



Setting Yourself Up as a Collaborative Independent Investigator

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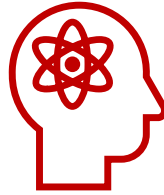


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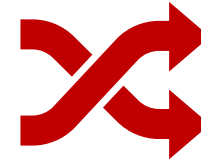
Team Science



Collaborative



Scientific



Interdisciplinary



Interdependent

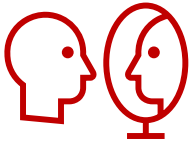
Team science allows for greater impact,
innovation, productivity and reproducibility

You only need one skill...



Actively Listen

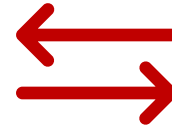
What are you listening for?



Awareness



Connections

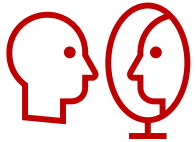


Feedback



Inspiration

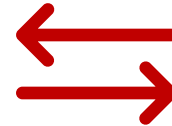
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Listening to Yourself: Developing Awareness

- Core Values
- Research Vision
- Definition of “Good” Collaborator



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Listening to Find What is Important

Improve the Health of All in Wisconsin

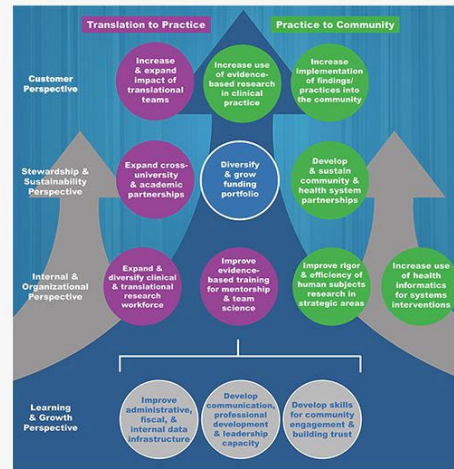
Our Core Values:

Inclusivity | Leadership | Excellence | Innovation
Collaboration | Accountability | Communication

The Strategic Plan of the UW Institute for Clinical and Translational Research was developed collectively by executive leadership, faculty directors, and professional staff. Over an eight month period, we created a map that aligns our ongoing activities and new initiatives into a framework of innovation and continuous quality improvement.

Our programs center around building capacity in translational science by training the next generation of biomedical and behavioral scientists; providing investigators and clinicians with the next generation of critical resources including digital technology and data science; and creating novel solutions to disseminate disruptive innovations to improve healthcare practice. Community engagement and the impact of our programs on health equity and health disparities are a pivotal lens for our work.

Our Mission: We discover, translate & disseminate interventions to improve health & health care.



List of VALUES

Accountability	Ethics	Kindness	Self-respect
Achievement	Excellence	Knowledge	Serenity
Adaptability	Fairness	Leadership	Service
Adventure	Faith	Learning	Simplicity
Altruism	Family	Legacy	Spirituality
Ambition	Financial stability	Leisure	Sportsmanship
Authenticity	Forgiveness	Love	Stewardship
Balance	Freedom	Loyalty	Success
Beauty	Friendship	Making a difference	Teamwork
Being the best	Fun	Nature	Thrift
Belonging	Future generations	Openness	Time
Career	Generosity	Optimism	Tradition
Caring	Giving back	Order	Travel
Collaboration	Grace	Parenting	Trust
Commitment	Gratitude	Patience	Truth
Community	Growth	Patriotism	Understanding
Compassion	Harmony	Peace	Uniqueness
Competence	Health	Perseverance	Usefulness
Confidence	Home	Personal fulfillment	Vision
Connection	Honesty	Power	Vulnerability
Contentment	Hope	Pride	Wealth
Contribution	Humility	Recognition	Well-being
Cooperation	Humor	Reliability	Wholeheartedness
Courage	Inclusion	Resourcefulness	Wisdom
Creativity	Independence	Respect	
Curiosity	Initiative	Responsibility	
Dignity	Integrity	Risk-taking	
Diversity	Intuition	Safety	
Environment	Job security	Security	
Efficiency	Joy	Self-discipline	
Equality	Justice	Self-expression	

Write your own:

Listening to Develop a Clear Shared Research Vision

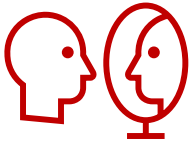


- Clarity in communication to team members.
- Clarity in roles and responsibilities.
- Motivation for the work.
- Target for assessment and evaluation.
- Enhances team effectiveness.

