



**Office of Clinical Research  
First Friday**

**Communication, Conflict and Leadership:  
A Team Science Approach**

**Friday, January 6<sup>th</sup> , 2023**

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here**



# **Learning Objectives:**

- 1) Describe the benefits and challenges of working in teams.**
- 2) Summarize principles of good communication, conflict management and management versus leadership styles to enhance team function**
- 3) Apply team science concepts to the development and operation of high functioning research teams**

## **Target Audience:**

**Clinical Research Professionals (CRPs) at UC/H and Cincinnati Children's Hospital Medical Center (CCHMC): including Principal Investigators (PIs), Research Nurses (RNs), Critical Care Unit Nurses (RNs), Pharmacy Technicians and Regulatory Specialists.**

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The University of Cincinnati is accredited by the Accreditation Council for Continuing Medical Education (ACCME) to provide continuing medical education for physicians.

The University of Cincinnati designates this live activity for a maximum of 1 *AMA PRA Category 1 Credit*<sup>™</sup>. Participants should claim only the credit commensurate with the extent of their participation in the activity.

\*\*CRPs, NPs, PAs, and RNs can count activities certified for *AMA PRA Category 1 credit*<sup>™</sup> for professional credit reporting purposes. Other healthcare professionals should inquire with their certifying or licensing boards.\*\*

### Disclaimer Statement

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### Off-Label Disclosure Statement:

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### **Planning Committee Members:**

- Maria Stivers, MS, CIP; Course Director – No Relevant Relationships
- Nathaniel L. Harris, BS, Course Coordinator – No Relevant Relationships
- Heather Muskopf, CME Program Manager – No Relevant Relationships

### **Speaker:**

**Angela Mendell, MS, CCRP, Program Manager**

CCTST - Center for Improvement Science

**Stephanie Schuckman, MA, CLC, Program Manager**

Program Manager/Team Science Faculty UC COM, CCTST

*No Relevant Relationships*

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# Invitation to participate in a survey about CRP Job Satisfaction and Retention

Researchers at OSU, Duke University and University of Cincinnati are conducting a brief 15-minute anonymous survey of fellow clinical research professionals (CRPs) to better understand current job satisfaction and retention of CRPs.



If you are a professional working in clinical research (Clinical Research Professional - CRP) You are invited to participate in a research survey to evaluate factors associated with CRP job satisfaction and job retention.

Please click on the following URL to access the informed consent and survey.

[https://osu.az1.qualtrics.com/jfe/form/SV\\_bdemU52sO9W2Qaa](https://osu.az1.qualtrics.com/jfe/form/SV_bdemU52sO9W2Qaa)

Your effort and time is greatly appreciated!

**The Survey is open until February 3<sup>rd</sup>, 2023**

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# Office of Clinical Research Lunch & Learn

Thursday, January 6<sup>th</sup>, 2022, 12:00noon - 1:00pm  
Virtual Presentation

## **NIH Mandates How To: Required Posting of NIH Funded Study Results to [clinicaltrials.gov](https://clinicaltrials.gov)**

As of October 1st, 2021, the NIH mandates that all clinical trials with any NIH funding register on [clinicaltrials.gov](https://clinicaltrials.gov). Annual updates of records as well as posting study results are required. Letters of non-compliance are being issued when updates are not complete for each individual applicable study. Failure to comply jeopardizes funding to the PI and the institution. Please join us for a discussion of this important requirement and a “How To” walk through of the process

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**Angela Braggs-Brown  
Rita Alloway**

**Kareemah Mills  
Jacklyn Glass**

University of  
**CINCINNATI**



# Today's Presentation:

## **Communication, Conflict and Leadership: A Team Science Approach**

This workshop will introduce concepts of team science around leading and managing high functioning teams for Clinical Research Professionals (CRPs). We will focus our discussion on management versus leadership styles, communication best practices, and conflict management strategies in teams.

