

AGLP Leadership Development Curriculum

Team Building: Experiential Learning & Reflections Preview

2/21/2022

AGLP Leadership Development Sequence

Leading-Self Competency: Team Building



February:
Seminar
& (self-paced)
Reference Review

March:
“Practicum”
(completed in your life-environment)

April:
“Post -Practicum”
Session

Leading Others: February – June
Leadership Principles: July - December

AGLP Leadership Development Curriculum

Team Building: Review

Teams & Team Building

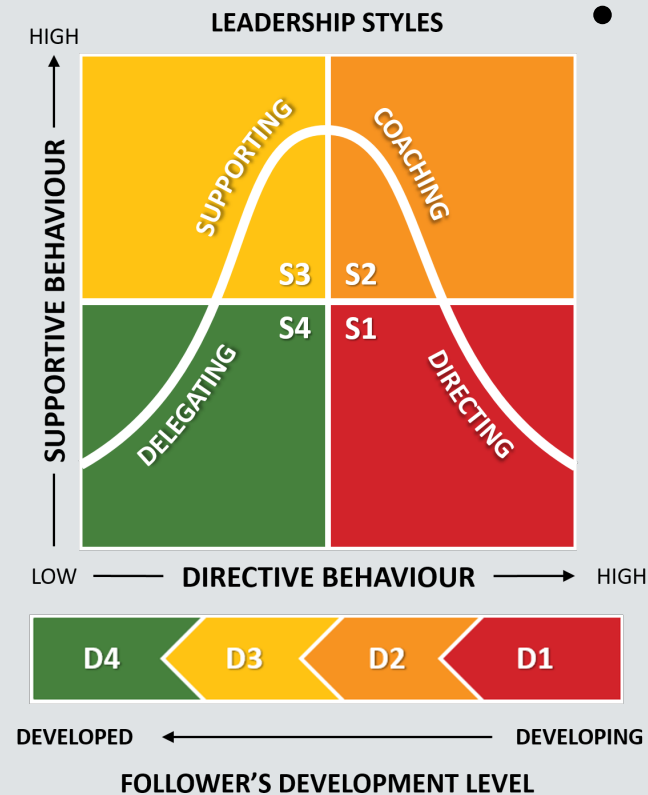


- Team: a group formed to accomplish a specific goal
- Accountable as a unit within an organization
- Success:
 - depends on contributions of entire team (one person cannot carry a team)
 - correlates with team leadership
- Team Building
 - forming/establishing new teams
 - guiding/maintaining existing teams

