

# **Session #1:** **Introduction to Leadership Competencies for Team Science**

Presentation will begin at 12:00 PM (PT)



**ITHS**

Institute of **Translational** Health Sciences  
ACCELERATING RESEARCH. IMPROVING HEALTH.

## What We Offer:

### 1. Research Support Services

Members gain access to the different research services, resources, and tools offered by ITHS, including the ITHS Research Navigator.

### 2. Community Engagement

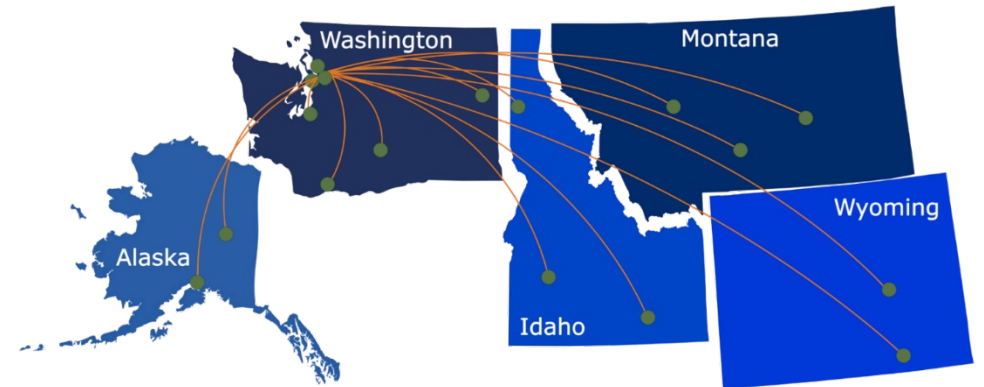
Members can connect with regional and community based practice networks

### 3. Education & Training

Members can access a variety of workforce development and mentoring programs and apply for formal training programs.

### 4. Funding

Members can apply for local and national pilot grants and other funding opportunities. ITHS also offers letters of support for grant submissions.



# Upcoming Events ITHS Education Events

Date	Title
Oct. 8, 2024 at 2pm (PT)	Telemedicine 2.0 Session 4 – <a href="#">Protecting Privacy and Maintaining Security in Telemedicine</a>
Oct. 15, 2024 at 3pm (PT)	Telemedicine 2.0 Session 5 – <a href="#">The Entrepreneur’s Perspective on Telemedicine Technology and Tools Development</a>
Oct. 24, 2024 at 10am (PT)	Telemedicine 2.0 Session 6 – <a href="#">Digital Inclusion and Access to Care by Telemedicine</a>
Nov. 7, 2024 at 12pm (PT)	Team Science Seminar Series Session 2 – <a href="#">Facilitating Team Meetings</a>
Nov. 19, 2024 at 12pm (PT)	Career Development Series <a href="#">Measurement Development and Evaluation</a>
Dec. 5, 2024 at 12pm (PT)	Team Science Seminar Series Session 3 – <a href="#">Leadership Journeys</a>
Jan. 9, 2025 at 12pm (PT)	Team Science Seminar Series Session 4 – <a href="#">Developing Your Individual Development Plan for Leadership</a>
Feb. 6, 2025 at 12pm (PT)	Team Science Seminar Series Session 5 – <a href="#">Resources to Support Emotional Intelligence and Personal Growth</a>
Mar. 6, 2025 at 12pm (PT)	Team Science Seminar Series Session 6 – <a href="#">Mentorship and Leadership at Different Career Stages</a>
Apr. 3, 2025 at 12pm (PT)	Team Science Seminar Series Session 7 – <a href="#">Navigating Interpersonal Conflict</a>
May 1, 2025 at 12pm (PT)	Team Science Seminar Series Session 8 – <a href="#">You Don't Always Need to Say Yes: Aligning Goals to Opportunities</a>

More details and event registration via the ITHS events calendar at: <https://www.iths.org/news-events/calendar/> or contact [ithsedu@uw.edu](mailto:ithsedu@uw.edu)

# Session #1: Introduction to Leadership Competencies for Team Science

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Research Associate Professor  
Dept of Biobehavioral Nursing &  
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UW School of Nursing  
Co-Lead, ITHS Team Science Core

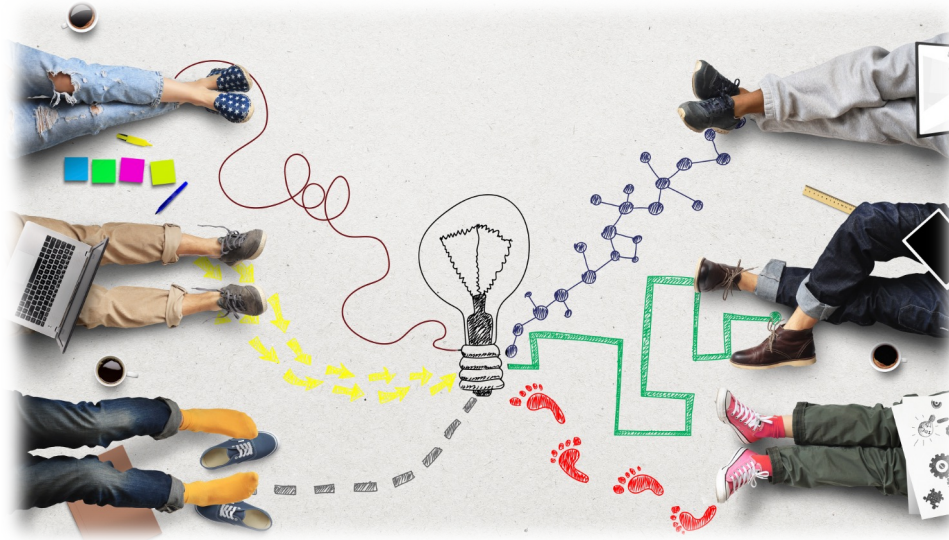
**Brenda K. Zierler, PhD, RN, FAAN**

Professor & Chair  
Department of Biobehavioral Nursing & Health  
Informatics  
UW School of Nursing  
Co-Lead, ITHS Team Science Core  
Adjunct Professor in Depts. Biomedical Informatics &  
Division of Vascular Surgery – School of Medicine;  
Health Systems and Population Health, School of  
Public Health

# Learning Objectives

## AT THE END OF THIS SEMINAR, PARTICIPANTS WILL BE ABLE TO:

- 1) Describe the goals and approach of the 2024-2025 Team Science Seminar Series.
- 2) Discuss the concept of leadership as it relates to you and your team.
- 3) Identify leadership competencies in the context of translational science.
- 4) Describe the 6 Conditions Framework for creating effective team functioning.





# Plan for the Day

- Welcome & Introductions
- Overview of Team Science Seminar Series
- 6 Conditions Framework
- Concept of Leadership as it relates to you & your team
- Leadership Competencies & Translational Team Science
- Debrief/Wrap-Up
- Q&A/Team Science Office Hours (final 15 mins of each seminar)



# What is the Team Science Seminar Series?

**Overall Goal:** Annual series launched in 2022 to assist researchers to address challenges to collaboration & collective team functioning, improve their ability to lead interdisciplinary teams, communicate & build trust with their collaborators, & identify the best ways to solve problems collaboratively.

**Target Audience:** Early career faculty, pre- and post-docs, and professional research staff

## **Design Principles (informed by adult learning theory):**

- Goal oriented content (tied to Team Science Competencies & best practices from literature)
- Balance of didactic & interactive content to facilitate immediate application
- Provide additional resources for self-directed learning



# Focus for 2024-2025: Developing Your Collaborative Leadership Potential

- What do we mean by collaborative leadership potential?
  - Understanding, improving, and owning your contribution to team effectiveness
  - Developing skills to communicate & build trust with your collaborators
  - Identify ways to collaboratively achieve goals and solve problems





## 2024-2025 TEAM SCIENCE SEMINAR SERIES SCHEDULE

**Logistics:** 8 one-hour sessions occurring Oct 2024-May 2025 from 12pm-1pm on the 1<sup>st</sup> Thurs of each month; certificate offered through ITHS if attend/watch all 8 sessions & complete evaluations.

Date	Topic	Date	Topic
10/3/2024	Introduction to Leadership Competencies for Team Science (Erin Blakeney & Brenda Zierler)	2/6/2025	Resources to Support Emotional Intelligence and Personal Growth (Brenda Zierler & Jennifer Sprecher)
11/7/2024	Facilitating Team Meetings (Jennifer Sprecher)	3/6/2025	Mentorship and Leadership at Different Career Stages (Brenda Zierler & Jennifer Sprecher)
12/5/2024	Leadership Journey (Peggy Odegard)	4/3/2025	Navigating Interpersonal Conflict (Sara Kim)
1/9/2025* *2 <sup>nd</sup> Thurs!	Developing Your Individual Development Plan for Leadership (John Amory)	5/1/2025	You Don't Always Need to Say "Yes": Aligning Goals to Opportunities (Jennifer Sprecher & Erin Blakeney)

# Who Are You?

## BREAKOUT ROOMS (5 MINS)

- 1) Share your name, area of research/study/work, location of work
- 2) What's one reason you came to today's team science seminar session focused on leadership?