Listening to Identify Good Collaborators

Who do you want to work with?

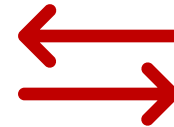
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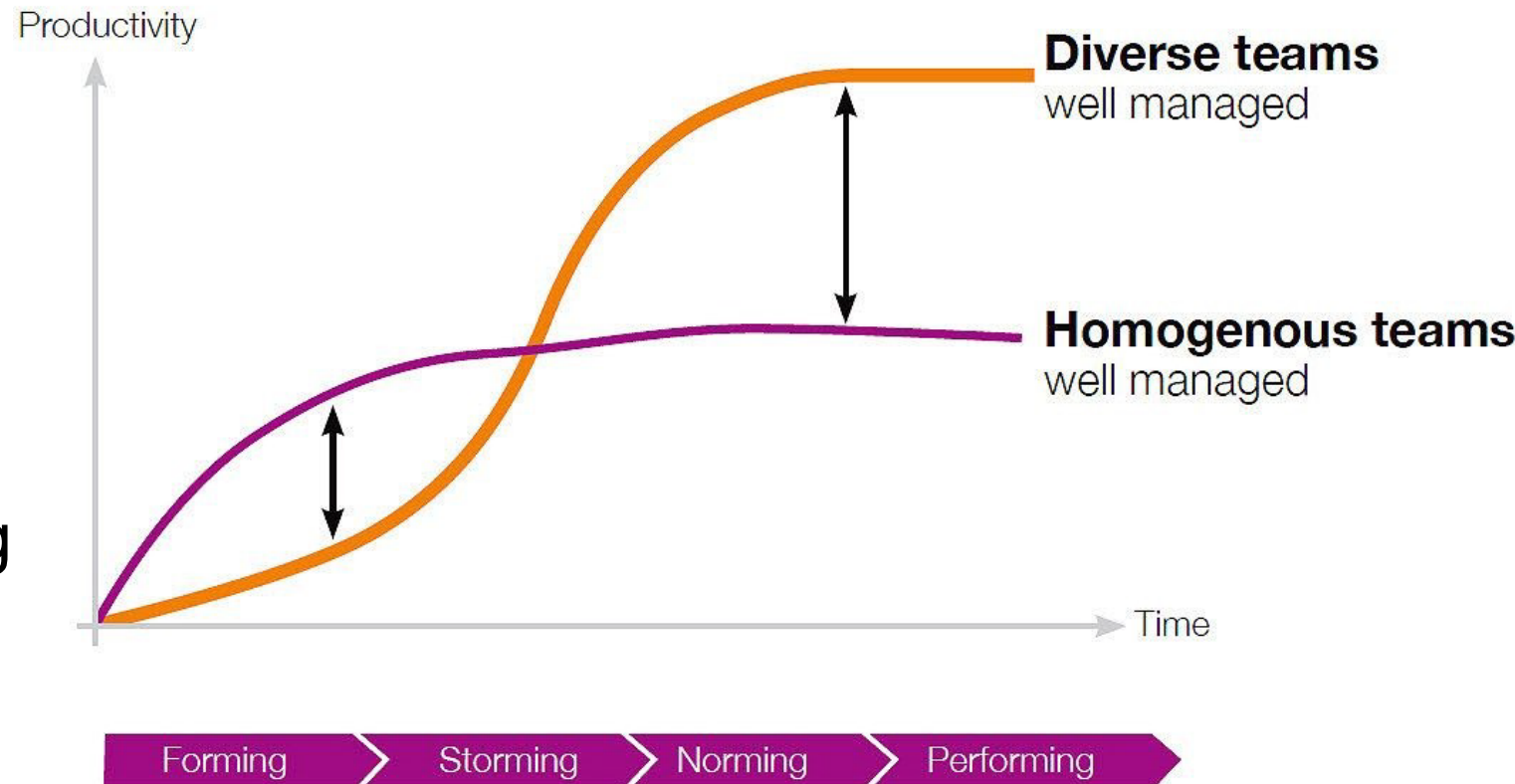
Listening to Connect with Collaborators



