ITHS Career Development Series
November 30, 2017

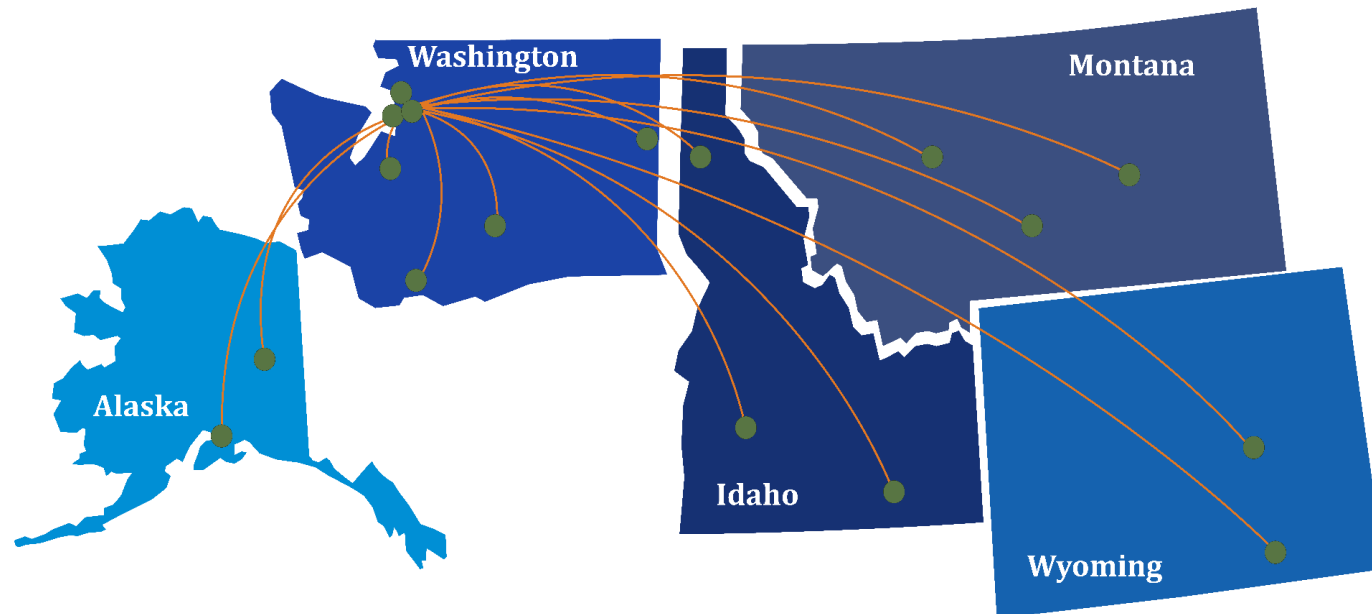Fostering Collaboration
in Translational Science

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Introduction to the Institute of Translational Health Sciences

Larry Kessler, ScD

Faculty Director, ITHS Workforce Development

THE INSTITUTE OF TRANSLATIONAL HEALTH SCIENCE

The ITHS is dedicated to speeding science to the clinic for the benefit of patients and communities throughout Washington, Wyoming, Alaska, Montana, and Idaho.

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Join a unique catalyst that accelerates discoveries to practice.

- *Gain **access** the different research services, resources, and tools offered by ITHS, including the ITHS Research Navigator.*

- *Access a variety of **workforce development and mentoring programs** and apply for **formal training programs.***

- *Apply for local and national **pilot grants** and other funding opportunities. ITHS also offers letters of support for grant submissions.*

- *Connect with **collaborators** across the CTSA consortium.*

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Gene & Cell Therapy Lab

Tools

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Career Development Series

Send ideas for future topics to:

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Please Complete the Session Evaluation

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Access

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

Education and Training

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

Funding

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

Collaboration

Members can connect with collaborators across the CTSA consortium.