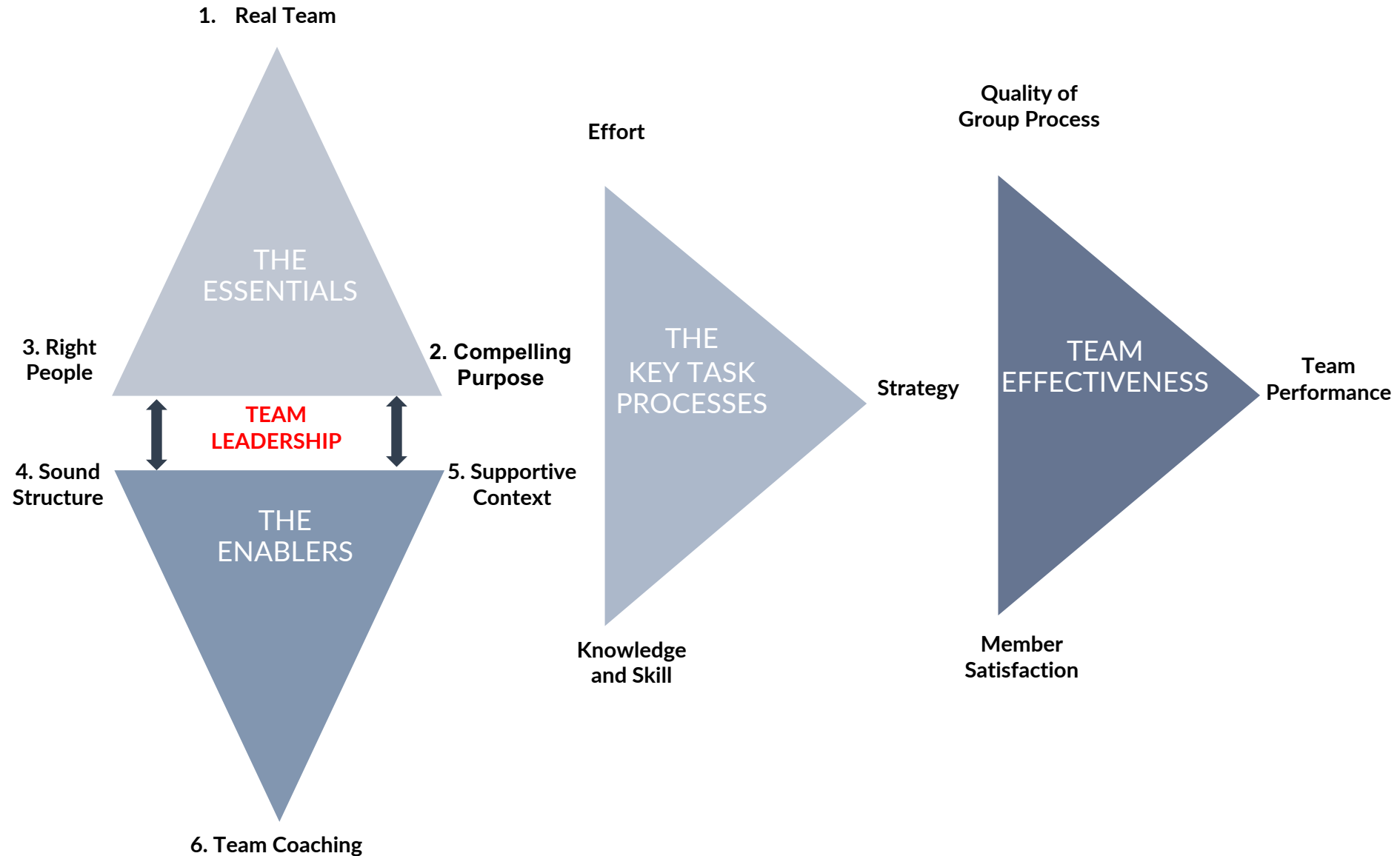


# 6 TEAM CONDITIONS

**Introducing the 6 Conditions  
Framework for Team Leaders  
& Teams**

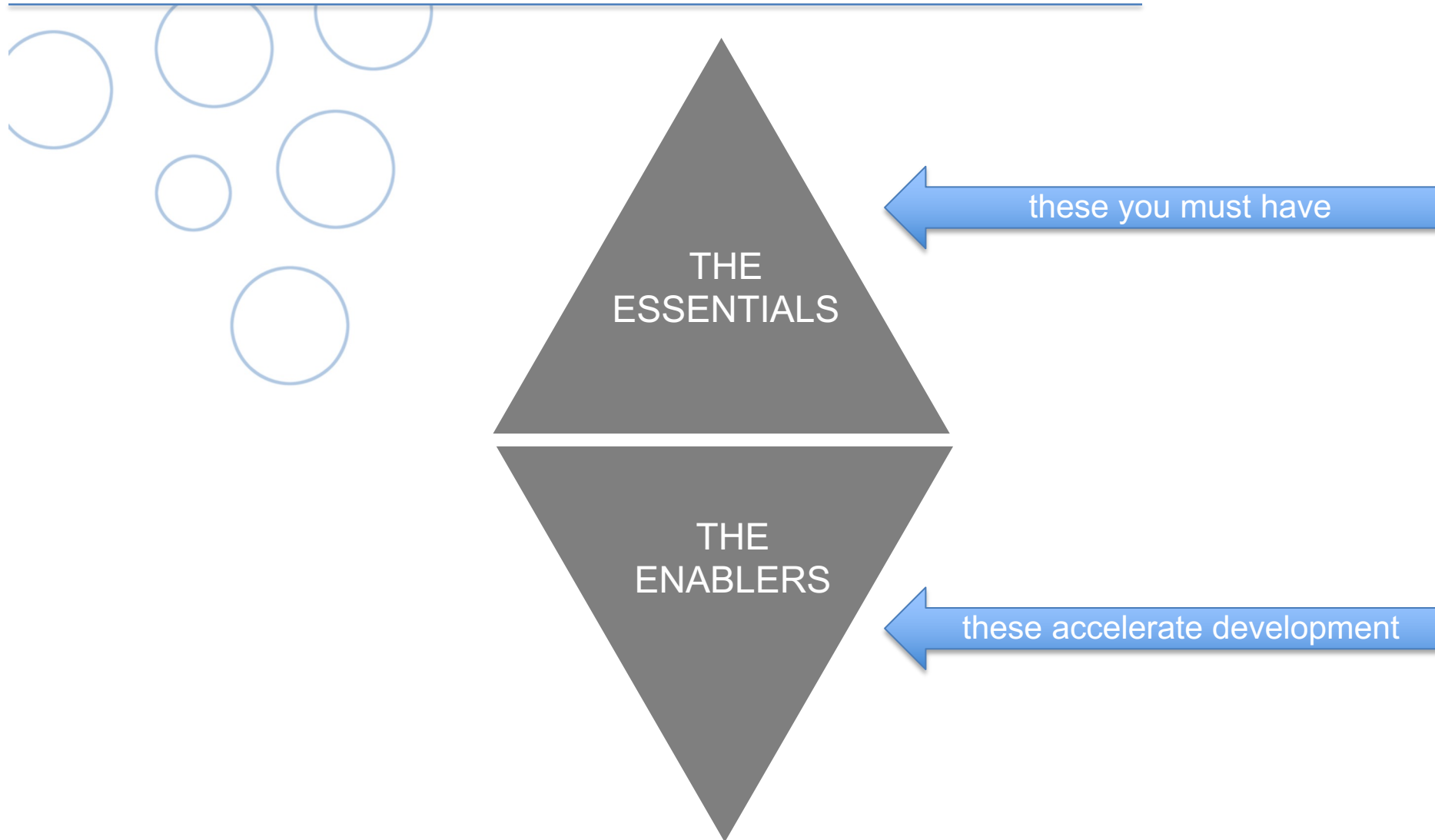