- Attend relevant workshops, conferences, and seminars with an interviewing lens
 - Does their work or expertise fit?
 - Do they have experience collaborating?
 - How do they discuss collaborations and authorship?
 - What kinds of stories do they tell you about their collaborations?

Cognitive Diversity

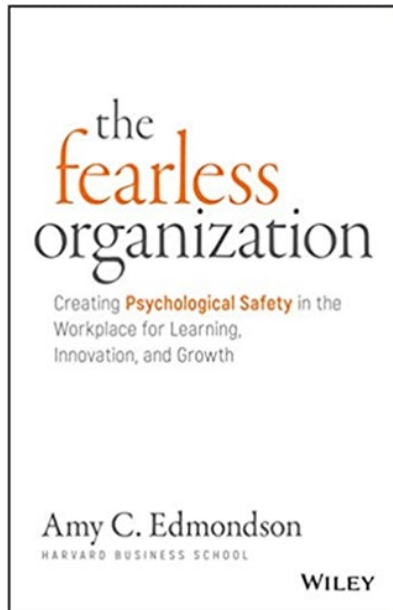
- Refers to differences in perspective or information processing styles -- how individuals engage with uncertain and complex situations.
- Leads to greater innovation and expedited problem solving
- Is less visible and requires targeted assessment



This figure synthesizes the work on the performance of diverse versus homogenous teams by Katherine W. Philips (October 2014) and Bruce Tuckman's framework (1965) for the maturity over time of team performance.

Psychological Safety

“...the belief that the work environment is safe for interpersonal risk taking... Psychological safety is present when colleagues trust and respect each other and feel able—even obligated—to be candid”



- **Psychologically Safe Cultures**

- *Everyone feels comfortable expressing themselves, sharing questions, concerns, and mistakes without fear of embarrassment or that they will be humiliated, ignored, or blamed*
- *Team-emergent phenomena nurtured by every team member*

“... you don’t have to be the boss to be a leader... the practice [of psychological safety] must be co-created—and continuously nurtured.”

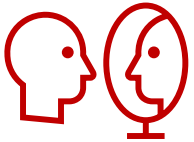


Promoting Psychological Safety is about **Listening Well**

- Transparently sharing information and motives
- Listening with attention, gratitude, and humility
- Reframing mistakes as opportunities for learning
- Setting boundaries and enforcing accountability



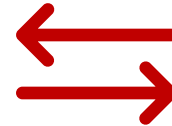
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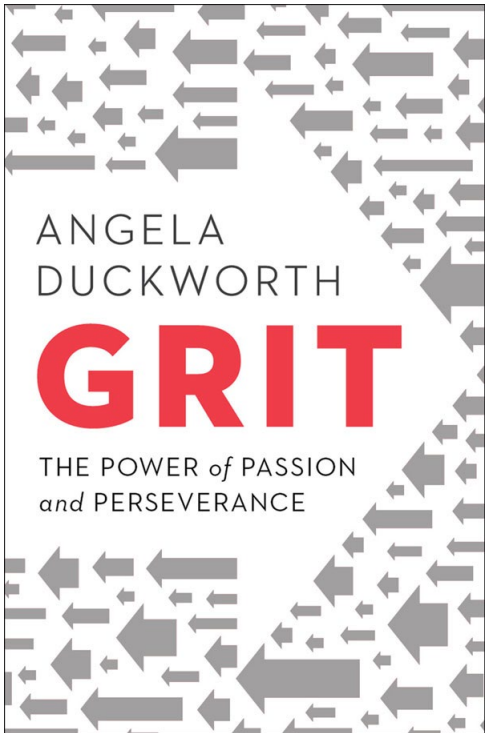
Inspiration

