



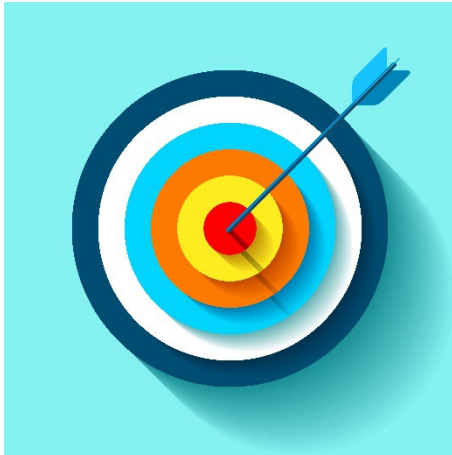
Tools and Strategies to Align Team Processes

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Day 4 Brief

- ▶ Team Welcome Letters
- ▶ Activity to Develop Team Agreements
- ▶ Team-Based Writing Approaches & Resources
- ▶ Team Time

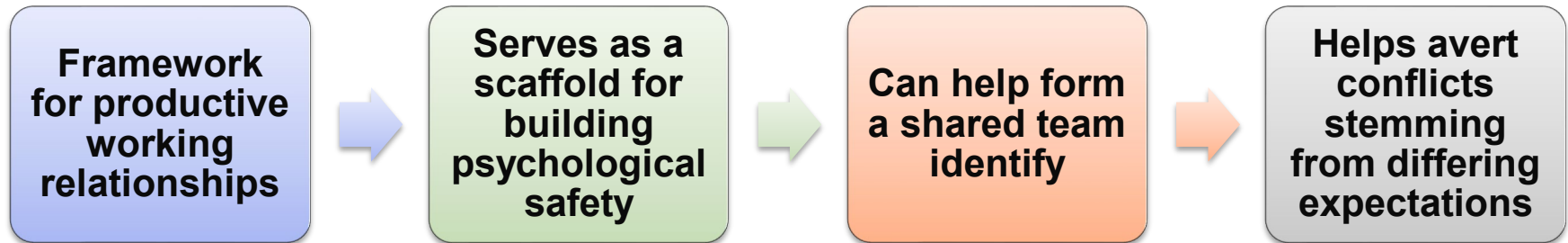
Learning Objectives



1. Describe tools & practice strategies to align team processes
2. Develop team agreements
3. Generate 3 team writing/dissemination goals

Team Welcome Letters

- ▶ Provides a roadmap for new teams and new team members
- ▶ Should be considered a living document



Team Welcome Letters

POTENTIAL CATEGORIES TO ADDRESS:

- ▶ Goals of collaboration
- ▶ Team agreements
- ▶ Expectations & accountability
- ▶ Authorship & credit
- ▶ Contingencies
- ▶ Communication
- ▶ Conflicts of interest



Resources/Examples

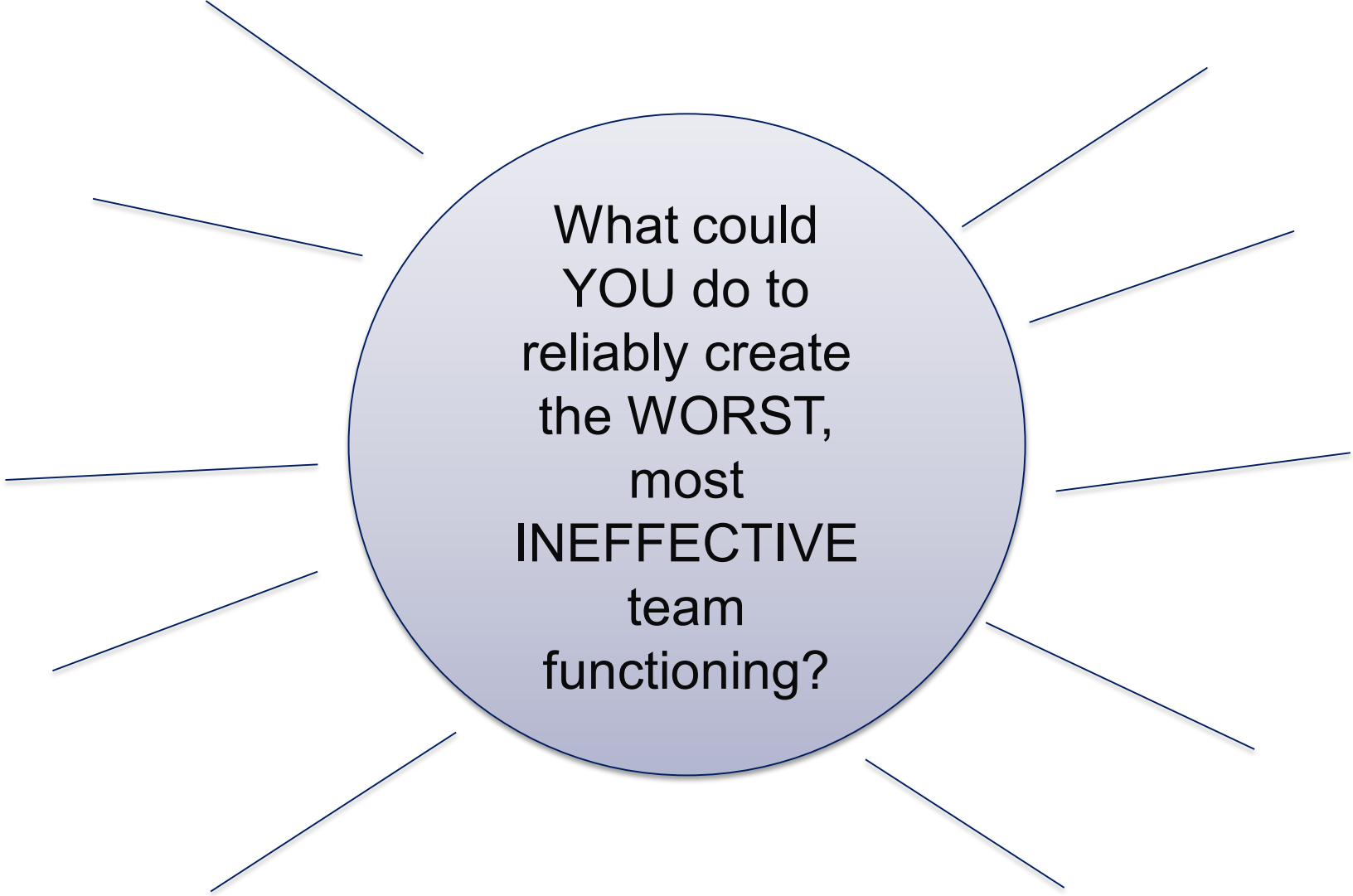
- 1) Bennett, L. M., Maraia, R., & Gadlin, H. (2014). The 'Welcome Letter': A Useful Tool for Laboratories and Teams. *Journal of Translational Medicine & Epidemiology*, 2(2). Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5479682/>
- 2) University of Minnesota Office for Conflict Resolution (example welcome letters): <http://ocr.umn.edu/resources/resources-research-teams>
- 3) NIH Office of the Ombudsman (questions for collaborators): <https://ombudsman.nih.gov/sites/default/files/Revised%20Partnering%20Agreement%20Template.pdf>
- 4) UW CHSIE Team Writing Toolkit: <https://collaborate.uw.edu/ip-team-writing-toolkit/>

TRIZ/Contingency Diagram

► Brainstorm:

What could YOU do to reliably create the WORST, most INEFFECTIVE team functioning?





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Identify Team Agreements

- ▶ Purpose of TRIZ/Contingency Diagram: List of “bad” ideas is a stimulus for generating “good” ideas (flip the negative)
- ▶ Identify the positives that you want to have happen
- ▶ Develop 4-6 team agreements to help guide your team going forward

Team Agreement

In order to work effectively and efficiently we have outlined some basic tenants we have all agreed to follow. Throughout this project we will adhere to the following:

1. Attend meetings at agreed times
2. Meet all deadlines
3. Have a positive attitude
4. Do not ignore group communication
5. Be honest and willing to ask for help
6. Do not assume someone else is doing the work, communicate, take initiative

CCU Team Agreements

1. Suspend Assumptions
2. Listen, Don't Re-load
3. Balance Advocacy with Inquiry
4. Attribute Positive Intent
5. Minimize Interruptions
6. Strive to Participate