# The 6 Conditions of Team Effectiveness



# What does it take to have a great team?

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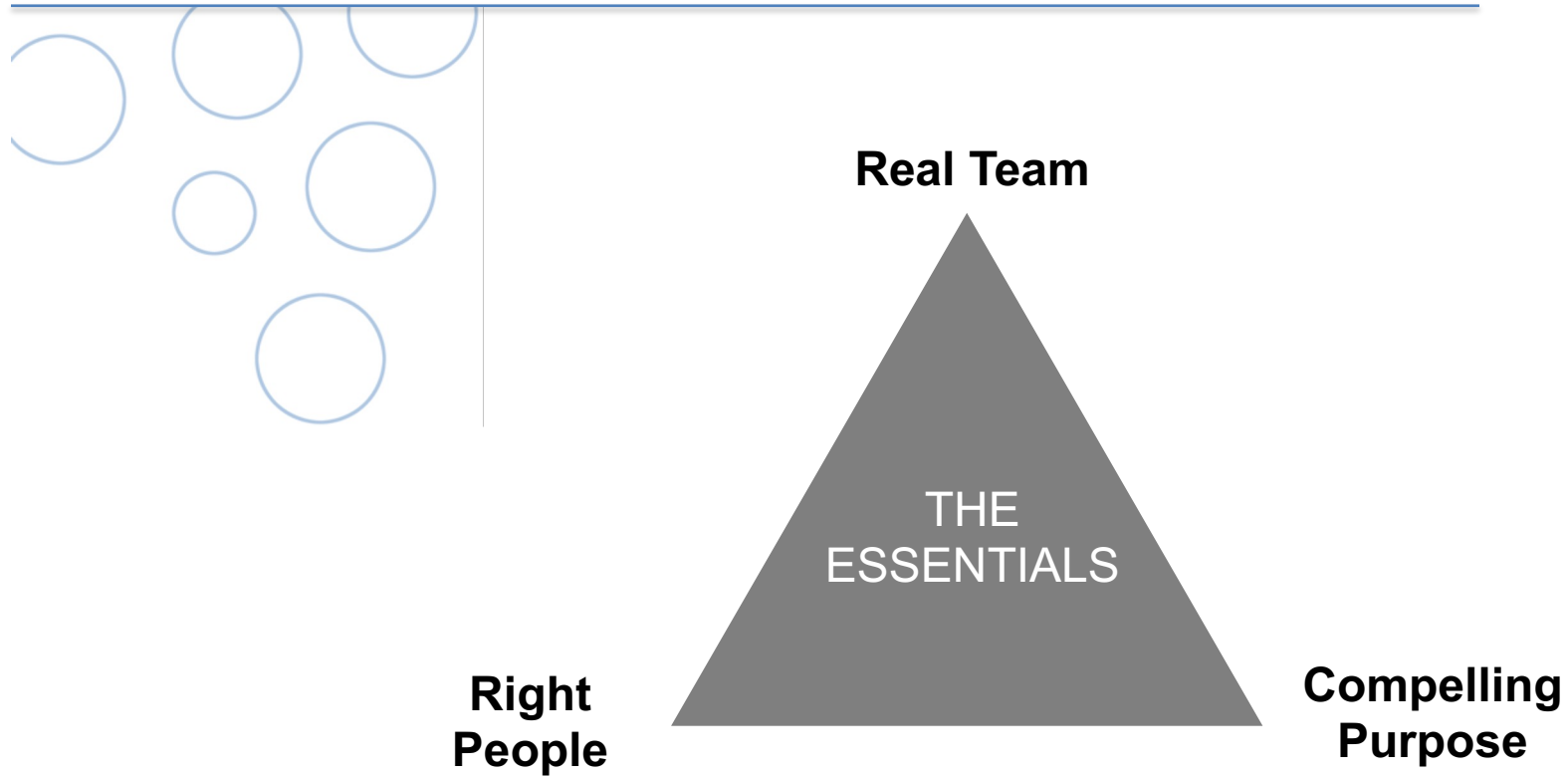