Listening to Others: Growing from Feedback

- Cultivate a Learning Mindset
- Embrace Feedback
- Practice Reflexivity



Listening to Change our Mindset about Learning



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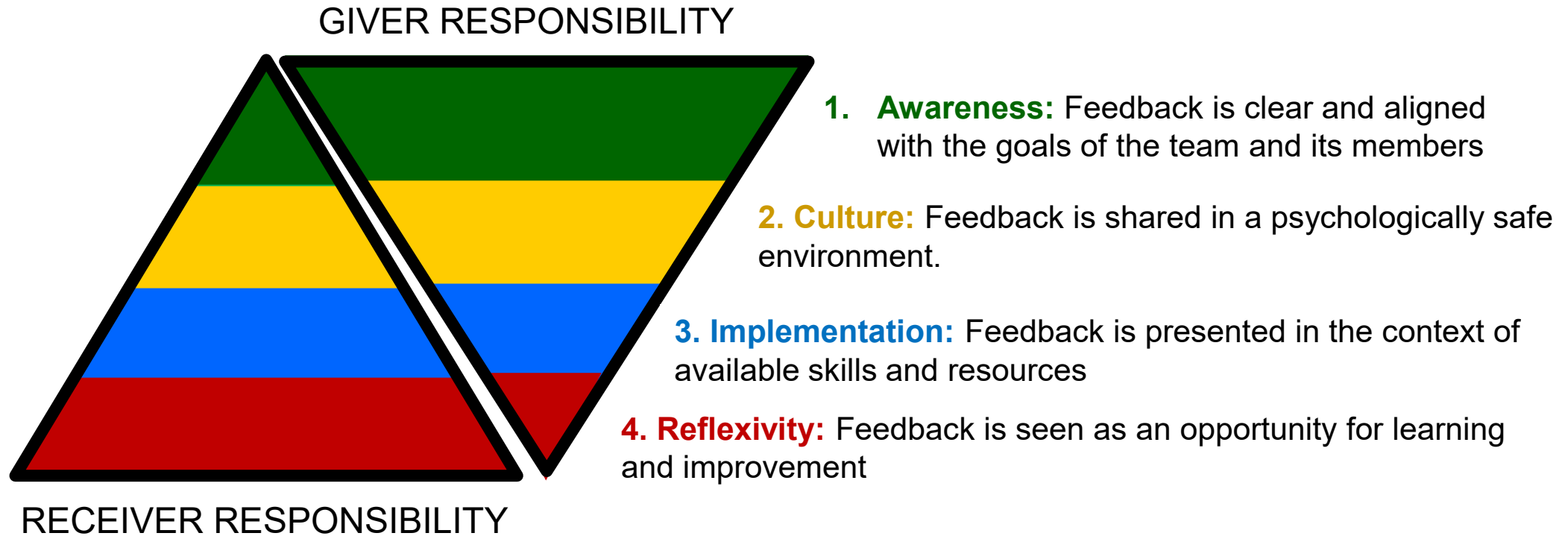
Fixed Mindset

- Goal: to look smart
- Avoid failure
- Avoid challenges
- Failure defines your identity
- Feedback and criticism are personal

Growth Mindset

- Goal: to learn
- Confront uncertainty
- Embrace challenges
- Failure provides information
- Feedback is about current capabilities (which can be expanded!)