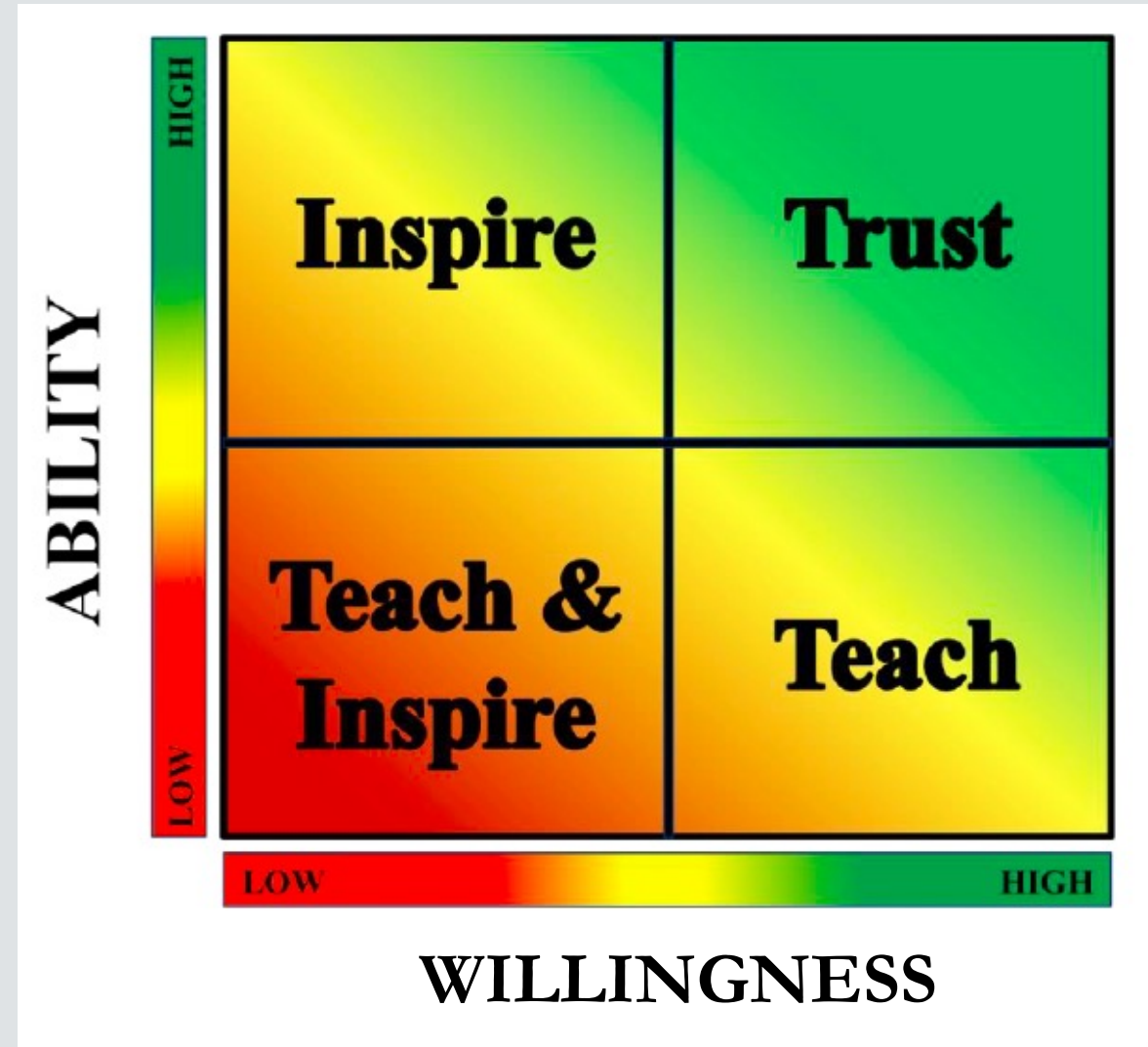
Drexler/Sibbet Team Performance Model



Situational Leadership (simplified model)



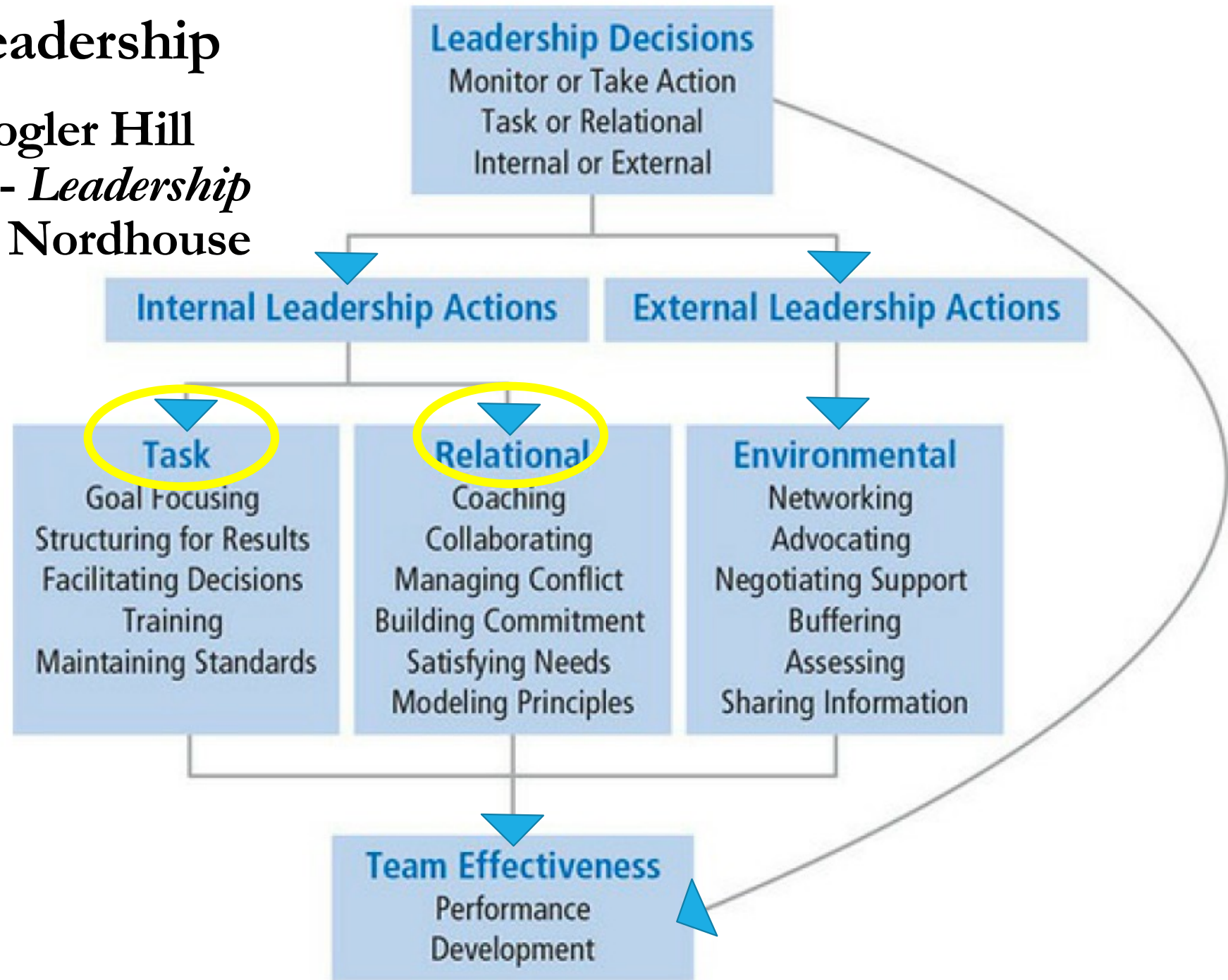
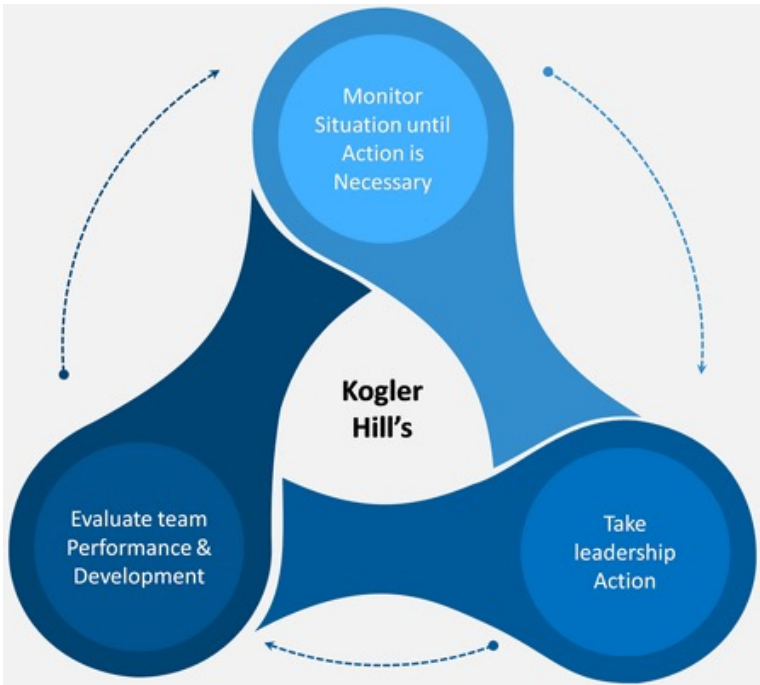
- Follower attributes & leadership styles:
 - unwilling & unable (teach/inspire/coach)
 - willing & unable (teach/support)
 - unwilling & able (inspire/direct)
 - willing & able (trust/delegate)