**Angela Mendell, MS, CCRP,**  
Program Manager  
CCTST - Center for Improvement Science

**Stephanie Schuckman, MA, CLC**  
Program Manager/Team Science Faculty  
UC COM, CCTST

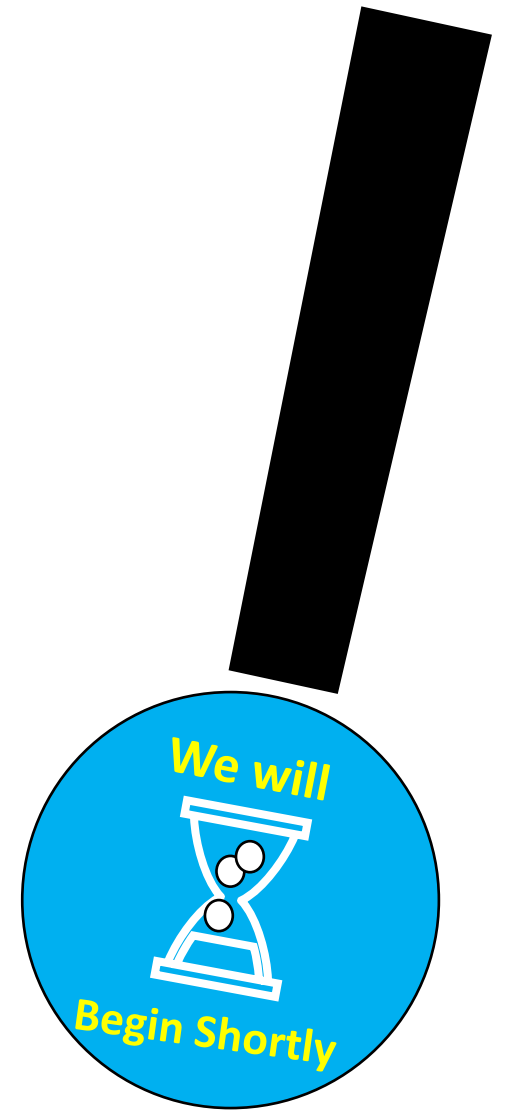
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# Welcome