Listening to Feedback as a System



Team Reflexivity Involves Listening to Your Team

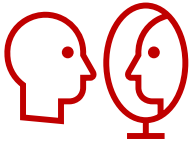
- Teams need to regularly reflect to evolve and adapt
 - Vision/goals
 - Roles and Responsibilities
 - Culture
 - Processes



We do not learn from experience...
We learn from reflecting on experience.

~ John Dewey

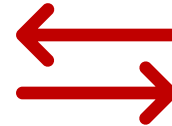
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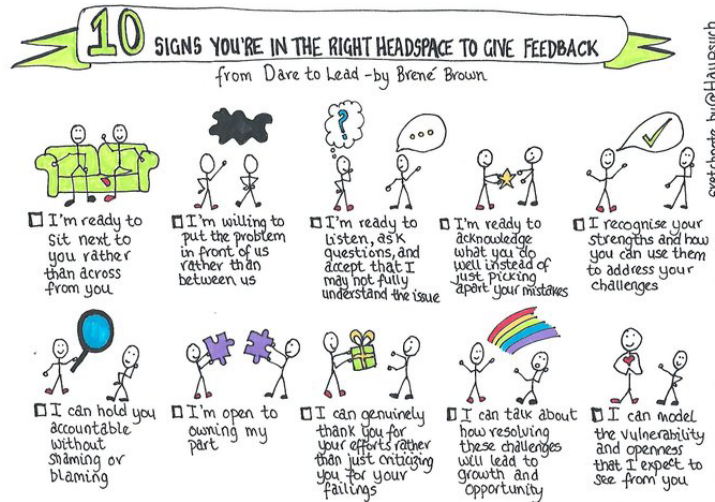


Feedback



Inspiration

Listening to Broader Influences for Inspiration



The true leader in a group is rarely the person who talks the most. It's usually the person who listens best.

Listening is more than hearing what's said. It's noticing and surfacing what isn't said.

Inviting dissenting views and amplifying quiet voices are acts of leadership.



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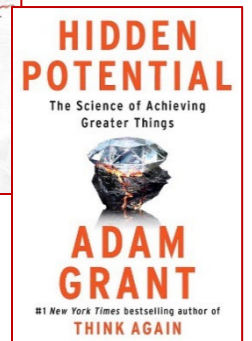
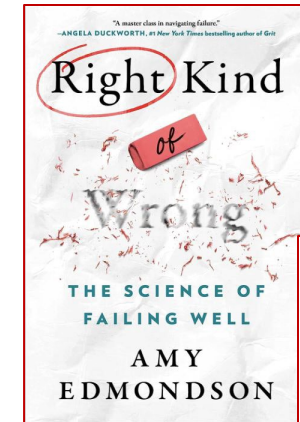
CAIRIBU CONNECTIONS

UTI THROUGH THE LIFESPAN
A PATIENT PERSPECTIVE
This patient panel was developed in partnership with UTI Health Alliance to build pathways for knowledge exchange between patients and researchers and provide investigators with the tools to develop patient-centered research agendas around the topic of UTIs.



FOR MORE INFORMATION, VISIT
WWW.CAIRIBU.UROLOGY.WISC.EDU

JUNE 28
2 PM ET
1 PM CT | 11 AM PT



High Performing Teams

Team Management

- Shared Vision, Clear Roles and Responsibilities, Effective Project Management

Communication

- Shared Knowledge, Transactive Memory

Collaborative Problem Solving

- Learning/Adaptation, Collective Intelligence, Transdisciplinarity

Affect

- Trust, Cohesion, Psychological Safety

Leadership

- Sense-making, Conflict Resolution, Goal-Setting



The Art of Listening



Adam Grant ✓
@AdamMGrant

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To be a successful independent collaborator, all you have to do is



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To be a successful independent collaborator, all you have to do is

- To yourself to develop awareness
- To members of your scientific community to identify collaborators, learn and grow
- To current team members to ensure your team works well together
- To alternative sources of inspiration to generate new ideas and ways of thinking

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