

HAVE A *KNACK* FOR MANAGING UP?

Five Behaviors for Actively Making
Professional Relationships
Engaging and Productive.

David Staley, MA

Director, Clinical Research Quality
Assurance and Regulatory Support
Seattle Children's Research Institute



**Winter 2024 Virtual Mini-Conference
for Research Coordinators**

ITHS

Institute of Translational Health Sciences
ACCELERATING RESEARCH. IMPROVING HEALTH.

Learning Objective

Examine 5 behavior-focused approaches for cultivating productive relationships and meeting work demands.



KNACK

Rhymes with “Hack”



Framework

Afternoon, Dr. Surgeon.

To help facilitate our conversation at 4:00 PM today, I've outlined the **three** options that you can consider for the MOVING FASTER protocol at SCH:

- 1. Transfer IND application and obligations.** Transfer MOVING FASTER protocol to new Sponsor Investigator at SCH. IND application and obligations must be transferred to another SCH investigator if protocol were to continue at SCH.
- 2. Make SCH participating site.** Close the MOVING FASTER protocol at SCH. Reopen it at The Eastside Children's Hospital. Then, add SCH at participating site with a collaborating SCH investigator.
- 3. Close the MOVING FASTER protocol at SCH.** Offer the drug off label.

Talk with you shortly,

Managing Up

Actively making professional relationships engaging and productive



Know

Situation, Needs, Resources

Situation, Needs, Resources



Situational Phases

Focus

- Facts
- Details
- Decisions

Understanding

- View work as situational phases.

Focus

- Decisions
- Priorities
- Advocacy

Understanding

- Tactical
- Relational
- Direction



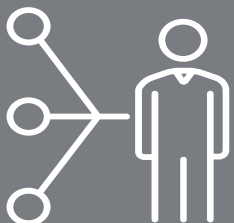
Needs

Focus

- Supplies
- Support
- Success

Understanding

- Skills
- Capabilities
- Possibilities



Resources

Note

Reasonable Possibilities

Reasonable Possibilities



Priorities

- Goals
- Objectives
- Milestones



Framing

- Solutions
- Ideas
- Problem-solving



Alliances

- Influence
- Perspectives
- Relationships

Anticipate

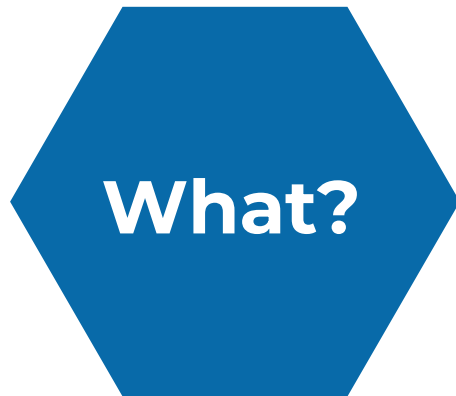
Active Engagement

What? So What? Now What?*

Describe

Discuss

Do



- Situation
- Facts
- Behaviors

- Implications
- Importance
- Perspective

- Actions
- Questions
- Accountability

Clear

Compelling

Convincing

*Framework attributed to John Driscoll.

Framework in Action



What?

To help facilitate our conversation at 4:00 PM today,



So What?

I've outlined the three options that you can consider for the MOVING FASTER protocol at SCH:



Now What?

- 1. *Transfer IND application and obligations.*** Transfer MOVING FASTER protocol to new Sponsor Investigator at SCH. IND application and obligations must be transferred to another SCH investigator if protocol were to continue at SCH.
- 2. *Make SCH participating site.*** Close the MOVING FASTER protocol at SCH. Reopen it at The Eastside Children's Hospital. Then, add SCH at participating site with a collaborating SCH investigator.
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Framework in Action



What?

We've received the latest version of the approved protocol. In this release, **section 8.4** introduces new known **risks** to participants.



So What?

Now we can revise the informed consent document. We need to plan to re-consent currently enrolled participants.



Now What?

Before you leave today, we need to:

- 1) Review **section 8.4** together; and
- 2) Plan how we'll discuss the new risks with participants when they re-consent at their upcoming visit.

I'll join you at noon in the clinic office, unless you'd prefer another time today.

Communicate

Expectations

Communicate Expectations

Success

- Defined?
- Measured?
- Dependencies?

Accomplishments

Timeframe

- What by when?
- Realistic?
- Negotiable?

Commitments

Context

- Pressures?
- Blind spots?
- External factors?

Factors

Questions for Reflection

- What does success look like in your role?
- How is success is measured?
- Do I know what's expected and by when?



Know

Scope and Stewardship

Scope and Stewardship

Functional Responsibilities

- **Delegated tasks:** individual expertise and stewardship, accountability, and ownership.

Empowerment

- **Types of decisions:** decisions with whom and where they belong.

Cadence

- **Decisions:** pace of the research environment

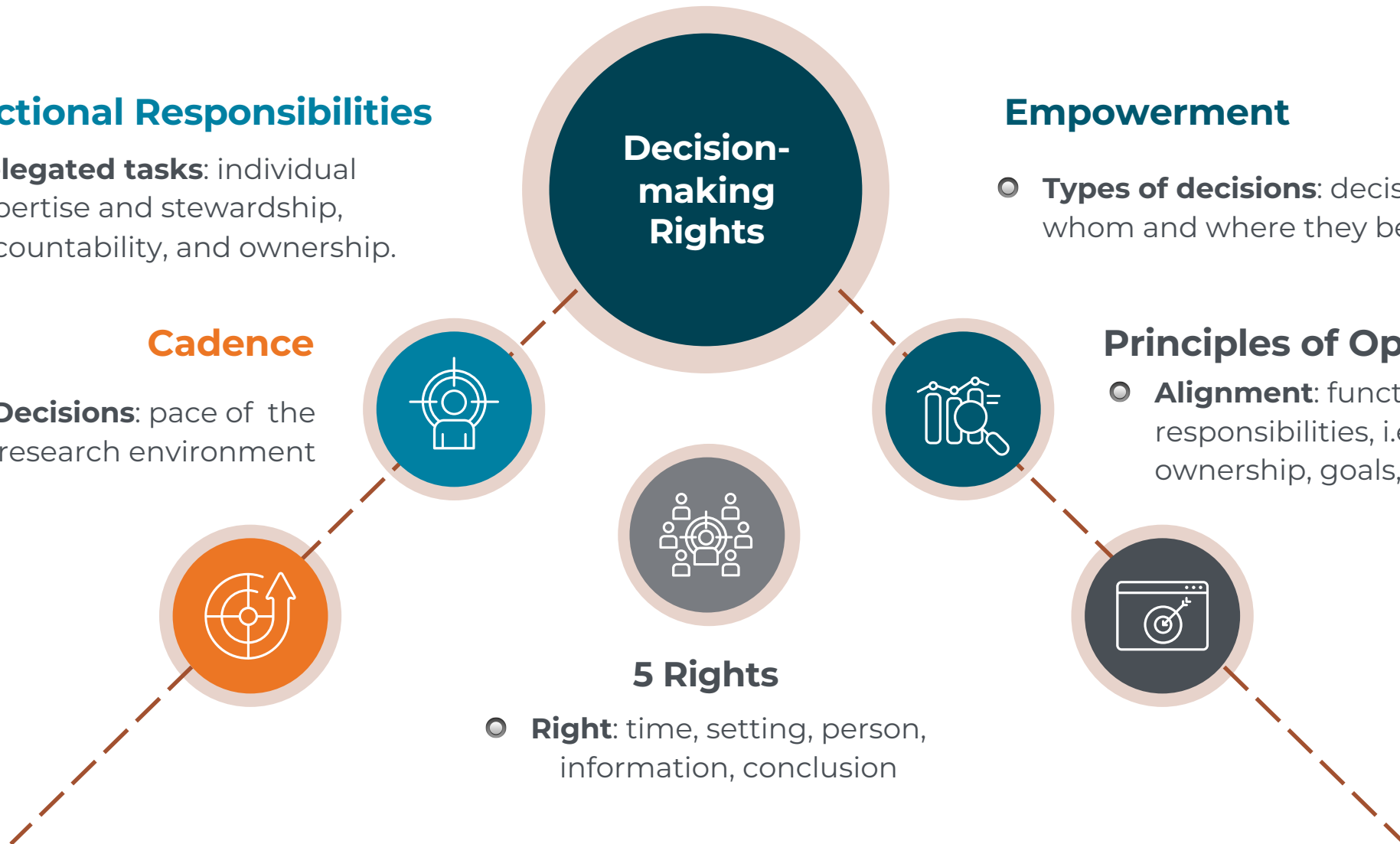
Principles of Operation

- **Alignment:** functional responsibilities, i.e., expectations, ownership, goals, processes, etc.

Decision-making Rights

5 Rights

- **Right:** time, setting, person, information, conclusion



Productive Relationships

Actively Making Professional Relationships Engaging and Productive.

KNACK

- **K**now what you need.
- **N**ote what's possible and reasonable.
- **A**nticipate how to engage actively.
- **C**ommunicate what's expected.
- **K**now your scope and stewardship.



What? So What? Now What?

- **D**escribe and **d**efine the facts, situation, problem, position, etc.
- **D**iscuss the implications or importance.
- **D**o: invite the call-to-action and accountability.



Relationship Focus

- **H**ave shared expectations.
- **C**reate communication flow.
- **P**romote dependability/honesty



Key Takeaways

Questions?