# The 3 Essential Conditions of Team Effectiveness



# The Essentials

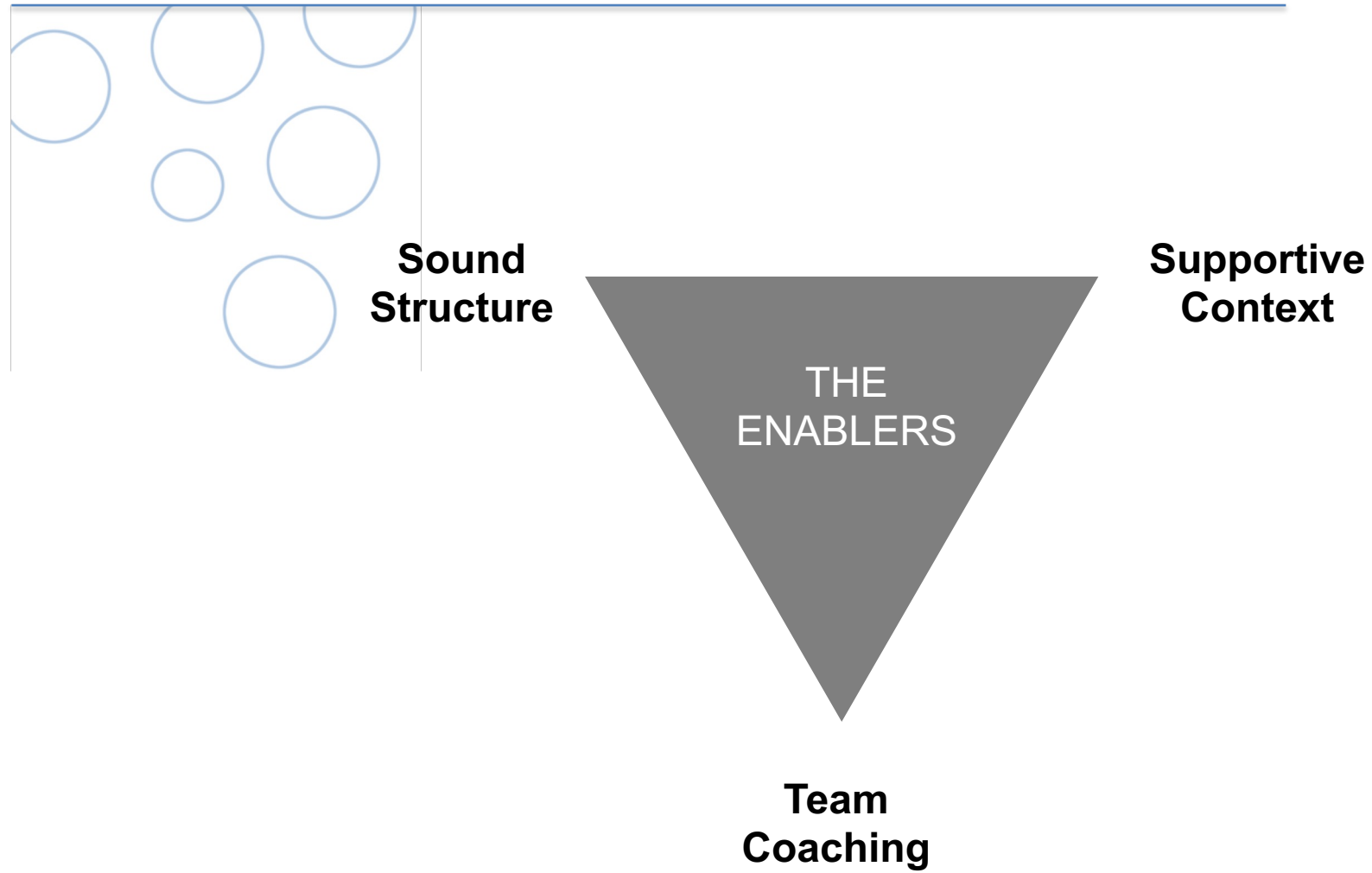