## Communication, Conflict and Leadership: A Team Science Approach

UC CRP First Friday  
January 6, 2023

Angela Mendell, MS, CCRP  
Stephanie Schuckman, MA, CLC

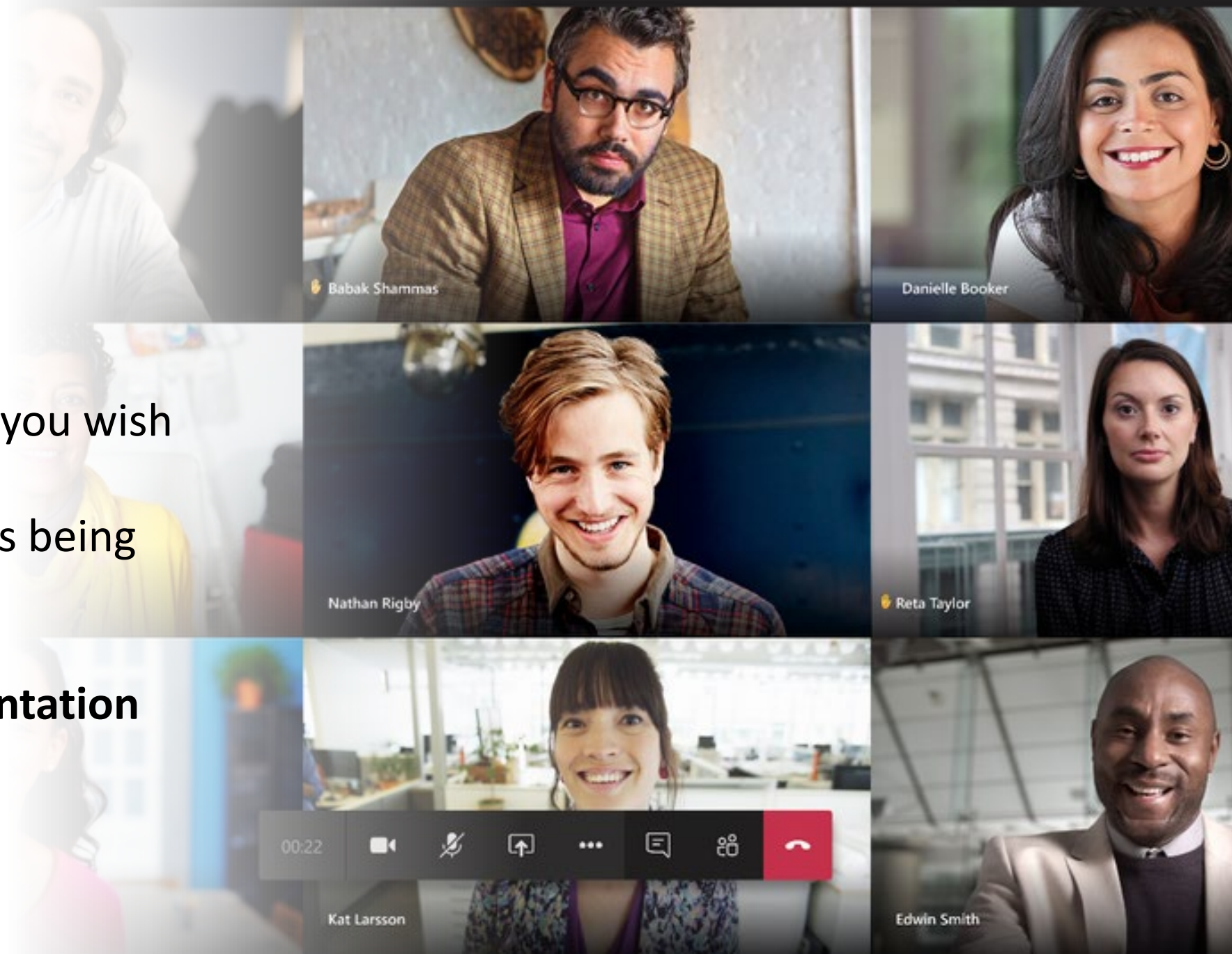




# Expectations

## As we get ready to start:

- Turn on your Video
- Keep mic muted until you wish to speak
- Know that this event is being recorded
- **We want this to be a conversation v. presentation**



# Our Team Science Faculty



Jack Kues, PhD,  
Director, Center for  
Improvement Science



Megan Lamkin,  
PhD, Assistant  
Professor,  
Undergraduate  
Research



Jason Blackard,  
PhD, Professor,  
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Angela Mendell,  
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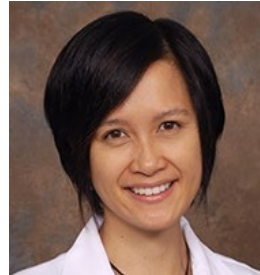
Dena Cranley, MA,  
HBDI Consultant



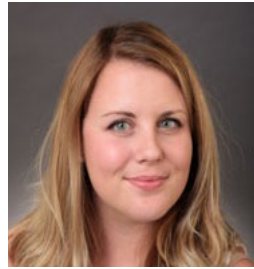
Rebecca Lee, PhD,  
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Jackie Knapke, PhD,  
Associate Director,  
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Jennifer Molano, MD,  
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Stacey Gomes,  
MS, Sr. Program  
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Community  
Engagement

# Learning Objectives

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1. Describe the benefits and challenges of working in teams.
2. Understand principles of good communication, conflict management and management versus leadership styles to enhance team function.
3. Apply team science concepts to the development and operation of high functioning research teams.

