Eight Elements to Successfully Build Teams while Managing Conflict

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What Characteristics Contribute to Successful Team Functioning?
Presentation

- Key Takeaways
  - Generating Trust
  - Shared Vision
  - Setting Expectations
  - Communication
  - Team Evolution and Dynamics
  - Psychological Safety
  - Diversity
  - Conflict and Disagreement
The science brings teams together... but success is not just about science
Collaboration Introduces Threats

GROUP IDENTITY

HIGH INTERACTION AND INTEGRATION

MULTIPLE INTERDEPENDENT LEADERS

SELF IDENTITY

INDEPENDENT

POWER

AUTONOMY

INTERDEPENDENT
Generating 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]
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

Bruce Tuckman, 1965
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”

William Kahn, 2017; Edmondson, 1999
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.”

Anita Woolley and Thomas Malone, HBR, June 2011
Mixed Gender Scientific Teams

• Produced research articles considered to be of higher impact than those comprised of a single gender
  o Mixed gender teams received 34% more citations than publications produced by single gender teams

• Promoting diversity:
  o Enhances inclusion and fairness
  o 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

Thomas-Kilmann Conflict Model

- Compete
- Collaborate
- Compromise
- Avoid
- Accommodate
“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.”
<table>
<thead>
<tr>
<th>Plan</th>
<th>Plan the conversation – be clear as to why you are having the discussion</th>
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</thead>
<tbody>
<tr>
<td>Let</td>
<td>Let the other person know your goal in having the conversation – start with the “third” story</td>
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<tr>
<td>Try</td>
<td>Try to understand how the difference developed</td>
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<tr>
<td>Decide</td>
<td>Decide together how to move forward</td>
</tr>
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**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

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