Team Based Writing & Dissemination

Context

- ▶ Increasing frequency & scale of collaborations & co-authored writing
- ▶ Co-authorship increasingly associated with higher citation counts/impact
- ▶ Majority of teams participating in this workshop anticipate research products that involve team-based writing

Challenges

- ▶ Academic writing is complex
- ▶ Most guidance on boosting writing productivity is geared toward individuals vs. teams

Improving Your Team-Based Writing Productivity

1. Clarify your current approaches (formal & informal) to decide:
 - a. Team writing goals (what to write, when, why)
 - b. Co-authorship
 - c. Strategies for getting writing done well

2. Identify what is working well & what leads to challenges/slow-downs/confusion/conflict?

3. Generate 3 Team-Based Writing Goals for the winter/spring (90 days)

Strategies to Improve Team-Based Writing Productivity

Team writing goals

- Meetings/retreats
- Document processes
- Tracking

Co-authorship

- Existing authorship guidelines
- Clarify expectations/goals

Writing strategies

- Identify times/formats for feedback
- Clear timelines
- Specific asks/deliverables

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Team Numbers (Room #)

Team & Room #	Team Name
1	Seattle Children's Hospital
2	UW – Seven Directions
3	UWMC – Limaye Fisher Research Team
4	UW – CVI Clinical Team
5	UW – Global Health
6	Case Western Reserve University – PIPP Team
7	UW – SMART Center DREAMI Pod

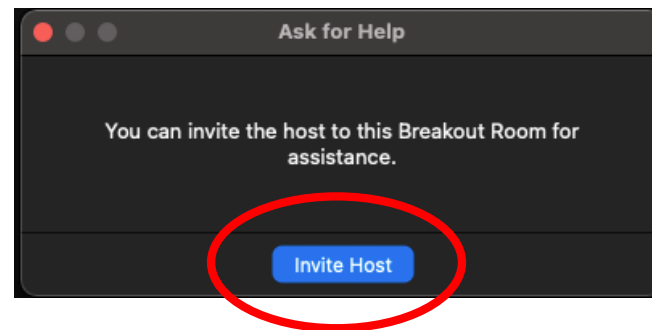
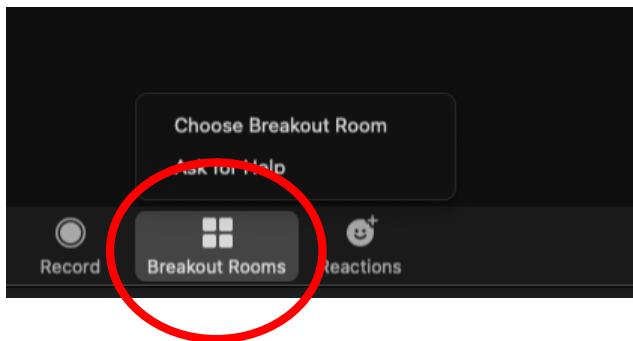
Preparation for Tomorrow

PREWORK

- ▶ Watch the TED Talk, “Great leadership only comes down to two rules” at <https://www.youtube.com/watch?v=oDsMlImfLjd4> and watch the video “Empathy: The Human Connection to Patient Care” at https://www.youtube.com/watch?v=cDDWvj_q-o8

Team Time

- ▶ You can request a Team Science facilitator to join your team's breakout room for coaching or questions about your project
- ▶ At the bottom of your Zoom toolbar, click on "Breakout Rooms"
- ▶ Click on "Ask for Help" and then "Invite Host"
- ▶ One of the facilitators will join your room



Day 4 Team Time:

TEAM WELCOME LETTERS/TEAM-BASED WRITING/DISSEMINATION

- ▶ Start discussing/outlining welcome letter content
 - ▶ Finalize & add in team agreements
 - ▶ Outline elements to include related to team-based writing/co-authorship

- ▶ Make a plan for:
 - Discussing/Getting input from any team members not present
 - Finalizing write-up of welcome letter draft
 - Periodic updates/revisions

- ▶ Also, any other outstanding team science questions &/or resource needs (please feel free to reach out to facilitators to discuss)