source: Loy Institute for Leadership

Team Leadership

Susan Kogler Hill
Chapter 14 - *Leadership*
by Peter G. Nordhouse



1

Psychological Safety

Team members feel safe to take risks and be vulnerable in front of each other.

2

Dependability

Team members get things done on time and meet Google's high bar for excellence.

3

Structure & Clarity

Team members have clear roles, plans, and goals.

4

Meaning

Work is personally important to team members.

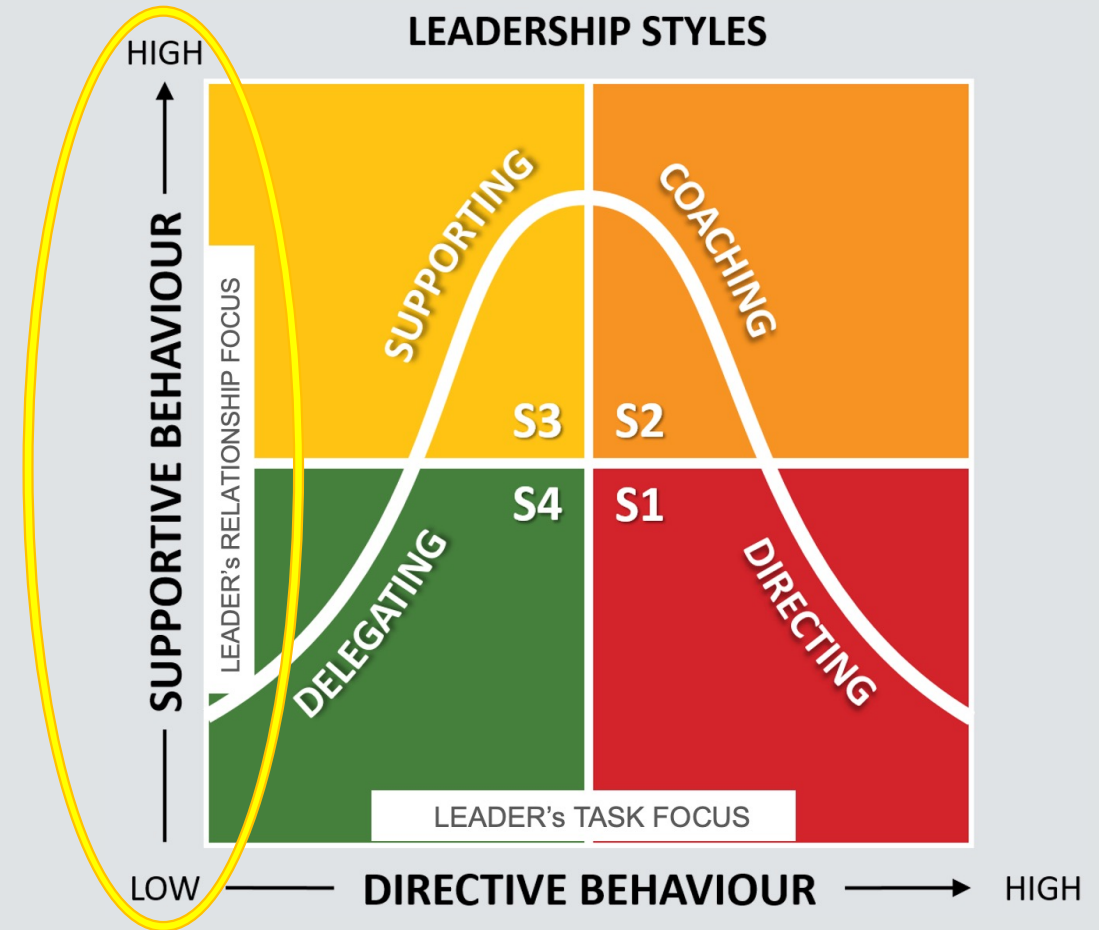
5

Impact

Team members think their work matters and creates change.

re:Work

Corporate Applications of Team Building – *Google re:Work*



Google Teamwork Guidance

Yale SCHOOL OF ENGINEERING
& APPLIED SCIENCE

Corporate Applications of Team Building – *upwork* & *indeed*

14 Steps to Build a Successful & Effective Team

set goals & start planning	promote individual development
define roles w/in team	avoid micromanagement
maximize skills of your team members	motivate the team with positivity
embrace diversity	establish strong leadership
set expectations from day one	create a team culture
allow team to take risks	foster connections within the team
celebrate successes & failures	communicate frequently & effectively

Successful Teams

Characteristics	How to Build
goal-oriented	set SMART goals
commitment to roles	establish well-defined roles
open to learning	experiment regularly
diverse perspective/exp.	embrace diversity
shared culture	share a common culture
responsibility/accountability	be accountable to the team
clear communication	communicate effectively
an effective leader	welcome strong leadership

Team Building & Team Communications

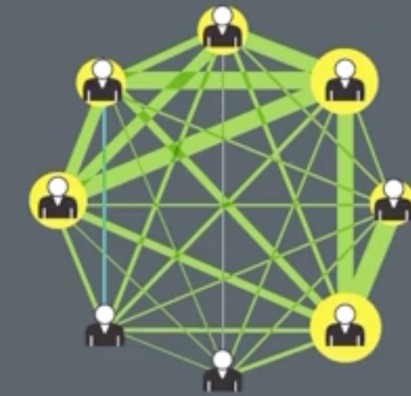
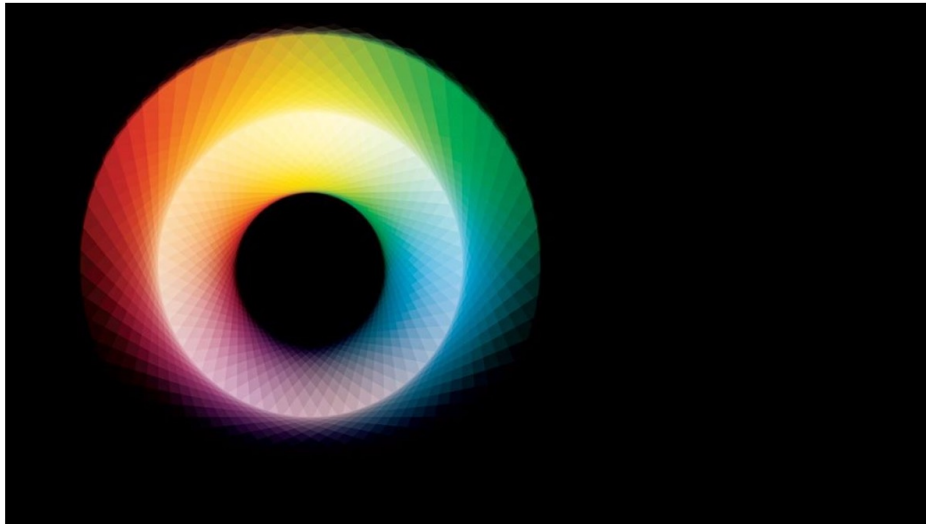
Harvard
Business
Review

Collaboration And Teams | The New Science of Building Gre...

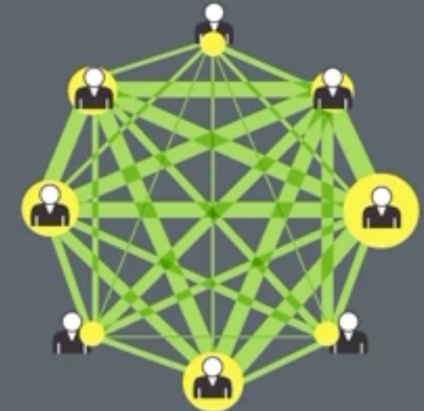
The New Science of Building Great Teams

by Alex "Sandy" Pentland

From the Magazine (April 2012)



Poorly Performing Team



High-Performing Team

The New Science of Building Great Teams

[Video Link](#)

The Idea

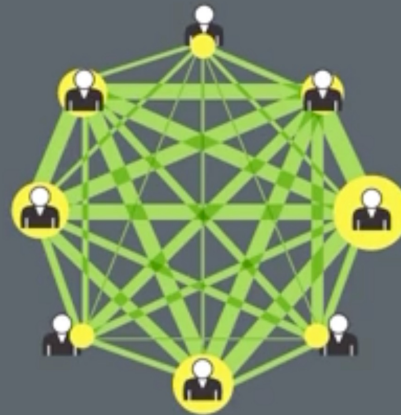


Team Building & Team Communications

- sociometric: science of communicating – coms, tone & intensity of task/social exchanges – patterns predict team success
- successful patterns: everyone on the team talks/listens in equal measure – contributions are short/sweet



Poorly Performing Team



High-Performing Team

- members connect w/one another & not just the team leader (with EI-based interactions)
- coms have energy & engagement

Team success doesn't depend on individual smarts but rather on how the team communicates

The New Science of Building Great Teams

Team Building & Collaboration

Harvard
Business
Review

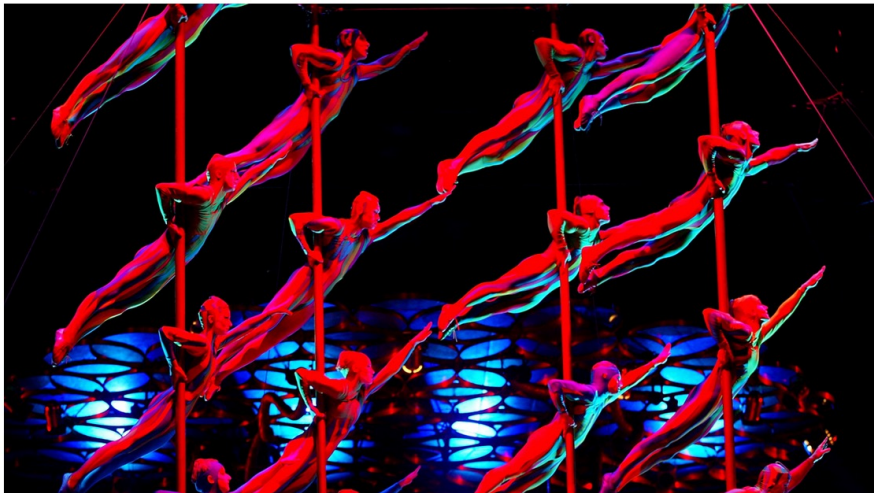
Collaboration And Teams | Eight Ways to Build Collaborative Teams

Collaboration And Teams

Eight Ways to Build Collaborative Teams

by Lynda Gratton and Tamara J. Erickson

From the Magazine (November 2007)



Collaboration Attributes

invest in supporting social relationships

model collaborative behavior

establish a “gift” culture (interactions = gift)

mentor & coach

create training programs in collaborative behavior &
support informal community building

create leaders who are both task- and relationship-oriented

build on heritage relationships

establish clearly defined roles for team members

Eight Ways to Build Collaborative Teams

Creating Effective Academic Research Teams

Journal of Clinical and Translational Science

www.cambridge.org/cts

Education Special Communications

Cite this article: Brower HH, Nicklas BJ, Nader MA, Trost LM, and Miller DP. Creating effective academic research teams: Two tools borrowed from business practice. *Journal of Clinical and Translational Science* 5: e74, 1–5. doi: 10.1017/cts.2020.559

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Creating effective academic research teams: Two tools borrowed from business practice

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¹Clinical and Translational Science Institute, Wake Forest University, Winston-Salem, NC, USA and ²Clinical and Translational Science Institute (CTSI), Wake Forest School of Medicine, Winston-Salem, NC, USA

Abstract

Academic Medical Centers strive to create multidisciplinary research teams to produce impactful science. However, few faculty researchers receive training in “team science,” a well-established concept in business research and practice. Responding to demand for assistance developing effective research teams, the Collaboration and Team Science Program of the Clinical and Translational Science Institute (CTSI) at Wake Forest School of Medicine (WFSM) partnered with faculty from the Wake Forest University (WFU) School of Business with expertise in leadership, management, and team building. We initiated a needs assessment, including a written survey from a diverse set of 42 research scientists as well as semi-structured interviews with 8 researchers. In response to identified needs, we developed training sessions and consultations to teach teams to implement two tools known to enhance team dynamics: (1) Team charter, a document that defines the team’s purpose, goals, roles, and strategies; and (2) Responsible, Accountable, Consulted, Informed (RACI) matrix, a table or spreadsheet that clarifies tasks and accountability. Since 2018, 10 teams and over 100 individuals have attended training sessions and 6 teams received personalized team consults. We describe these tools, present a formal analysis of quantitative results, and highlight the next steps being taken in response to these findings.

Table 1. Needs assessment survey results for team science core competencies

Themes from responses to open-ended question: “what is the biggest challenge you face on the teams on which you serve?”

• Communication

Location is an issue, email complicates our communications, expectations are not clearly communicated, communication about conflicts.

• Expectations

Setting clear expectations of roles, tasks, and deadlines.

• Accountability

Getting members to meet deadlines, set priorities among individual differences and multiple projects, feedback challenges (especially to senior-level team members).

• Engagement

Getting everyone to buy in to goal/vision.

- create a team charter (team’s purpose, goals, strategies & team member’s roles/accountabilities)
- RACI Matrix: responsible, accountable, consulted & informed for significant tasks

Table 2. Example of a RACI * matrix for a research team

Task	Diana	Anna	Dave	Nicole
Recruit participants	A		I	R
Administer surveys	A	I	C	R
Maintain study databases	R	A	I	
Train clinics on the study protocol	R		C	A
Create an annual progress report	R	C	A	R

Creating Effective Academic Research Teams



[NYT link](#)

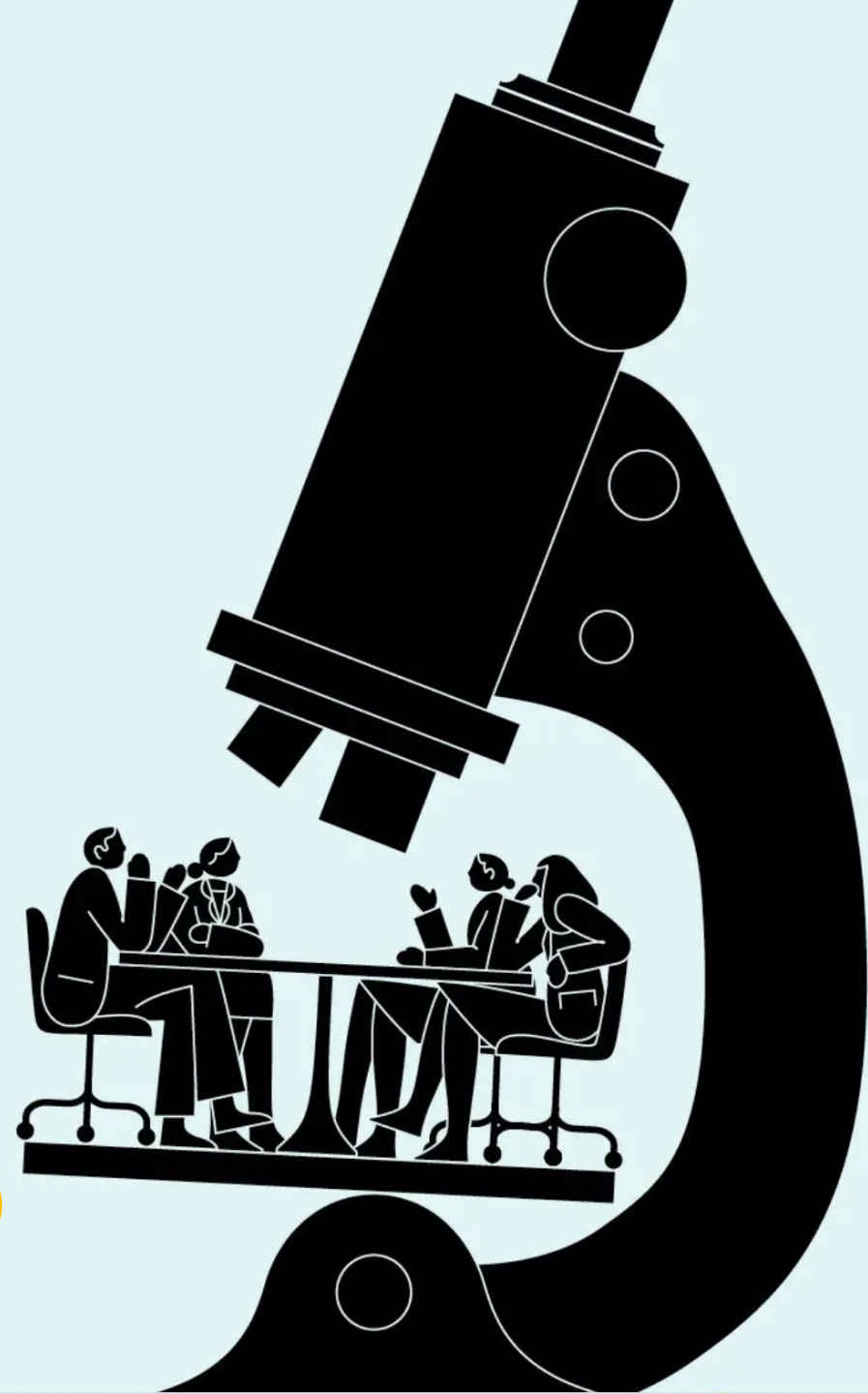
THE WORK ISSUE

What Google Learned From Its Quest to Build the Perfect Team

New research reveals surprising truths about why
some work groups thrive and others falter.

Effective teams at Google:

1. Team members respect one another
2. Team members empathize with each other (high EI)





[NYT link](#)

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**“good” group norms propel
teams**

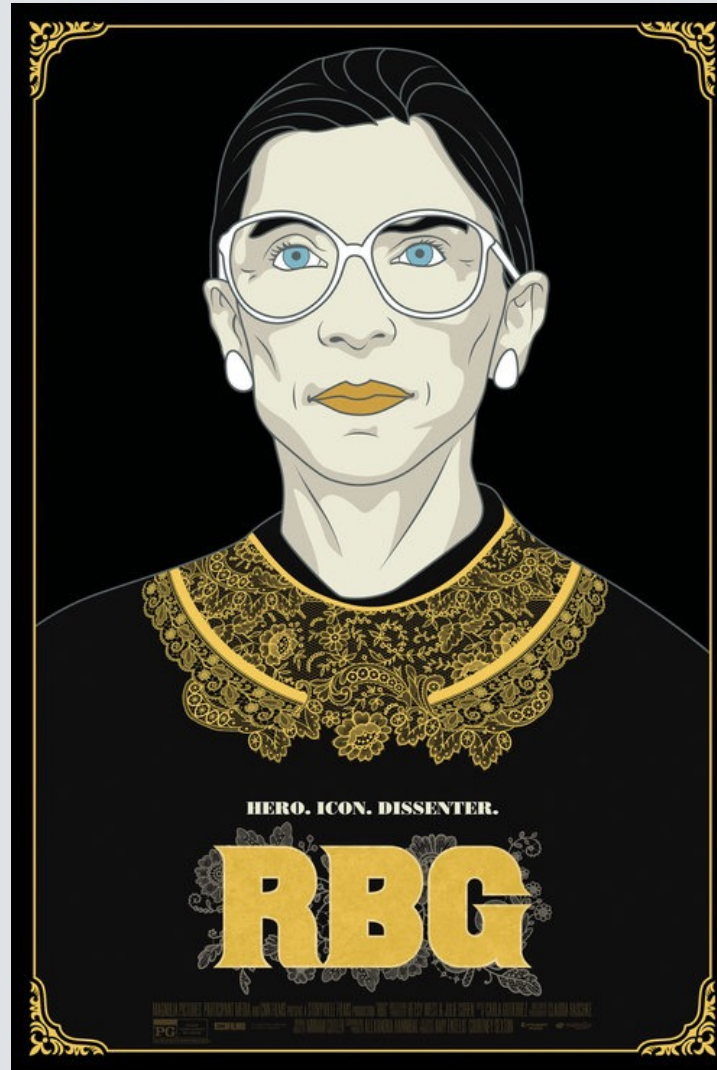
1. on good teams, members
speak in the same proportion
(conversational turn-taking)
2. on good teams, members have
high “social sensitivity” -
they are tuned in on how others
felt based on tone, expressions &
nonverbal clues (EI 😊)

Leadership – Resonating Themes

Leaders are role
models
(& should realize this
responsibility)

Communication is
essential for success

Emotions are data



Relationship-oriented
attributes:

- Values
- Respect
- Trust

Task-oriented actions:

- Goals
- Roles
- Accountability & Responsibility

Team Building

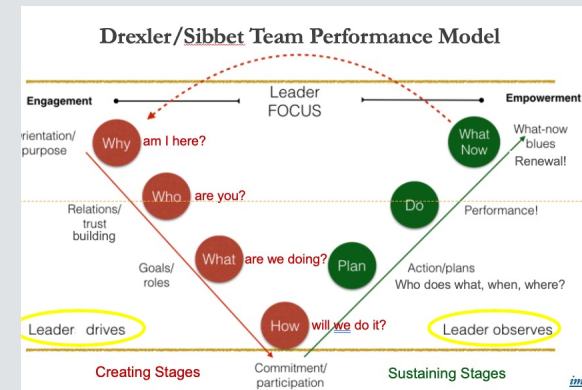
Practicum

Team Building: Experiential Learning Scenarios

- lab work environment – can you ID where KH leadership intervention could/should be applied?

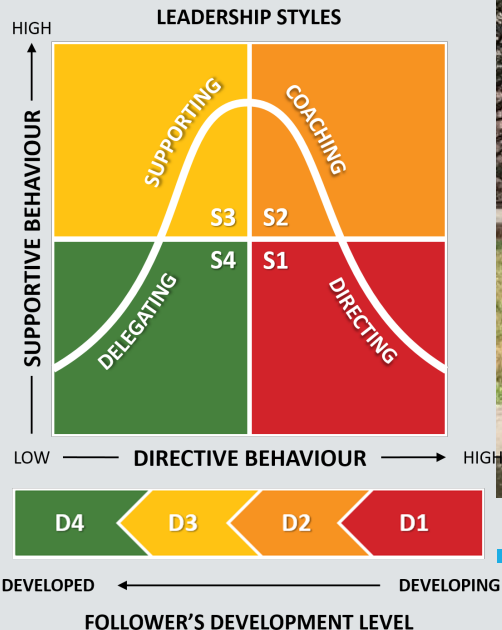


- research publication process – implement D/S team performance model

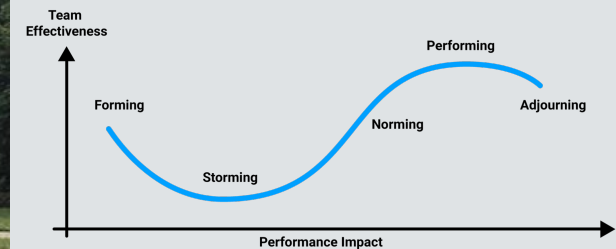


Team Building: Experiential Learning Scenarios

- Teaching Fellow environment – apply situational leadership



- home environment – does FSNP apply for established relationships?



Building Teams: VW Experiential Learning



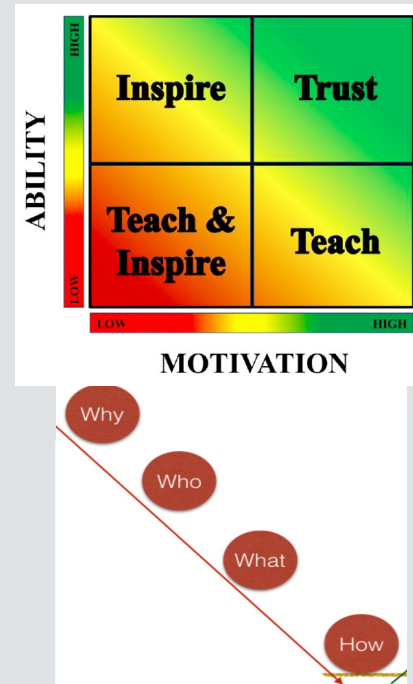
FounderTribes
ONLINE EVENT
**Civil Rights 2.0:
Entrepreneurship
is the key to
intergenerational
wealth**
FEBRUARY 17, 2022 • 6PM ET