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Today's Agenda

ITHS Introduction

Liberating Structures: Impromptu Networking

Overview: Team Science & Collaboration

Liberating Structures: 25/10 Crowdsourcing

Open Discussion/Debrief

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Liberating Structures
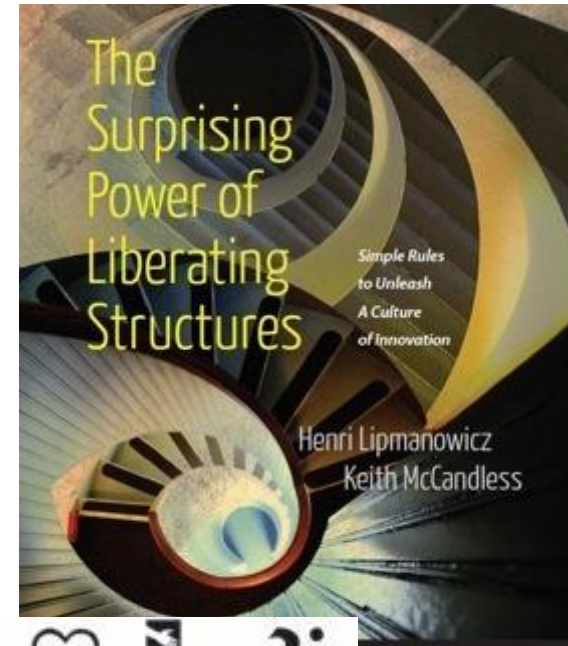
► What are Liberating Structures (LS)?

  ▪ Interactive methods to help organize groups

► When to use LS?

  ▪ Share information at meetings and conferences

  ▪ Planning and strategy

  ▪ Connecting to each other

► Why use LS?

  ▪ Inclusive of all participants

  ▪ Adaptable

The Surprising Power of Liberating Structures
Simple Rules to Unleash A Culture of Innovation
Henri Lipmanowicz
Keith McCandless

http://www.liberatingstructures.com/

LS Impromptu Networking

► How it works

- Pair-up with someone new
- Answer a question/prompt
- Rotate at least 3 times

► Purpose

- Set the stage with pre-decided questions
- Participants meet each other and get up and move
- Helps shy participants

Impromptu Networking: *Let's Try It!*

Pair Up. Take turns responding to the question below (60 seconds per person, then switch). Change speaking roles and partners with the bell.

> ## What do you hope to get from and give to this session?

Impromptu Networking: Debrief

1. Impromptu Networking Content: What new ideas did you have and/or hear?

2. Impromptu Networking Structure: Share some examples of how or where this structure might be useful in your work…

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Overview: Team Science & Collaboration
Erin Blakeney, PhD, RN, Brenda Zierler, PhD, RN, FAAN,

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What is Team Science?

Team science is a collaborative effort to address a scientific challenge that leverages the strengths & expertise of professionals trained in different fields.

Includes:

- small & large teams,
- uni- & multi-disciplinary groups,
- efforts that engage multiple stakeholders such as scientists, community members, & policy makers

Cross-disciplinary Research

Collaboration

Team Science

Refs: Team Science Toolkit, n.d.; Falk-Krzensinski, H.J, 2016
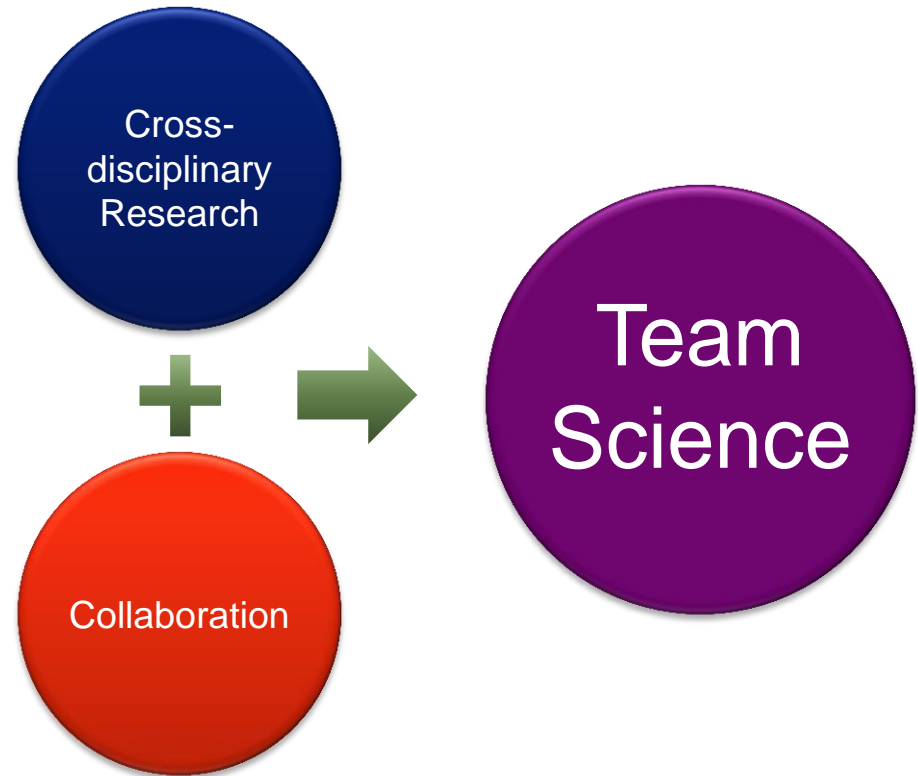
Why should I care about Team Science?

► Scientific & social challenges are increasingly complex

- Need to collaborate to bring most advanced knowledge & methods to address challenges

► Today, 90% of all science & engineering publications have ≥ 2 authors

- Most articles now written by 6-10 authors from ≥ 1 institution
- Teams typically produce more highly cited research than individuals

► Specific to translational research:

- Translational Research Competencies related to Team Science in thematic areas of:
  - ❑ Scientific Communication,
  - ❑ Translational Teamwork,
  - ❑ Leadership and
  - ❑ Cross-disciplinary Training

► Teams often encounter challenges that impact efficiency, productivity, & optimal functioning

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Ref: Cooke et. al, 2015

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What challenges do teams face? (Part 1)

Diverse team members may lack a common vocabulary

Knowledge gaps can be difficult to overcome when two or more disciplines involved

Large team sizes increase burdens of communication & coordination;

Less person-to-person interaction impacts the building of trust & shared understanding of goals & roles with other group members

Multiple teams within a center or institution may have distinct goals that can lead to conflict around resources/recognition, etc.

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Ref: Cooke et. al, 2015

What challenges do teams face? (Part 2)

Teams often have permeable boundaries

Geographic dispersion

Teams have high levels of task interdependence

Incentive & reward structures often focus on individual research contributions (e.g. appointment, promotion, tenure, sharing of indirects)

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Ref: Cooke et. al, 2015

Do I have to work as part of a team?

Not Necessarily…

- Depends on your questions, methods, etc.
- Many individual scientists continue to make critical contributions and important discoveries

However, translational researchers almost always need to collaborate with others to be able to achieve their goals…

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What drives team effectiveness?

Team Processes

Including:

1. Shared understanding of team goals
2. Shared understanding of member roles
3. How team handles **communication**, **conflict**, and **hierarchy**
4. How teams make shared decisions

Ref: Cooke et. al, 2015

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How do you influence Team Processes? (Part 1)

Team Composition

- Identify knowledge, skills and attitude required for effective performance of the project so that task-related diversity among team or group members can best match project needs

Team Professional Development

- Teams need to be able to integrate member knowledge to achieve goals as well as to develop a shared understanding of research goals & member roles.

- Team training is often needed (though there is an evidence gap around best practices).