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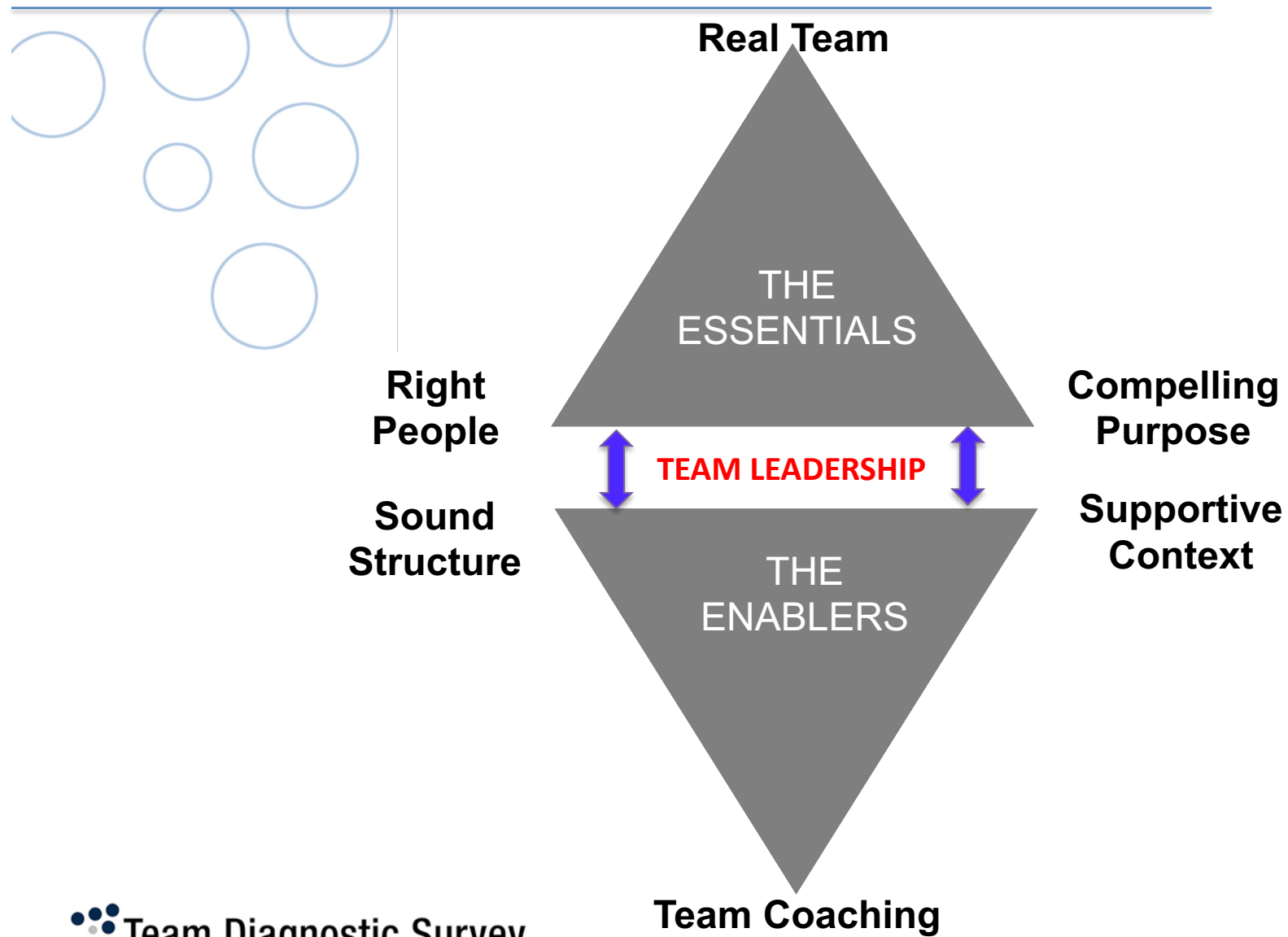
# The 3 Enabling Conditions of Team Effectiveness



# The 3 Enablers



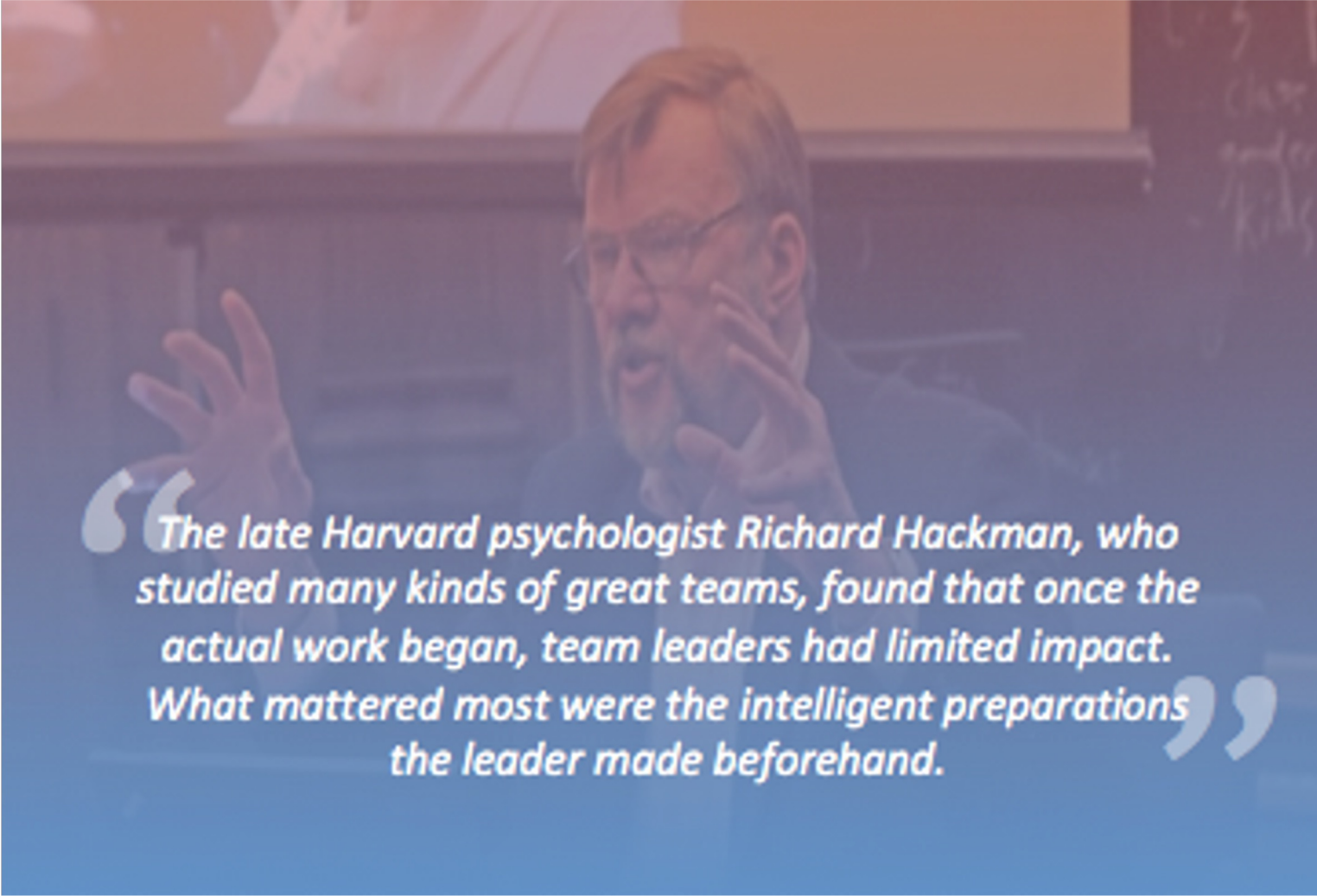
# The Six Conditions for Team Effectiveness





# Quote

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A photograph of Richard Hackman, a man with glasses and a beard, gesturing with his hands while speaking. The image is overlaid with a blue gradient and a quote. In the background, a chalkboard is visible with some handwritten text.

*“The late Harvard psychologist Richard Hackman, who studied many kinds of great teams, found that once the actual work began, team leaders had limited impact. What mattered most were the intelligent preparations the leader made beforehand.”*

# Main References

- Wageman, R., Hackman, J.R. & Lehman, E. (2005). Team diagnostic survey: Development of an instrument. *Journal of Applied Behavioral Science*, 41, 373-398.
- Wageman, R., Nunes, D.A., Burruss, J., & Hackman J.R. (2008). *Senior leadership teams: What it takes to make them great*. Harvard Business Review Press.
- Hackman, J.R. & O'Connor, M. (2004). What makes for a great analytic team? Individual versus team approaches to intelligence analysis. *Intelligence Science Board Task Force Report, Central Intelligence Agency*.
- Hackman, J.R. (2002). *Leading teams: Setting the stage for great performances*. Harvard Business School Press.
- Hackman, J.R. (2011). *Collaborative intelligence: Using teams to solve hard problems*. Berrett-Koehler Publishers.

For More Go To: <https://6teamconditions.com/bibliography/>

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# Scientific Collaboration in Clinical & Translational Research

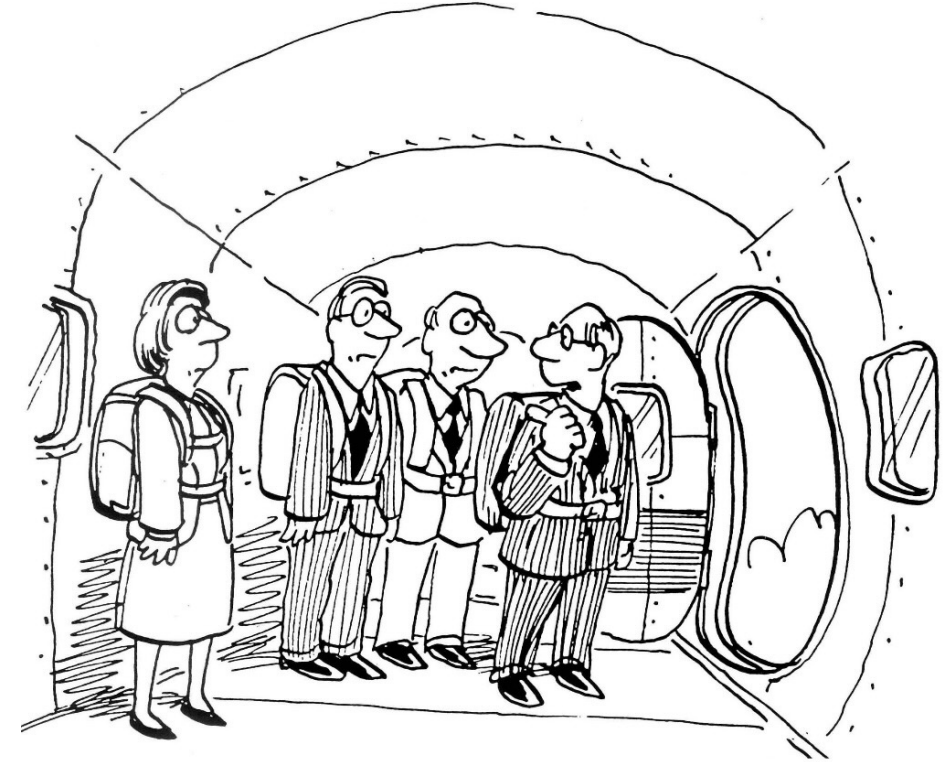
## Core Thematic Areas & Competencies:

- ❖ Translational Teamwork
- ❖ Leadership
- ❖ Context – collaborative problem solving – much of the complex work in the modern world is performed by teams



# Fostering Collaboration: Key Leadership Elements

- ❖ Trust
- ❖ Shared vision
- ❖ Strategically identify team members
- ❖ Build an interdisciplinary team
- ❖ Promote disagreement while containing conflict
- ❖ Set clear expectations for sharing authorship & credit
- ❖ Leadership – self-awareness & strong communication skills



“Helen, you’re the Team Leader, why don’t you jump first?”

# Leadership Training – Assessments

- ❖ Social Styles Inventory
- ❖ Myers Briggs Inventory
- ❖ Thoman Kilmann Conflict modes
- ❖ Emotional Intelligence surveys
- ❖ Leadership Self-efficacy Survey





# Leadership Skills

- ❖ Listen
- ❖ Create a psychological safe environment
- ❖ Constructively engage in conflict
- ❖ Provide effective feedback and solicit feedback
- ❖ Use a growth mindset
- ❖ Lead and manage change
- ❖ Use versatility

# GROUP DISCUSSION – PREWORK VIDEO

- ❖ Peter Anderton's – Great leadership comes down to only two rules

<https://www.youtube.com/watch?v=oDsMImfLjd4>

- ❖ “Every single one of us is a leader in some way or another, because leadership isn't actually about position. Leadership is about who you are.”

- ❖ Rule #1 of leadership: It's not about you!

- ❖ Rule # 2 of leadership: It's only about you!

- ❖ Using chat or speaking out loud, what do these rules mean to you?

# Acknowledgments

- ❖ **ITHS Team Science Core:** Jennifer Sprecher, Erin Blakeney, Laurel Barchet, Jonathan Posner
- ❖ UW Center for Health Sciences Interprofessional Education, Research, and Practice (CHSIE)
- ❖ ITHS – Aric Lane, Aurora Fonseca-Lloyd, Lisa Stromme Warren



# Local (UW) Resources

- ❖ ITHS Funding Opportunities: <https://www.iths.org/funding/>
- ❖ UW Center for Health Sciences Interprofessional Education, Research, & Practice: <https://collaborate.uw.edu/>
- ❖ UW Population Health Initiative - <https://www.washington.edu/populationhealth/>
- ❖ UW Collaboration Consortium - an informal collection of interdisciplinary centers on campus that has been meeting regularly to brainstorm and strategize ways to build support for interdisciplinary and community-engaged efforts on campus. Contact: Jennifer Davison  
[ajnfrdvsn@uw.edu](mailto:ajnfrdvsn@uw.edu)
- ❖ UW Collaboration Consortium: [Collab\\_consortium@u.washington.edu](mailto:Collab_consortium@u.washington.edu)

## Debrief/Wrap-Up

- ▶ Please provide feedback on today's session!
  - ▶ Feedback in chat
  - ▶ Complete Today's Session Evaluation
- ▶ Next month's session:
  - ▶ Facilitating Team Meetings
  - ▶ Thurs 11/07/24 12:00pm-1:00pm
  - ▶ Registration is already live for October