REGISTER NOW

Speakers:
DANIELLE HOLLEY-WALKER, DEAN, HOWARD LAW SCHOOL
VANESSA KUHLO, SILICON VALLEY BANK
CONNIE EVANS, ASSOCIATION FOR ENTERPRISE OPPORTUNITY (AEO)
ELEANOR BROWN, DIVERSITYWORKS
JASON DAVIES, JESUS ALLIANCE, INTERACTIVE AND BLACK SANTA COMPANY

Logos: HOWARD UNIVERSITY, svb Silicon Valley Bank, AEO Association for Enterprise Opportunity, Accelerate YALE, FounderTribes, YBAA

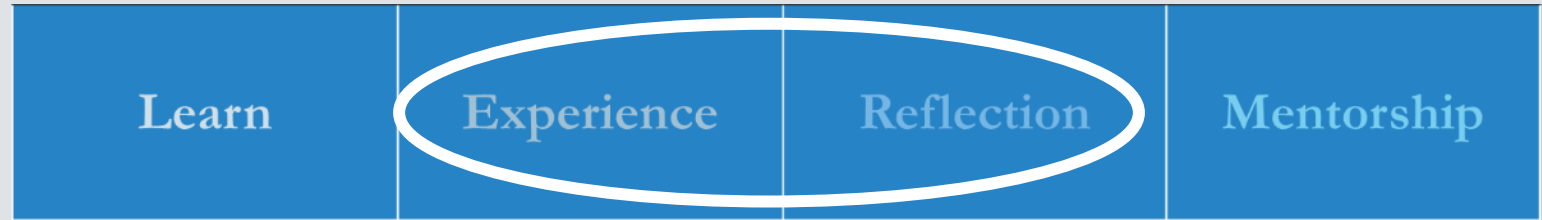
- building new teams – using technology to create teams with "Tinder for startups"



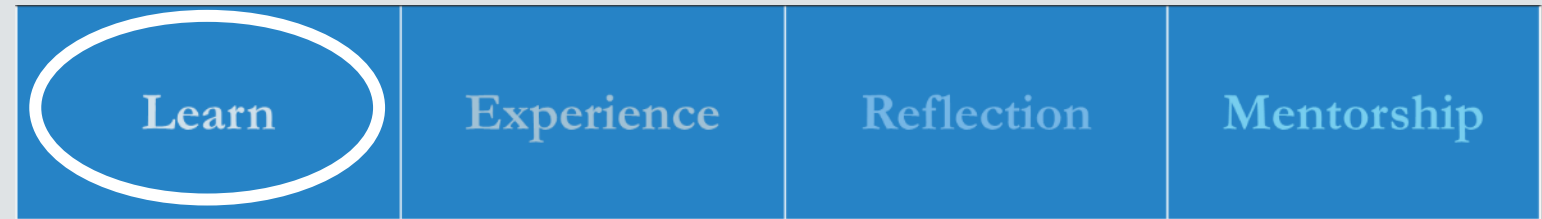
- teaching & inspiring – also effective with highly motivated students

Next Steps

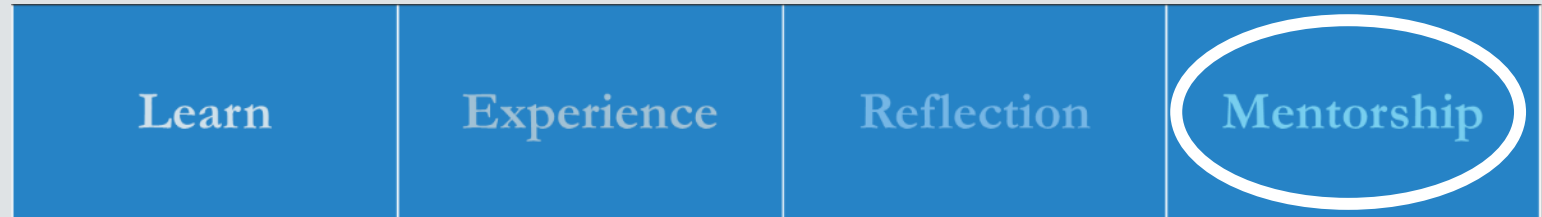
- Team Building – all March



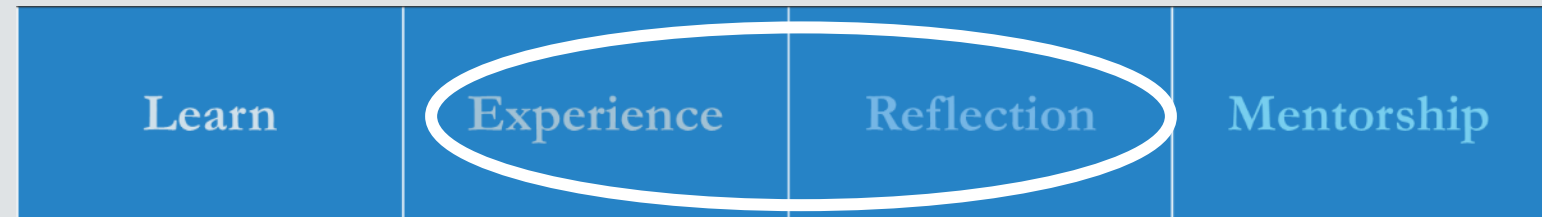
- Influencing Others – March 7
- Review/Preview – March 14



- Technical Proficiency –
March 2



- Influencing Others - all April



AGLP Leadership Development Curriculum

Team Building

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