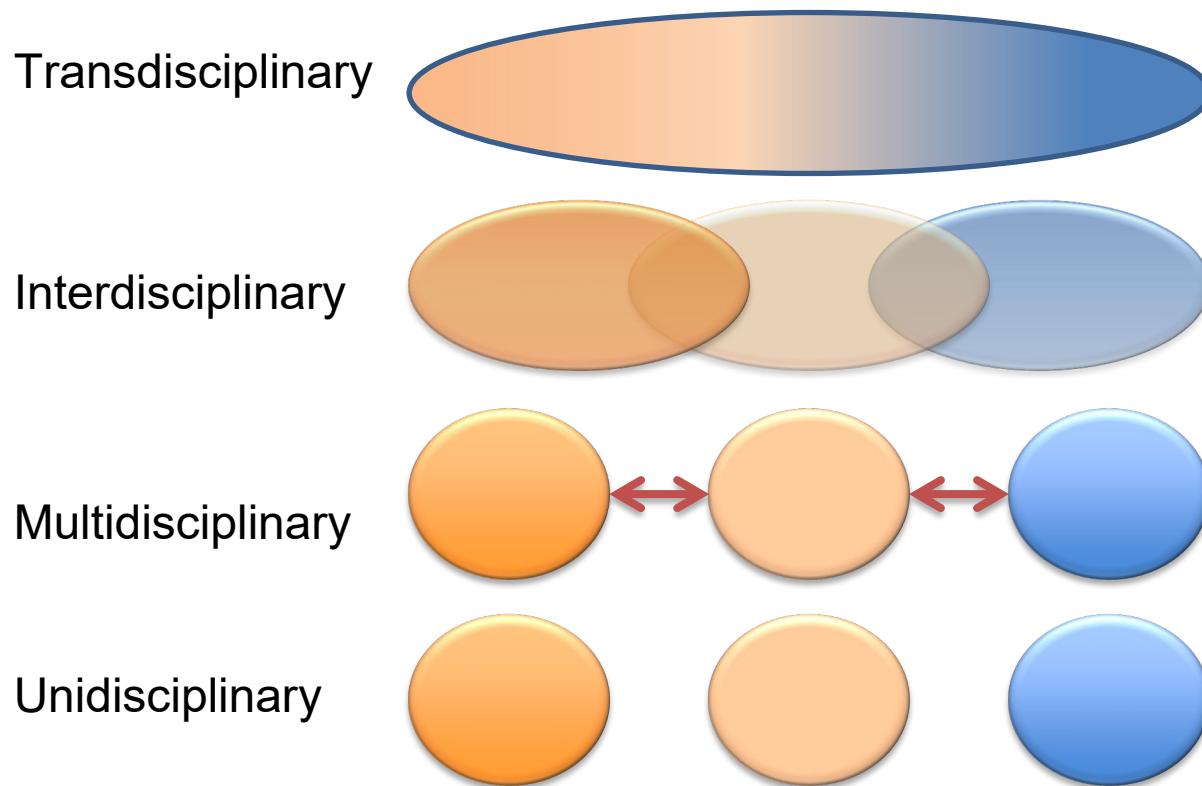
# Definition: Team Science

*“Team Science is a **collaborative effort** to address a scientific challenge that leverages the strengths and expertise of professionals trained in different fields.”*

*-Team Science Toolkit – NCI*

<https://www.inscits.org/scits-library>

# Collaboration Hierarchy



Researchers integrate and transcend disciplinary approaches to generate fundamentally new conceptual frameworks, theories, models, and applications.

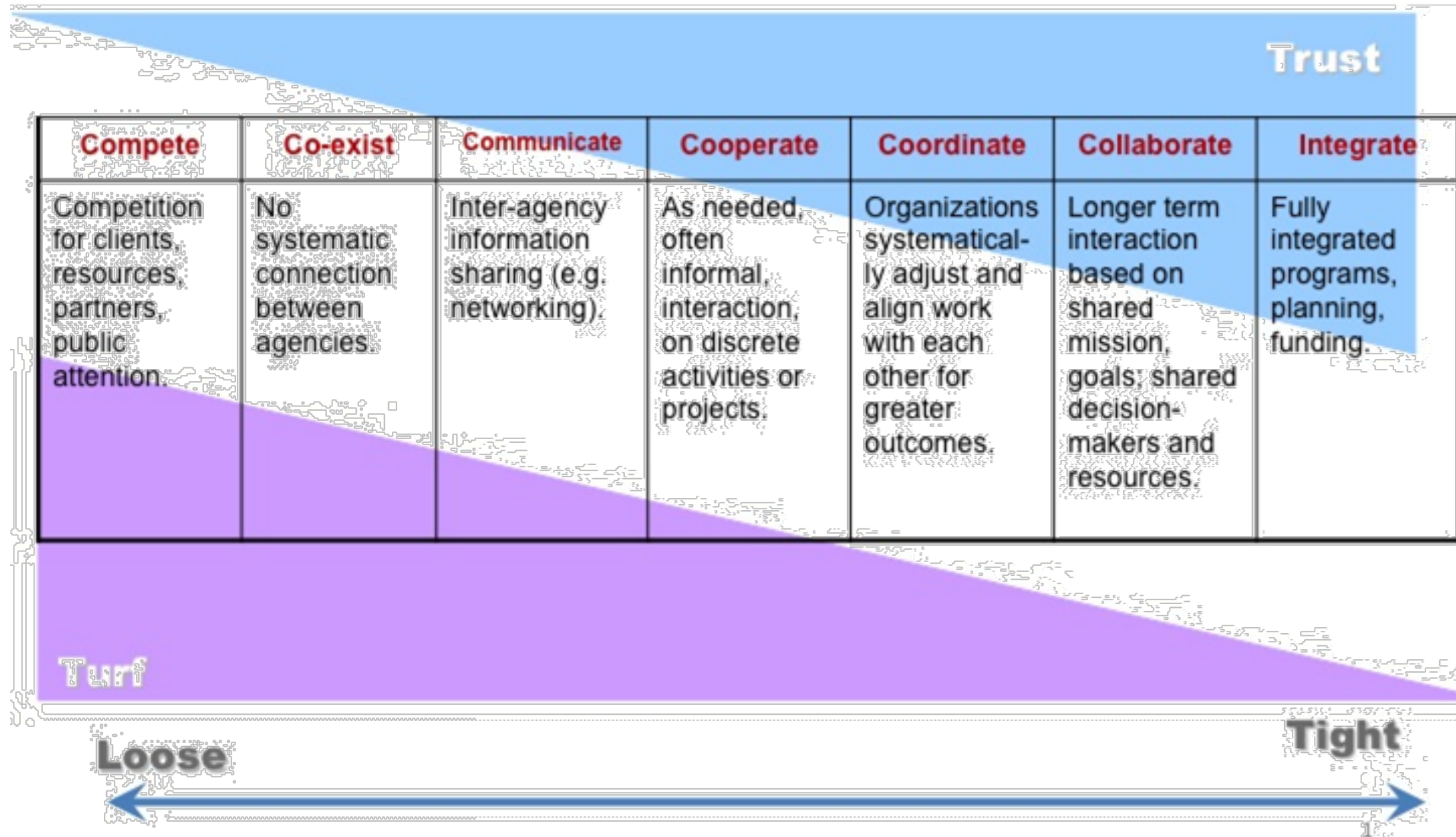
Researchers integrate “information, data, techniques, tools, perspectives, concepts, and/or theories from **two or more disciplines**...to advance fundamental understanding or to solve problems.”

*(NAS, NAE, and IOM, 2005, p.26)*

Researchers from **different disciplines** each make separate contributions in an additive way.

Researchers from a **single discipline** work together to address a common problem.

# The Collaboration Continuum



# Functional Areas of Teams

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## Task Functions

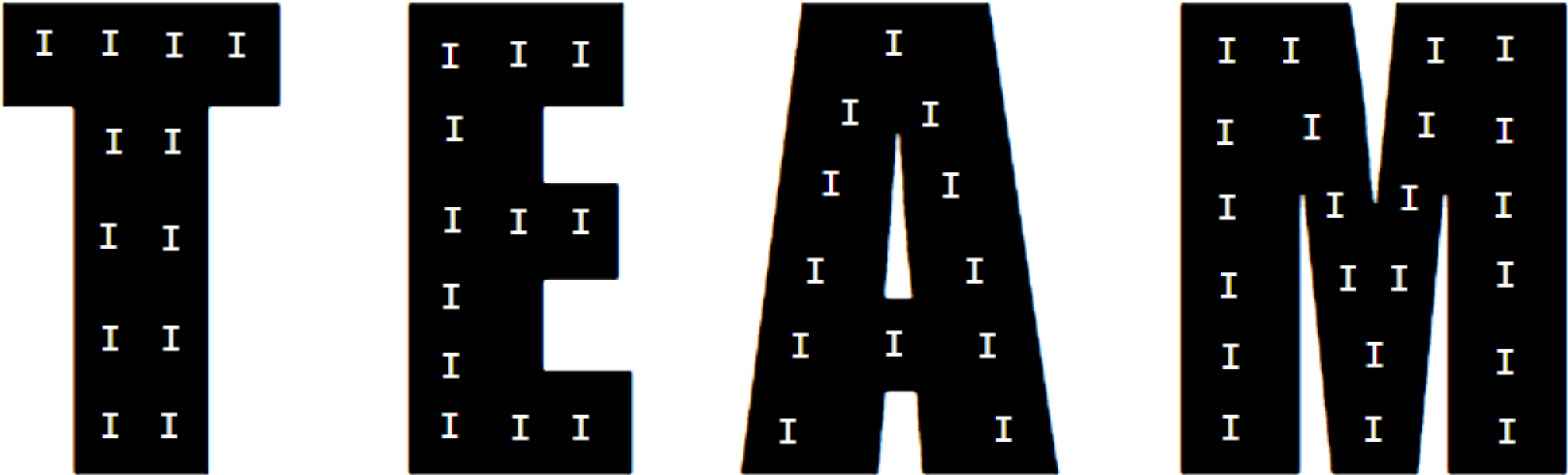
- Initiating
- Information seeking
- Information giving
- Opinion seeking
- Clarifying
- Elaborating
- Coordinating
- Developing procedures
- Summarizing

## