

Leading Your Team to Success

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Workshop Objective

This workshop will help you improve team process and impact with strong transformational leadership.

2023 CAIRIBU Initiative: Best Practices in Collaborative Science



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Introductions

- Name
- Organization
- **Share with us a characteristic of your favorite leader.**

Ground Rules

- Microphones off (when not speaking)
- Videos on (to generate community)
- Stay focused; avoid distractions
- Everyone participates; no one dominates
- Come with an open mind; learn from each other
- Honor confidentiality (Share lessons, not stories)
- Critique ideas, not people
- Take care of self

Forming Successful Teams

Step by Step

- Clarify and articulate project mission and goals
- Determine your team's essential roles
 - Expertise
 - Cognitive diversity
 - Other roles
- Create your definition of a good collaborator
- Identify candidates mindfully
- Get to know your new collaborators
 - Perspectives
 - Priorities

Fostering Psychological Safety

Step by Step

- Inclusion Safety
 - Cultivate awareness
 - Practice civility
- Learner Safety
 - Reframe mistakes as learning opportunities
 - Practice compassionate feedback
- Contributor Safety
 - Create space for all voices
 - Practice gratitude and humility
- Challenger Safety
 - Share responsibility for meetings and training
 - Assign dissent (and kudos) early

Cultivating Communication Step by Step

- Explain Jargon
- Facilitate Discussions
 - Generate Shared Mental Models
 - Create Transactive Memory Systems
- Strategically Plan Your Collaborations
 - ICTR Collaboration Planning
 - Document essential policies and procedures (e.g., authorship)
- Use Closed Loop Communication to Ensure Understanding

Team Evaluation

Step by Step

- Establish and Align to Team Mission
- Articulate Current Project Goals
- Identify and Engage Stakeholders
 - Funding agencies
 - Team members
 - Community members
- Determine Outputs and Metrics
 - Publications
 - Patents
 - Publications
- Define Research Outcomes

After completing this workshop, you will be better prepared to

- Apply evidence-based leadership skills and strategies to improve process and innovation in interdisciplinary collaborations
- Identify leadership needs for specific interdisciplinary collaborations to achieve more significant scientific impact and innovation
- Adapt leadership skills and strategies to meet the evolving needs of ongoing interdisciplinary research collaborations

High Functioning Teams Need Effective Leaders



- Align team efforts toward a common purpose (Kouzes & Posner, 2017)
- Increase satisfaction, role clarity, and productivity (Tafvelin et al, 2011)
- Promote knowledge sharing & team innovation (Boerner, 2007; Xia & Ya, 2012)
- Catalyze the benefits of team diversity for team creativity (Wang et al, 2016)

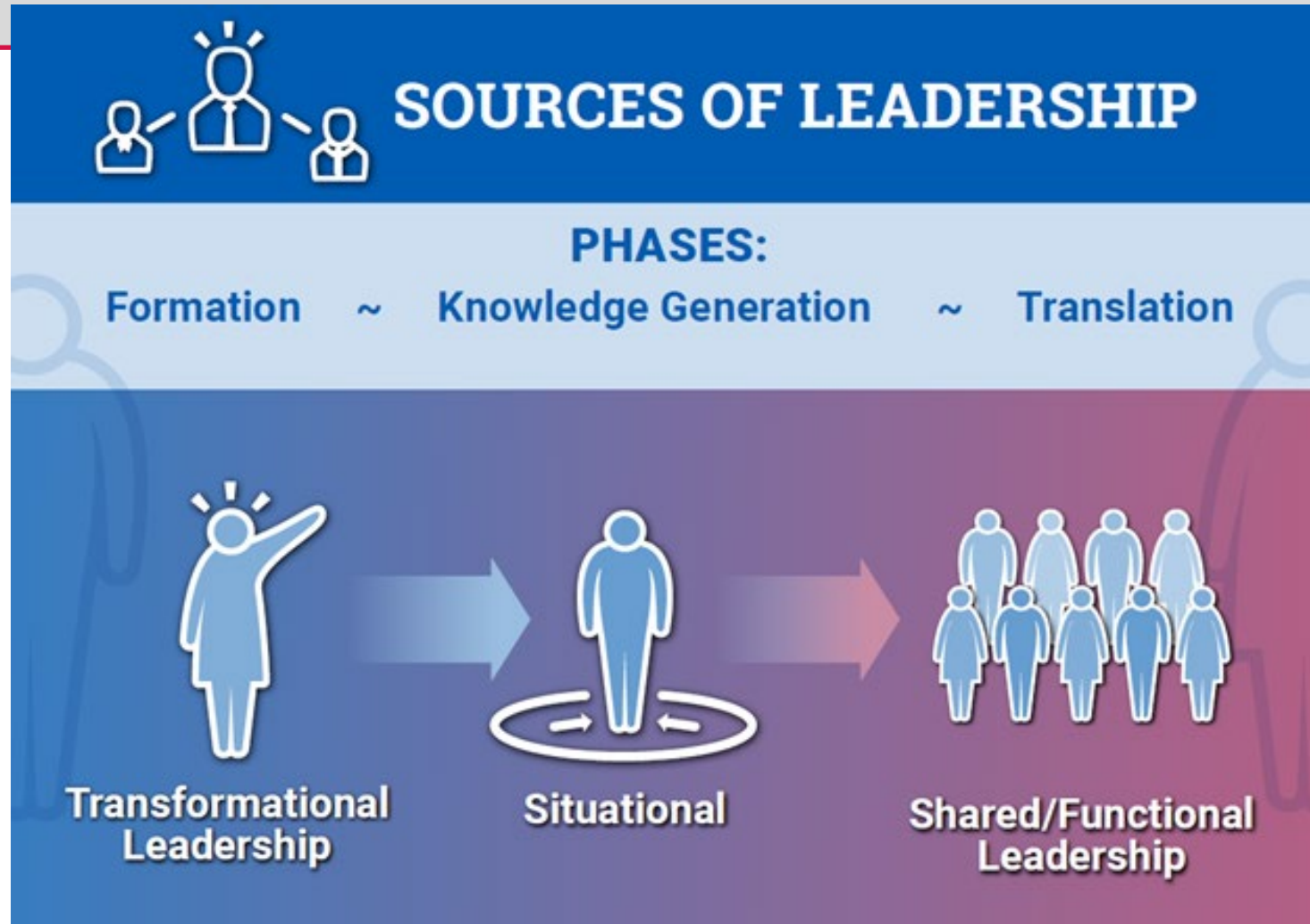




Leadership Models

- **Transformational leadership** channels team members' intrinsic motivation by aligning personal values with overarching team vision (Bass & Riggio, 2005; Burns, 2004)
- **Situational leadership** tailors support by adopting different styles of leadership/support (e.g., directing, coaching, delegating) depending on team members' development (Graeff, 1997)
- **Shared/Functional leadership** allows any team member to take the role of leader to satisfy a team's needs (Morgeson et al, 2010)

Leadership by TT Phase



Transformational Leadership

Transformational leaders are **change icons** who inspire with a **clear, long-term vision**; they **serve so others can improve**; they **embed trust and integrity** into the team's mission and purpose

Four components of Transformational Leadership

Idealized Influence

Transformational Leaders behave as role models

Inspirational Motivation

Transformational Leaders motivate and inspire

Intellectual Stimulation

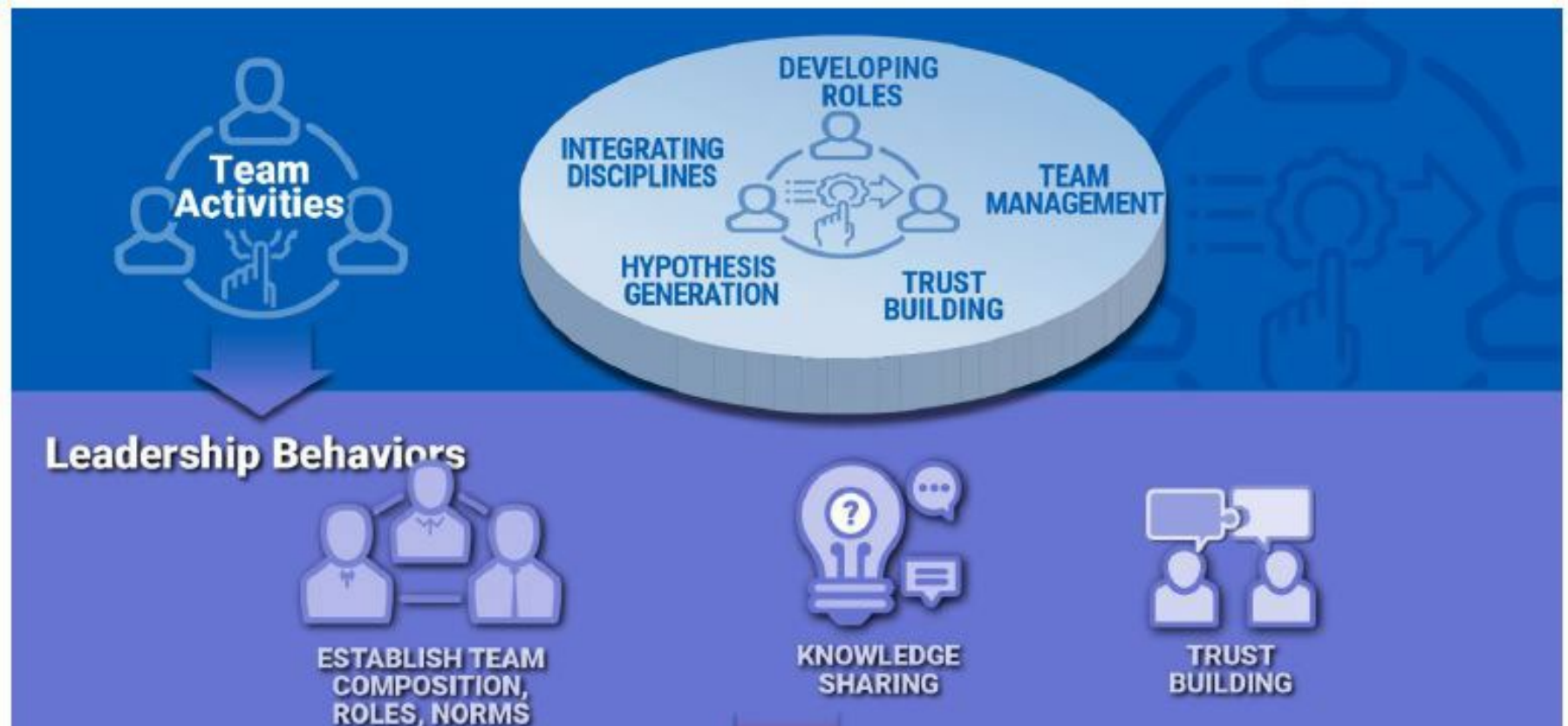
Transformational Leaders stimulate innovation and creativity

Individualized Consideration

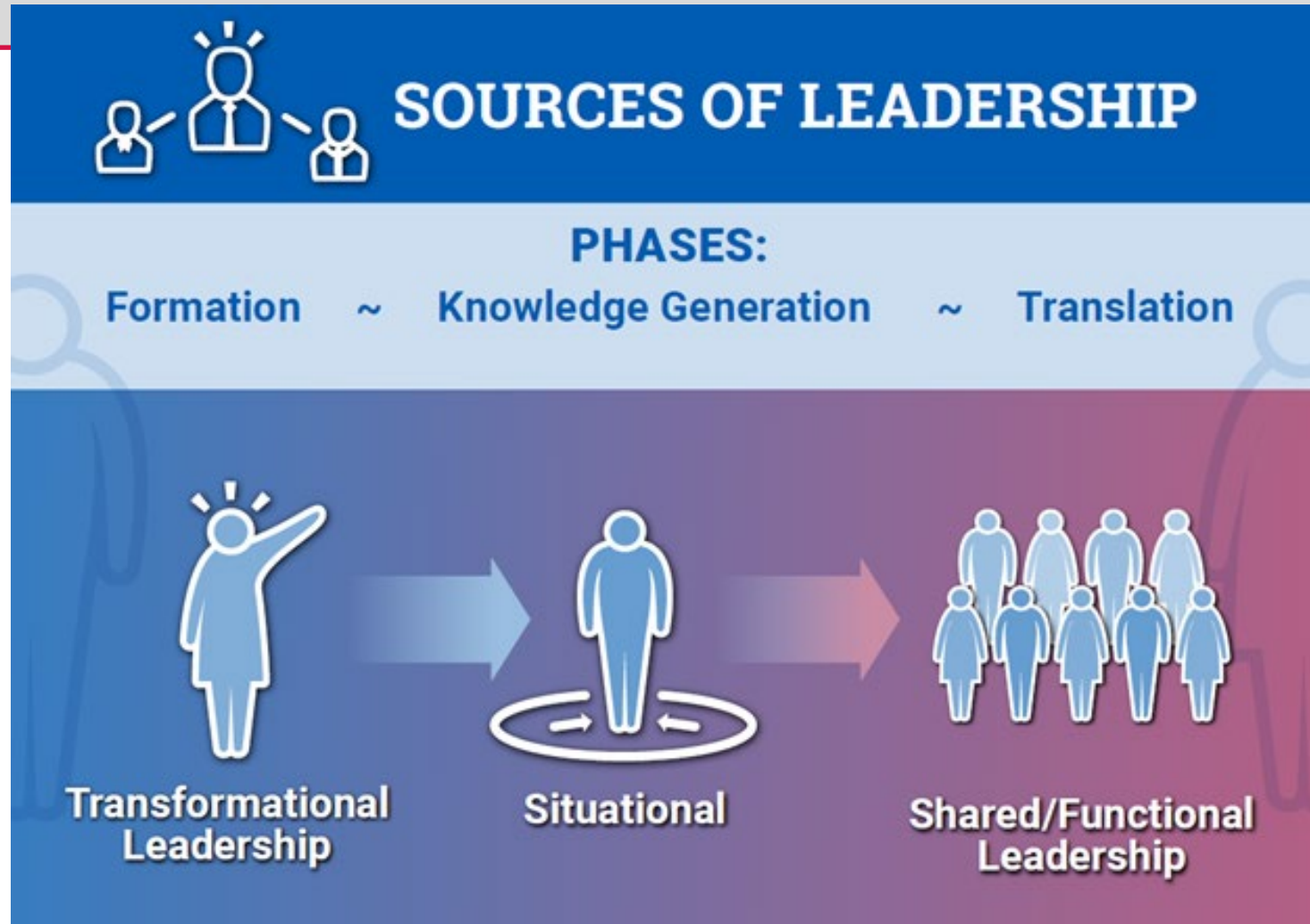
Transformational Leaders act as coaches and mentors



Formation

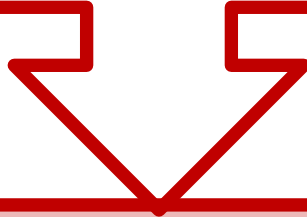


Leadership by TT Phase



Situational Leadership

Situational leaders are advocates that provide tailored support by adopting different styles of leadership (e.g., directing, coaching, delegating) depending on team needs



Four components of Situational Leadership

Aware

Situational Leaders monitor team needs and resources

Agile

Situational Leaders ably adapt to the needs of the team

Advocates

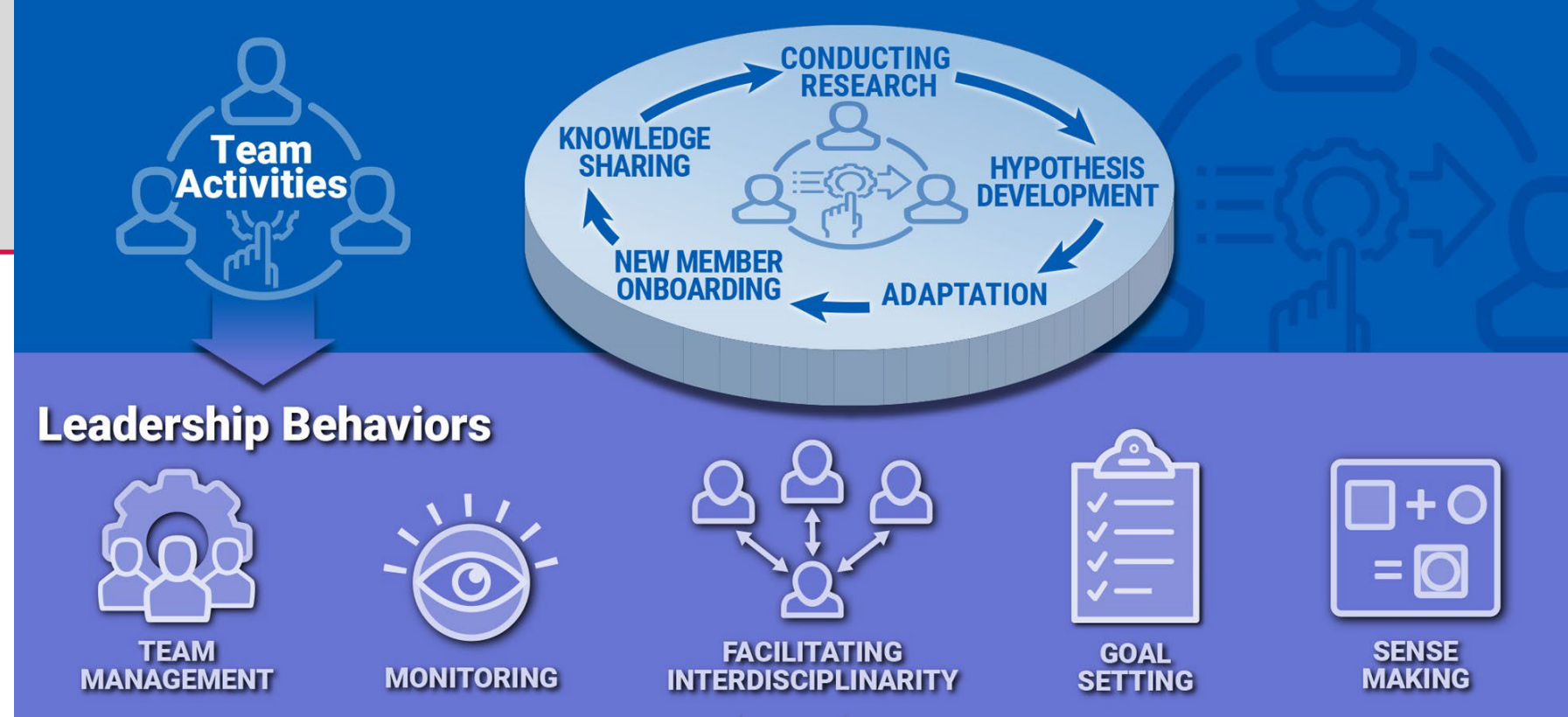
Situational Leaders promote professional development

Adaptive

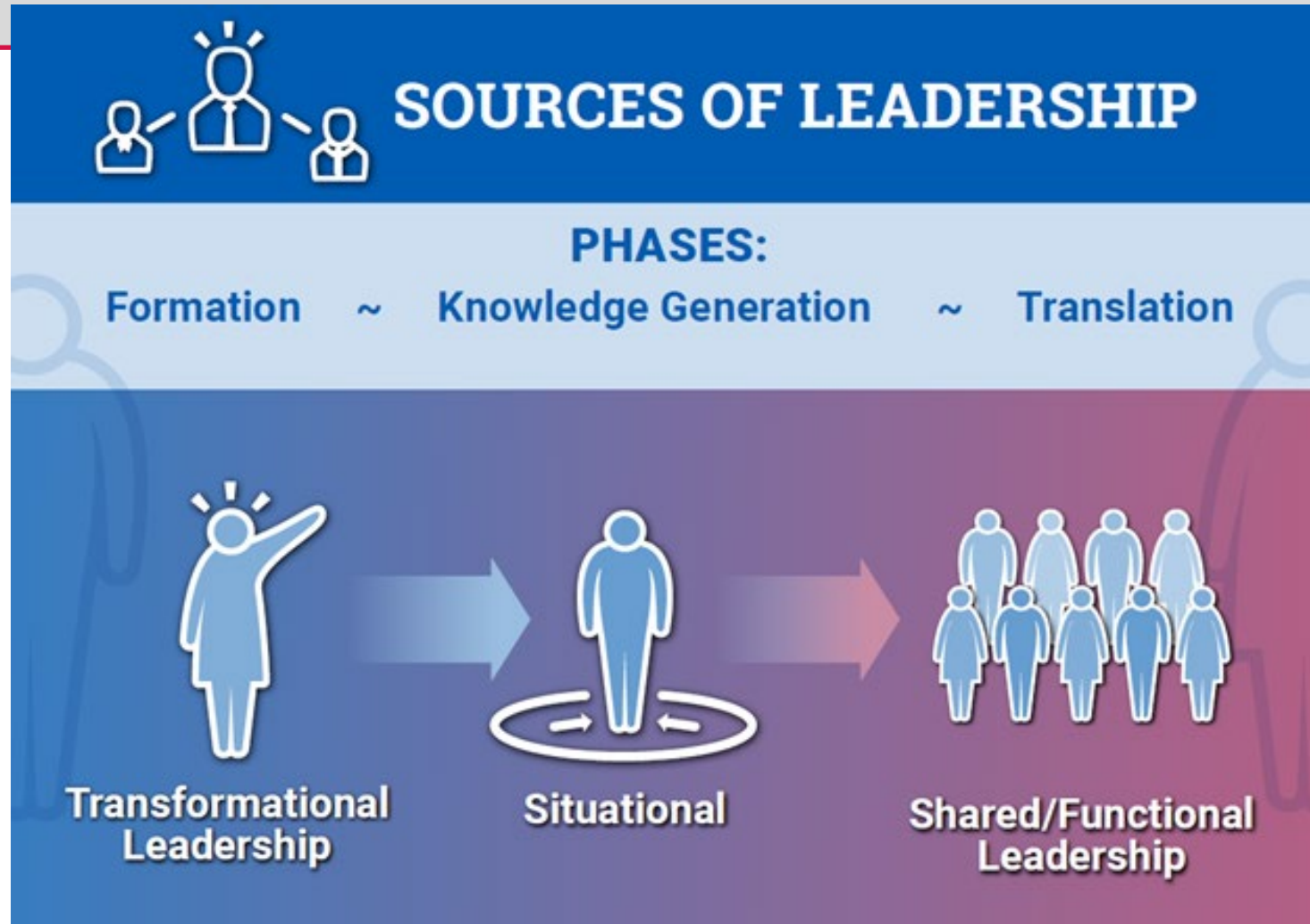
Situational Leaders promote collaborative and adaptive learning



Knowledge Generation



Leadership by TT Phase



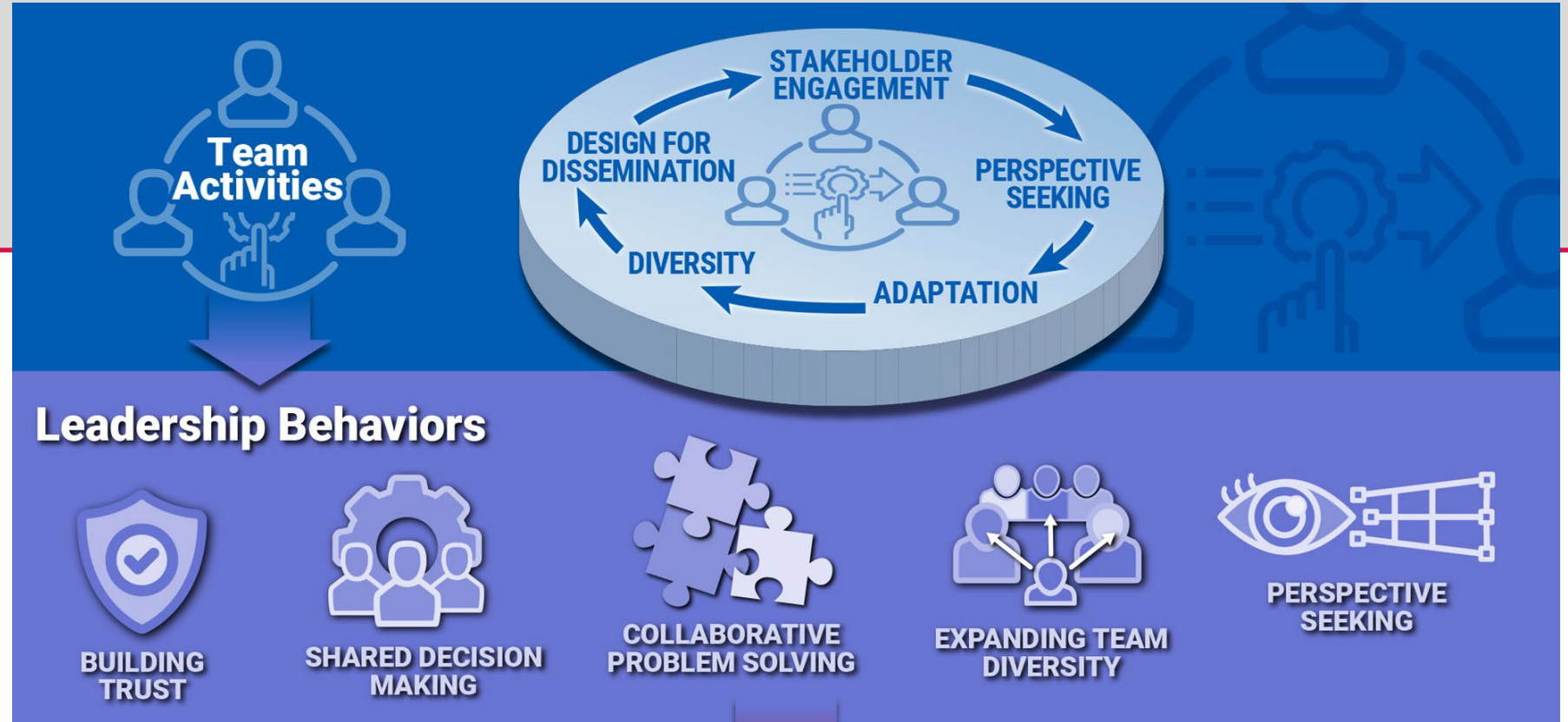
Functional/Shared Leadership

- “**leader as completer**... the best a leader can do is to observe which functions are not being performed by a segment of the group and enable this part to accomplish them”
- Effective leadership is **task-relevant** and **evolves as project progresses**
- Distributed, inclusive model that recognizes **multiple Sources of Leadership that take place simultaneously**

Sources of Leadership in Teams

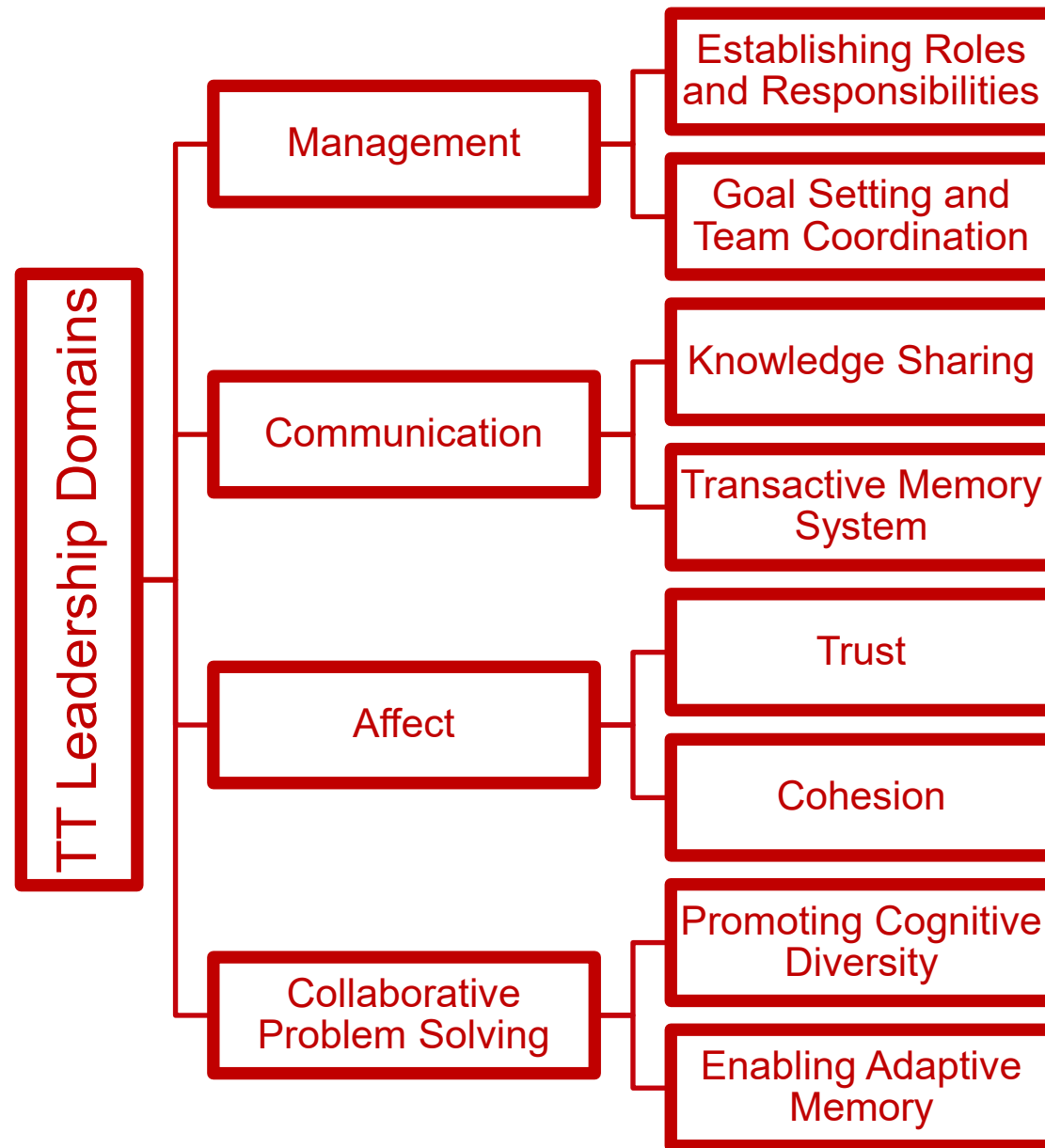
		Formality of Leadership	
		Formal	Informal
Locus of Leadership	Internal	Team leader, Project manager	Shared, Emergent
	External	Sponsor, Coach, Team Advisor	Mentor, Champion

Translation

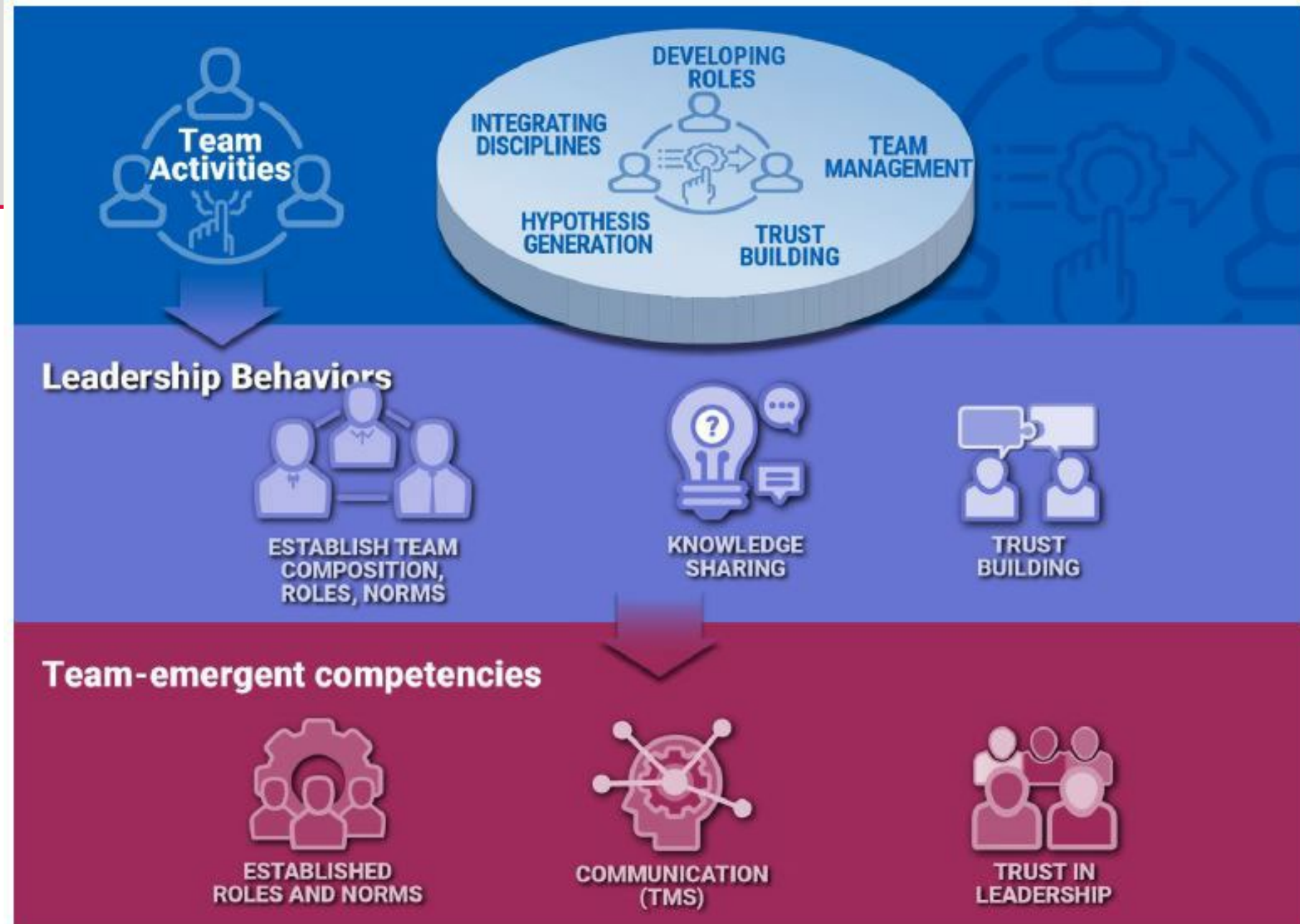


Discussion

- Reflect on what you've learned so far about leadership and how it relates to your experience.
 - What types of leadership are you currently using on your team?
 - How does this type of leadership fit with the stage of your team?
 - What is working? What isn't working?



Formation





Collaboration Planning

- **What is Collaboration Planning?** ICTR's Team Science Core offers 90-minute collaboration planning sessions that engage your team to think through the ways you will work together, proactively addressing the areas that most frequently cause conflict in teams, including authorship, communications, and project management. Originally designed by team-science experts at the NIH and NSF drawing upon decades of research on teams and collaboration, a collaboration plan may be useful in the following ways:
- To help your team create strong team processes from the beginning, which has been shown to result in improved scientific outcomes
- As a template for writing a multi-PI plan
- To address team-science-specific review criteria in future grant applications
- Skill-building for research staff and early-stage investigators in team leadership and collaboration

UW-ICTR Collaboration Planning Intervention

>40

teams received
intervention

90

minute facilitated
sessions

7

thematic
focus areas

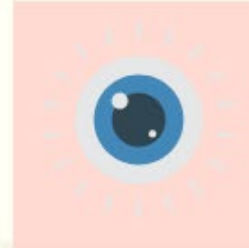


TEAM CULTURE

What are your team norms and expectations?

TEAM VISION

What is the overarching goal of this team?



TEAM OUTPUTS

What kinds of outputs do you anticipate arising from this project?



PEOPLE, ROLES & RESPONSIBILITIES

Who is on the team and how will they contribute?



PROJECT MANAGEMENT & INFRASTRUCTURE

How will you manage your tasks, information and data?

TEAM PROCESS & FUNCTIONING

How will you make decisions and resolve disputes?



IMPLEMENTATION & MAINTENANCE

How will your team implement your plan?



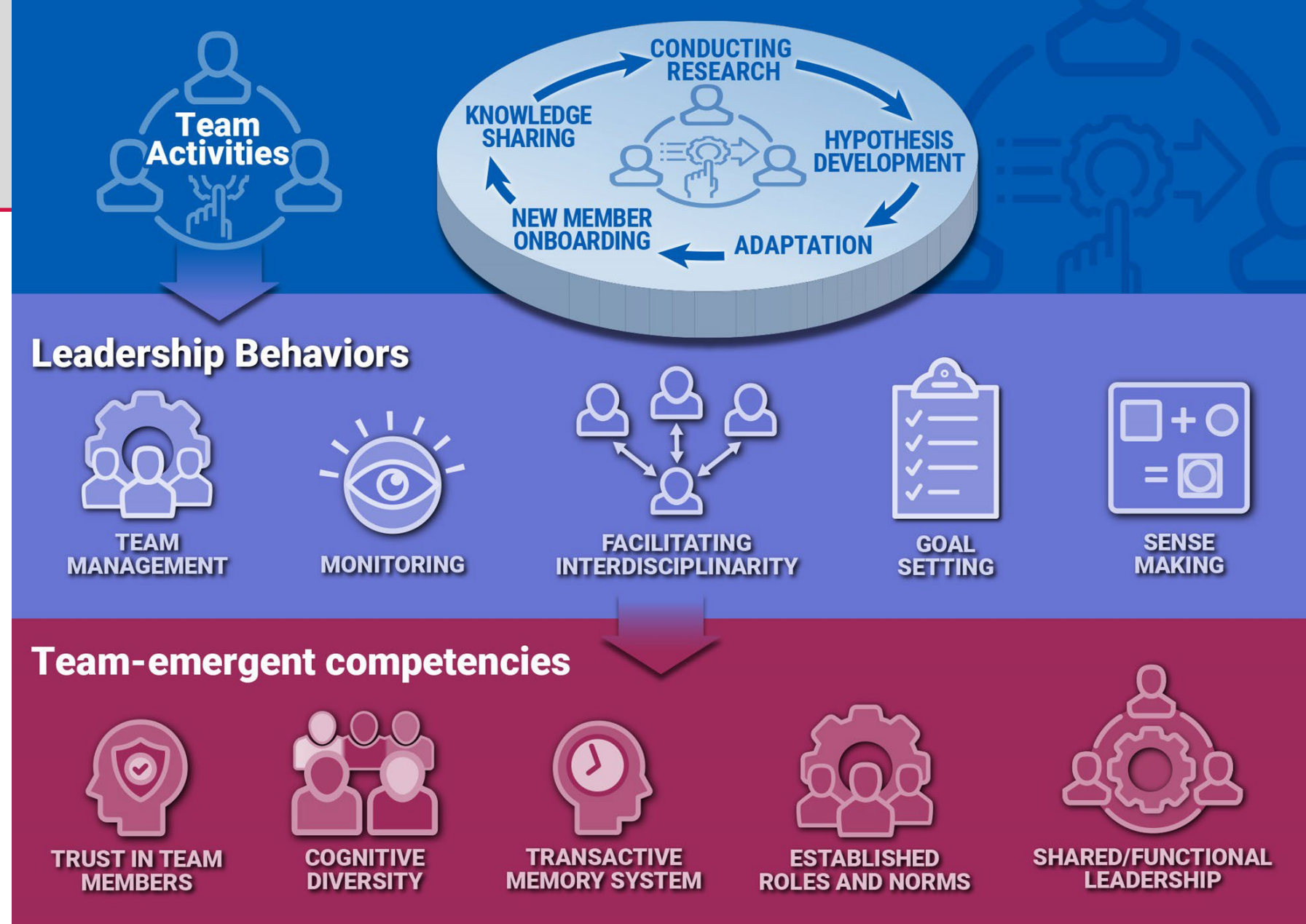
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Mentoring



- Effective leaders are good mentors to their team members
 - They serve as advisors, supporters, tutors, masters, sponsors, and models of identity
- Effective mentoring considers the bidirectional relationship between mentor and mentee
 - Good mentors: accessible, empathetic, open-minded, consistent, patient, honest, savvy
 - Good mentees: foresight, proactive, inquisitive, respectful, gracious, generous, humble

Knowledge Generation

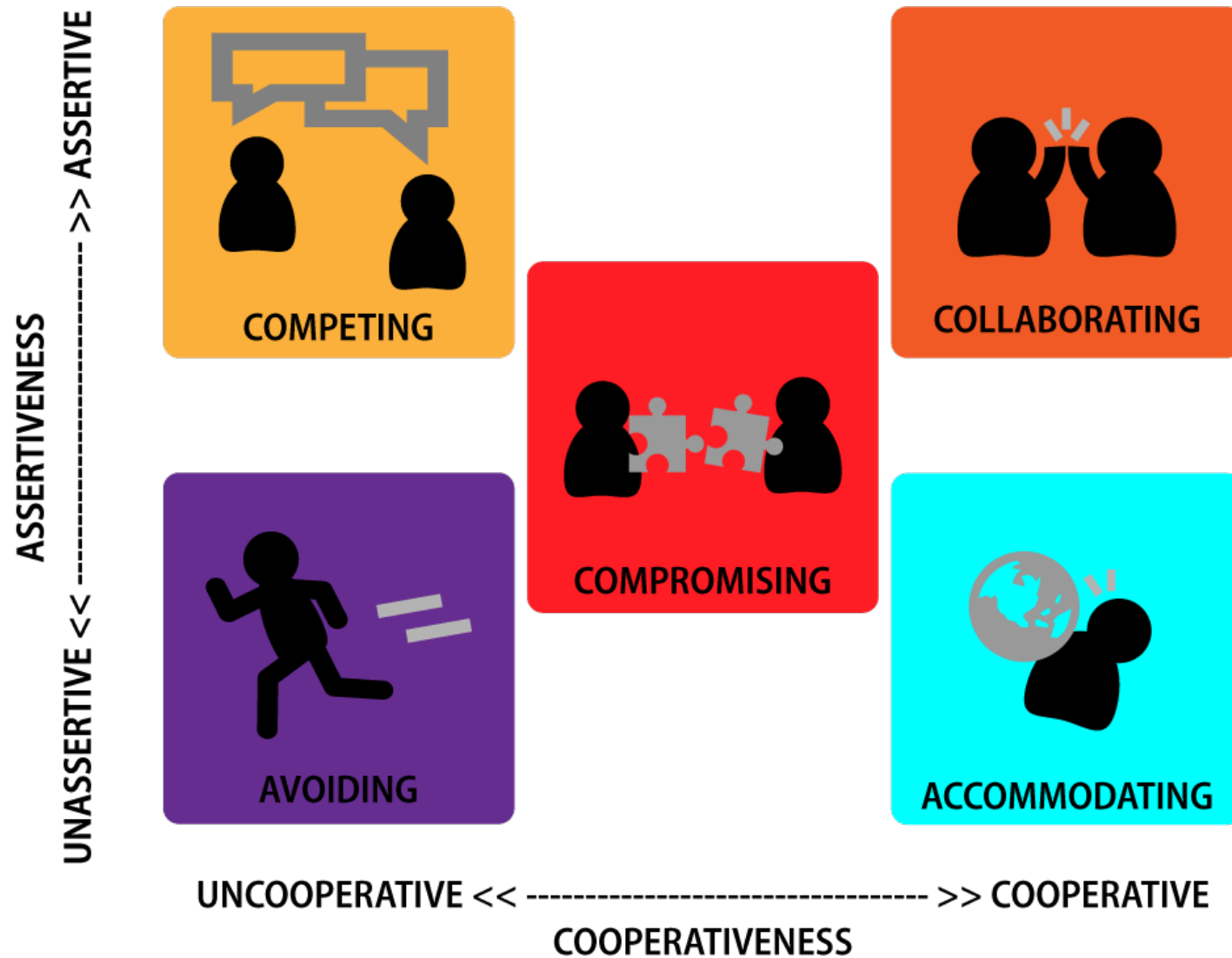


Team-Building Activities

- **Management:** Establish challenging goals and identify team member roles
- **Communication:** Hold frequent meetings to dissolve barriers and build shared memory systems
- **Affect:** Social bonding time is important for establishing team cohesion
- **Collaborative Problem Solving:** Regular debriefing sessions allow for progress monitoring and collaborative learning

Conflict Resolution

- Conflict can be defined as “...a disagreement through which the parties involved perceive a threat to their needs, interests, or concerns.”
- Reframe conflict as an opportunity for growth and learning
- Engage to resolve the conflict, not to win
- Understand your approach to conflict



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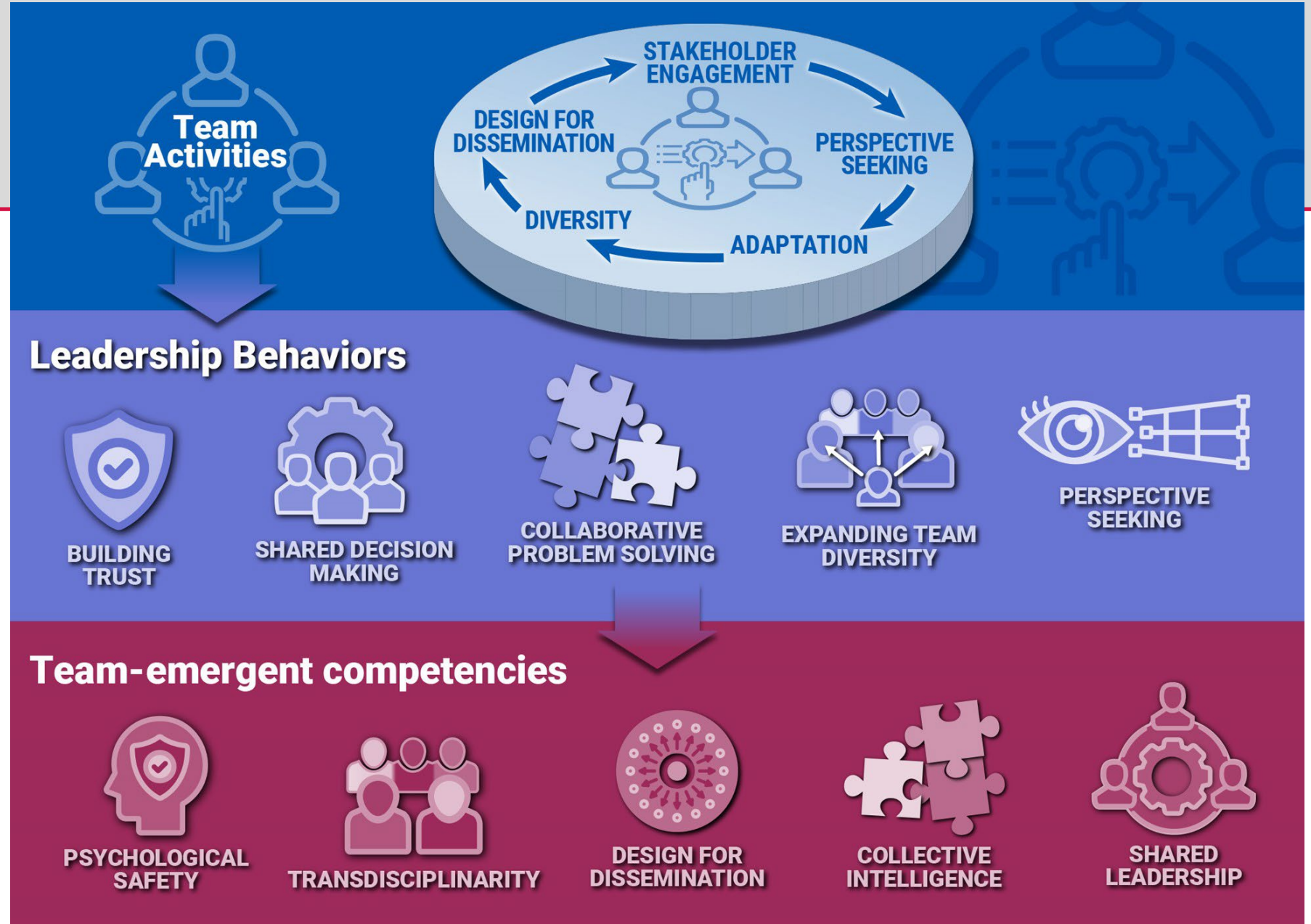
Conflict Resolution

- Conflict can be defined as “...a disagreement through which the parties involved perceive a threat to their needs, interests, or concerns.”
- Reframe conflict as an opportunity for growth and learning
- Engage to resolve the conflict, not to win
- Understand your approach to conflict
- **Don't be afraid to leverage the resources available within your organization**

UW Resources

- Departmental Contacts (e.g., grad coordinators, dept chairs or administrators)
- Human Resources Representative
- Office of Employee Assistance
- Professional Development
- UW Ombuds

Translation



Dissemination Plans

- What are the goals of disseminating this research?
- Who is your target audience?
- What are your key message(s)?
- Who will be spreading the message?
- How will you be sharing your results?
- What resources are available?
- How will you evaluate the success of the message?

Team Leadership

Step by Step

- Familiarize yourself with leadership styles
- Identify your leadership style and assess what needs adjustment
- Strategically plan your collaborations
- Empower team members through effective mentoring
- Invest in team building activities and constructive conflict resolution
- Engage in continuous quality improvement with regular debriefing
- Develop a dissemination plan

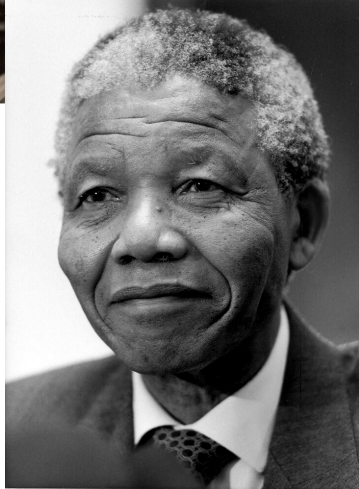


Paradox of Leadership

- It's **NOT** about you
 - *“A good leader inspires people to have confidence in the leader. A great leader inspires people to have confidence in themselves.”* – Eleanor Roosevelt
- It's **ALL** about you
 - *“I couldn't change others until I changed myself.”*– Nelson Mandela



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**What is one “next step”
you can take to lead your
team to success?**



We value your feedback!

References

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Resources

- Anderton, P. (2016). [Great leadership comes down to only two rules.](#) *TEDx Talks*.
- [Collaboration Planning](#)
- [Dissemination Plans](#)
- [Materials for Mentors and Mentees](#)
- [Resources for each phase of the mentoring relationship](#)
- [UW Office of Learning and Talent Development](#)
- [UW Office of Employee Assistance](#)
- [UW Ombuds](#)



Community of Practice: July 31, 2023

- Optional (virtual) adjunct to the first CAIRIBU Collaborative Science workshop
- Explore best practices in leading interdisciplinary teams. Identify your leadership style and discuss strategies for improving your team's performance. Specific topics may include Collaboration Planning, conflict resolution, mentoring, and designing for dissemination. Other topics may be discussed.
- You will enjoy this session most if you come prepared to share your
 - Successes
 - Questions
 - Problems
- Preparation is NOT required. All are welcome to join us and learn together.
- Drop in any time during the 60-minute session!