

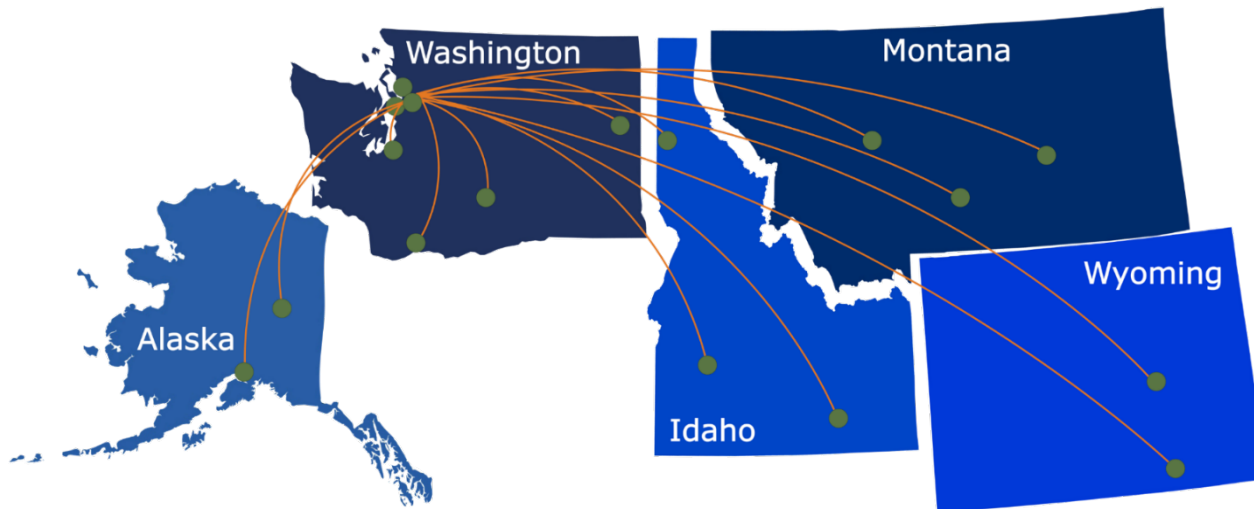
The Ins and Outs of Collaboration

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 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.

Contact our **Director of Research Development**



- **Project Consultation**
- **Strategic Direction**
- **Resources and Networking**

Melissa D. Vaught, Ph.D.
ithsnav@uw.edu
206.616.3875

Upcoming Career Development Series 2020

April 30 – A Single IRB: The Promise and the Reality

May TBD – Supercharge Your Research Team

May TBD – Responding to Reviews: Manuscripts & Grants

Feedback

At the end of the seminar, a link to the feedback survey will be sent to the email address you used to register.

The Ins and Outs of Collaboration

Presented by Brenda Zierler, PhD, RN, FAAN

Professor of Biobehavioral Nursing and Health Informatics

School of Nursing, University of Washington

Director of Research & Training, UW Center for Health Sciences

Interprofessional Education, Research, and Practice



Institute of **Translational** Health Sciences

ACCELERATING RESEARCH. IMPROVING HEALTH.

Learning Objectives

- 1 Describe ways to foster collaboration in research teams.
- 2 Identify supporting features of highly functioning collaborative teams.
- 3 Distinguish collaborative leadership characteristics.

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



Collaboration & Team Science



NIH Public Access

Author Manuscript

J Investig Med. Author manuscript; available in PMC 2013 June 01.

Published in final edited form as:

J Investig Med. 2012 June ; 60(5): 768–775. doi:10.231/JIM.0b013e318250871d.

Collaboration and Team Science: From Theory to Practice

L. Michelle Bennett, PhD¹ and Howard Gadlin, PhD²

¹Division of Intramural Research, NHLBI, NIH, 10 Center Drive, Bethesda Maryland, 20892, LMBennett@nih.gov, 301-451-0036 (phone), 301-480-5775 (FAX)

²Center for Cooperative Resolution, OD, NIH, 31 Center Drive, Bethesda Maryland, 20892, GadlinH@OD.NIH.GOV, 301-594-6916

Fostering Collaboration: Key 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?”

Collaboration as Continuum

Minimal levels
of interaction

Significant levels
of interaction

**Independent
investigator's lab;
limited interaction
w/others**

**2 researchers from
different labs
working together**

**A team led by 1 or
more scientists
composed of
researchers
w/diverse
backgrounds &
different areas of
expertise**

Impetus to Form Collaborations

1. The interpersonal context (relations among scientists)*
2. The funding context
3. The sectoral context (academic, corporate, governmental)
4. The context of participating organizations (university departments, research labs, etc.)



Highly Functioning Collaborative Teams



Institute of **Translational** Health Sciences
Accelerating Research. Improving Health.

Highly Functioning Collaborative Teams

- ✓ Self awareness (personal social styles, Thomas Kilmann Inventory)
- ✓ Emotional intelligence (conscious of self, conscious of others, conscious of context)
- ✓ Lean Project Charter
- ✓ Team Agreements
- ✓ Teaming (need to create psychological safety & trust)
- ✓ Communication plan
- ✓ Running effective meetings
- ✓ Professional development (leadership) and mentoring of team
- ✓ Continuous quality improvement (reflection on what is working well; what could be improved)

What Drives Team Effectiveness

Team Processes

Process	Tools
Shared understanding of team goals	<ul style="list-style-type: none">• Project Charter• Welcome Letter
Clearly identified member roles	<ul style="list-style-type: none">• Project Charter• Meeting Roles• Welcome Letter
How team communicates & handles conflict, hierarchy, etc.	<ul style="list-style-type: none">• Team agreements• PSI• Conflict mode preferences• Listening skills
How team makes shared decisions	<ul style="list-style-type: none">• Team agreements• Welcome letter• Meeting roles