Ref: Cooke et. al, 2015

How do you influence Team Processes? (Part 2)

Leadership for Team Science:

- Research on organizational & team leadership has illuminated leadership styles & behaviors that foster positive interpersonal processes;

- Organizational & team leadership styles & behaviors can be acquired
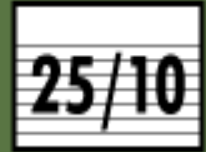
Support In-Person & Virtual Collaboration:

- Determine ways to communicate progress, obstacles, & open issues;

- Need to intentionally foster exchanges that build trust, shared knowledge, & psychological safety

Ref: Cooke et. al, 2015

References? Where can I go to learn more?

1. "What Google Learned from its Quest to Build the Perfect Team" NY Times, Feb 25, 2016: https://www.nytimes.com/2016/02/28/magazine/what-google-learned-from-its-quest-to-build-the-perfect-team.html?_r=0 .

2. National Cancer Institute Team Science Toolkit: https://www.teamsciencetoolkit.cancer.gov/Public/WhatIsTS.aspx

3. Cooke, N. J., Hilton, M. L., Science, C. on the S. of T., Board on Behavioral, C., Education, D. of B. and S. S. and, & Council, N. R. (2015). Enhancing the Effectiveness of Team Science. Retrieved from http://www-ncbi-nlm-nih-gov.offcampus.lib.washington.edu/books/NBK310387/

4. Falk-Krzensinski, H.J (2016). Team Science: Recognition & Reward, A Focus on Promotion and Tenure Policy and Publication. Powerpoint Presentation. Elsevier.

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25-10 Crowdsourcing

25/10

▶ Purpose

- Rapidly Generate & Sift a Group's Most Powerful Actionable Ideas

▶ Structure

- Individuals write bold idea & first step on index card

- Pass & Individually Scoring of Cards (scores 1–5; 5 rounds)

- Whole group calculate and share highest final scores & ideas ("who has a 25?")

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25-10 *Let's Try It!*

On an index card, write:

What is your boldest idea for fostering collaboration in translational science?

No names
Try to write legibly

25-10 *Let's Try It!*

Pass cards around while milling (5 rounds)

Rate each card:

1 = ho-hum to 5 = fabulous, "I'm in!"
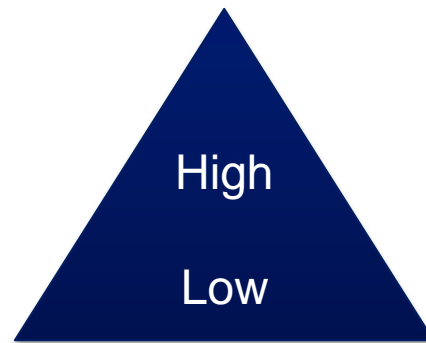
Decide your score before looking at others

Put rating on the back of the card

25-10 *Let's Try It!*

Add all the scores after the last round

Post and/or collect high-to-low scoring ideas

High

Low

25-10 Debrief

1. 25-10 Content: What new ideas did you have and/or hear?

2. 25-10 Structure: How might this structure be helpful in generating ideas? Share some examples of how you might use this LS in your future work?

Open Discussion/Debrief

1) What questions do you have about Team Science and fostering collaboration for translational research?

2) What's one thing that you will take away from this session?

3) What aspects of working in teams would you like to know more about?

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Thank you!

Feel free to contact us!

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Seminar Evaluation

PLEASE COMPLETE BEFORE YOU LEAVE

https://is.gd/CareerDev

The brief evaluation survey is accessed via phone, tablet or laptop here:
https://is.gd/CareerDev

Note that url is case sensitive: 'C' and 'D' need to be capitalized. Please complete the survey before leaving the room. Survey will close in the next 30 minutes.

Raise your hand if you would like a paper version of the survey instead of completing it on-line. Please complete only one form of the survey.

For those without cell service, please use a paper version of the survey.

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