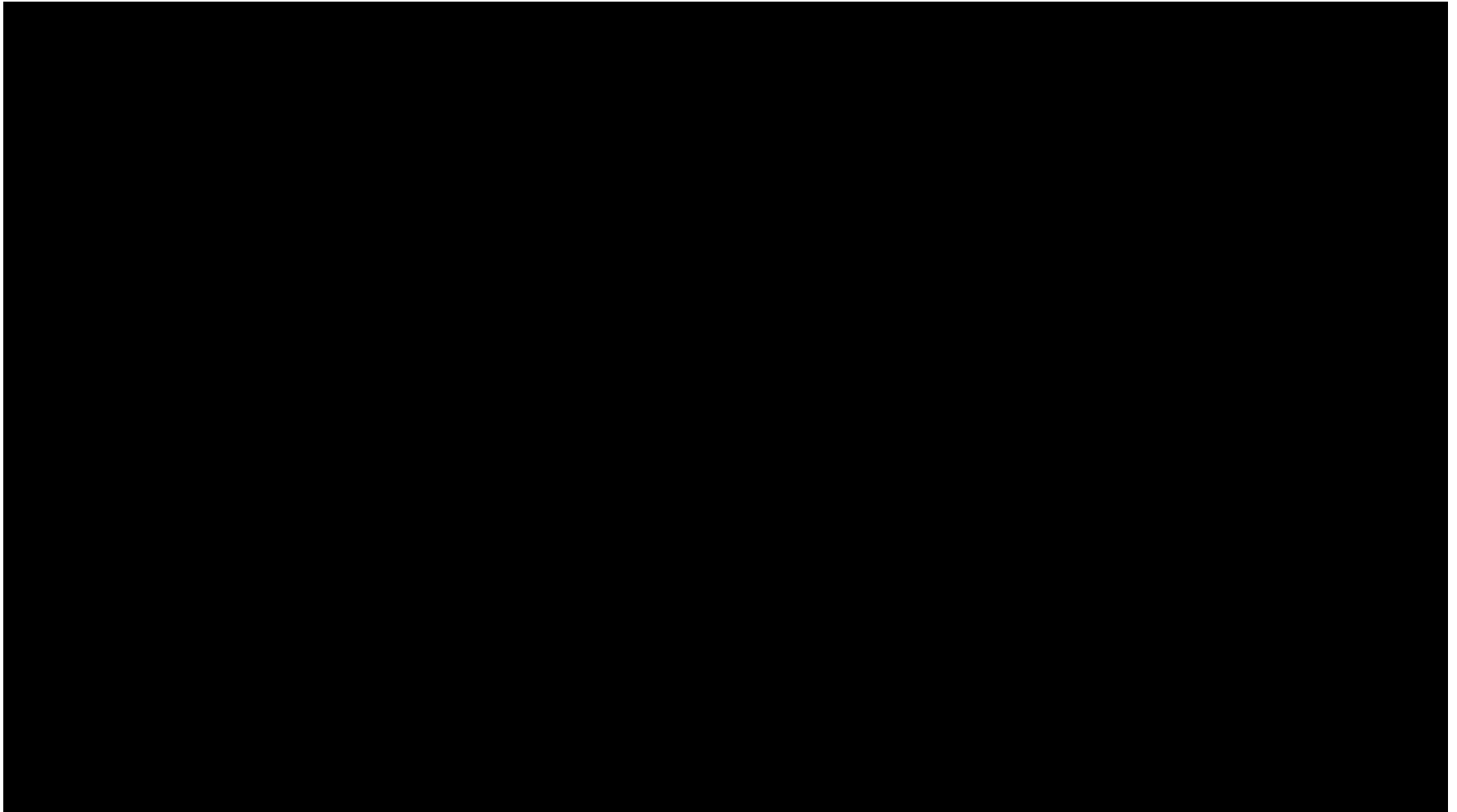
Socrative.com question:
My least favorite team role is…

1. **The Token** (…THE named physician, nurse, woman, underrepresented minority, junior faculty member, etc.)
2. **The Specialist** (…data analyst/stats, provider of patients or subjects, access to special equipment, writer of a specific grant section, etc.)
3. **Utility Infielder** (…do odd jobs, organize stuff, solve problems, take minutes, track down people and information, etc.)
4. **The Ringer** (…good track/funding record, impressive titles, lots of publications, your name/reputation alone will help us get the grant…)
5. **Contributed Effort** (…grant or project requires institutional support, "…we don't have enough money to fund your effort…," "…your boss said we could add you….," etc.)
6. **The One and Only** (…you do all the work while others on the team watch and "help" when they can…)

Have you considered your role may be a result of your <u>failure</u> to communicate?

Preferred Communication

- Consider *preferred* communication types
  - Phone, email, WebEx, in person, etc.
- Share your team roster with preferences listed

| University Hospital Radiology Report TAT Project | | | | | | | | | | |
| Project Membership Roster | | | | | | | | | | |
Name	Title	Role	Communication Preference	Mailing Address/ Office Location	Desk Phone	Cell/Phone	Fax	e-mail	Alternate Contact/ Assistant	Phone
Dan Crawley	Radiology	Process Owner	Email	M.L. 0742	584-5830	513-798-5019	584-4867	Outlook	Judy Langenbach	584-0645
Judy Hughes	Radiology Coordinator (Nuc med)	Team Member	Phone	M.L. 0577	584-1092	513-798-5020	584-7690	Outlook	Nuc Med Phone Desk	584-9024
Judy Langenbach	Radiology Secretary	Team Member	Phone	M.L. 0742	584-0645	513-798-5021	584-4867	Outlook		
Robert Lukin	Radiology Chairman	Team Member	Email		584-4396	513-798-5022	584-0431	Outlook	Sharon Orr	584-4396
Jack Malott	Radiology Director	Process Owner	In person	M.L. 0742	584-6220	513-798-5023	584-4867	Outlook	Judy Langenbach	584-0645
Bob Staton	Radiology Assistant Director	Ad Hoc Member	Email	M.L. 0742	584-6220	513-798-5024	584-4867	Outlook	Judy Langenbach	584-0645
Amy Short	OE Senior Consultant	Black Belt Candidate	Email	ABC Room 2308 BAP	585-6862	513-798-5025	585-6859	Outlook	Rebecca Boerger	585-6800

Socrative.com question:

What is your preferred professional communication style?

1. Telephone call
2. Text/group text
3. Email
4. Video conference
5. Face to face

6. Blog/via social media
7. Written/postal mail
8. Sign language
9. Smoke signals

Explicit Communication

- *Agree* on a communication plan
  - How often (daily, weekly, monthly),
  - Why (to make decisions, to initiate actions, to keep members accountable, to "catch up" team members who have missed a meeting, etc.)
  - Structure communications (agenda, minutes, deliverables etc.)
  - Archives (choose a willing scribe; manage/record knowledge, etc.)
  - Consider written agreements or MOUs (informal or formal)
  - **The Show Must Go On!**

I ♥ MOU

Checklist for Team Start-Up

- Great when transitioning a group to a team

- Review and revise over time, particularly with team growth and/or change

Review pre-work article: "Important Steps when Building a New Team"

Checklist for Team Start-up

How to use this tool:

The following checklist contains questions that should be answered early in the start-up phase of a project team. Ideally, the project sponsors will discuss these matters with the team leader or team members <u>prior</u> to the actual team formation. That information, along with any relevant unanswered questions, should be part of the team's kick-off activities and discussions.

A. Driving Issues
1. Why is this team being formed?
2. What are the critical issues the team should address?
3. What is the team's scope? (Has the scope been set by or approved by the team's sponsors?)

B. Goals
1. What are the specific project (or process improvement) goals?
2. What constitutes success?
3. How can we make these goals measurable? If they're not quantifiable, how can we look for qualitative data about improvement?
4. How do these goals support the overall mission of (our department, the project, the Institute)?

C. Roles and Responsibilities
1. Why has each member of this team been selected? What skills/expertise does each team member bring?
2. What is the role of the Team Leader?
3. What is the role of the Facilitator?
4. What is the role of our sponsor?