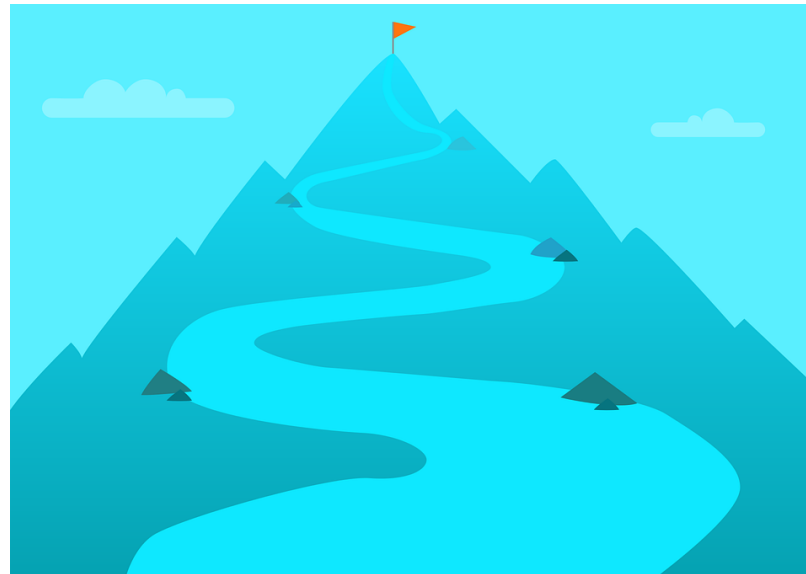
How Do You Influence Team Processes



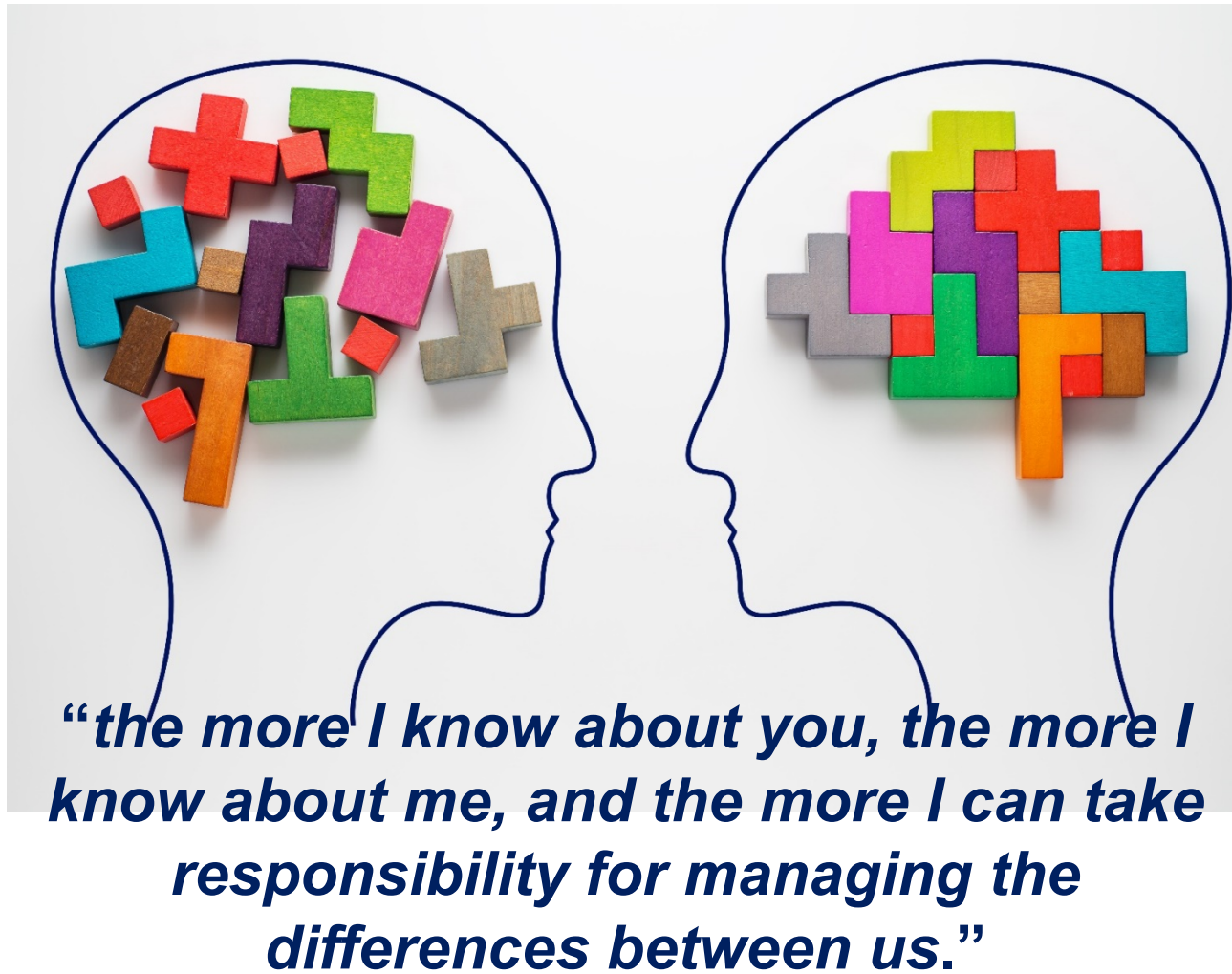
Challenges



Collaborative Leadership Characteristics



Recognize Communication Differences



“the more I know about you, the more I know about me, and the more I can take responsibility for managing the differences between us.”

Leadership through Versatility

- ❖ Self-awareness
- ❖ Ability to adjust behavior
- ❖ Willing to focus on the needs of others more than your own
- ❖ Helps to overcome interpersonal & productivity barriers
- ❖ Dynamic measure



Sharing Recognition & Credit



Journal of Interprofessional Care



ISSN: 1356-1820 (Print) 1469-9567 (Online) Journal homepage: <https://www.tandfonline.com/loi/ijic20>

Interprofessional education and practice guide: interprofessional team writing to promote dissemination of interprofessional education scholarship and products

Mia T. Vogel, Erin Abu-Rish Blakeney, Mayumi A Willgerodt, Peggy Soule Odegard, Eric L. Johnson, Sarah Shrader, Debra Liner, Carla A. Dyer, Leslie W. Hall & Brenda Zierler



Institute of Translational Health Sciences
Accelerating Research. Improving Health.

Team Writing



Interprofessional Team Writing Toolkit

This toolkit is designed for IPE and Collaborative Practice researchers of all levels interested in improving scholarly writing with their interprofessional teams.



<https://collaborate.uw.edu/resources-and-training/online-training-and-toolkits/>

Other Challenges

Appointment, Promotion, and Tenure (APT) within the context of interdisciplinary research (team science):

- ❖ Early career faculty perceive team science as risky
- ❖ Establishing themselves as independent investigators
- ❖ Review criteria for the evaluation of investigators participating in team science
- ❖ Ongoing work on developing an APT Toolkit for faculty, chairs, APT Committees, external reviewers



Highly Functioning Collaborative Teams

- ✓ Self awareness (personal social styles, Thomas Kilmann Inventory)
- ✓ Emotional intelligence (conscious of self, conscious of others, conscious of context)
- ✓ Lean Project Charter
- ✓ Team Agreements
- ✓ Teaming (need to create psychological safety & trust)
- ✓ Communication plan
- ✓ Running effective meetings
- ✓ Professional development (leadership) and mentoring of team
- ✓ Continuous quality improvement (reflection on what is working well; what could be improved)

Acknowledgments

- ❖ **ITHS Team Science Core:** Nicole Summerside, Jennifer Sprecher, Jonathan Posner, Erin Blakeney, Laurel Barchet, Soyoung Kang
- ❖ UW Center for Health Sciences Interprofessional Education, Research, and Practice (CHSIE)
- ❖ 6 Health Sciences and College of Engineering APT Leads



Local (UW) Resources

- ❖ <https://collaborate.uw.edu/resources-and-training/online-training-and-toolkits/>
- ❖ 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 @jnfrdvsn@uw.edu
- ❖ UW Population Health Initiative -
<https://www.washington.edu/populationhealth/>

External Resources

- ❖ <https://www.teamsciencetoolkit.cancer.gov/Public/Home.aspx>
- ❖ <https://www.leadershipacademy.nhs.uk/resources/healthcare-leadership-model/nine-leadership-dimensions/>
- ❖ <https://global.wilsonlearning.com/resources/interpersonal-skills-take-off/> (quote on slide 18)

References

- ❖ Bennett L.M. and Gadlin H. (2012). Collaboration and Team Science: From Theory to Practice. J Investig Med. June; 60(5): 768-775.
- ❖ Vogel, M., Blakeney, E.L., Willgerodt, M. A., Johnson, E. L., Shrader, S., Liner, D., Dyer, C., Odegard, P. S., Hall, L., Zierler, B. (2018). Interprofessional Education and Practice Guide: Interprofessional team writing to promote dissemination of interprofessional education products. J Interprof Care, 33:5; 406-413
- ❖ Graesser, A.C., Fiore S.M., Greiff S., Andrews-Todd, J., Foltz, P.W., Hesse, F.W. (2018). Advancing the science of collaborative problem solving. Vol 19(2): 59-92.

Feedback Survey

A link to the feedback survey has been sent to the email address you used to register.

Please get out your device, find that email, and spend a few moments completing that survey before you leave today.

Tip: If on a mobile device, shift view to landscape view (sideways) for better user experience.