Strategic Communication

- No strategy is perfect (or needs to be)
  - Technology doesn't always facilitate communication
  - There is a need for redundancy
  - Be purposeful – too much communication can be annoying
  - People change over time, communication must too
  - Remedy misunderstandings quickly
  - Forgive mishaps, but **STOP** bad patterns quickly via discussion

DONE IS BETTER THAN PERFECT

A Real Life Conference Call
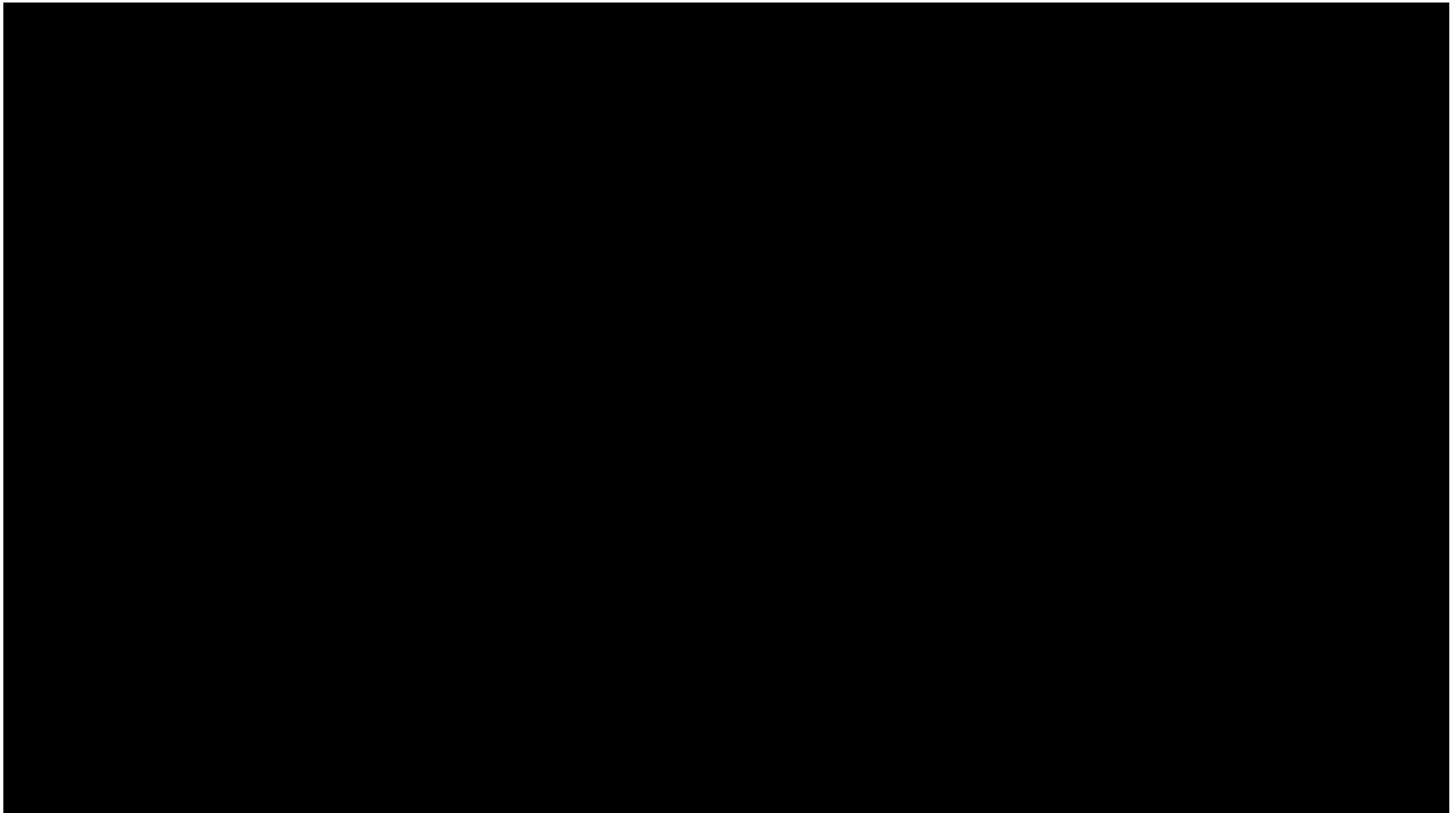
Team Science Resources

- Please check out our team science resources at the CCTST CIS webpage:

https://cctst.uc.edu/programs/cis/teams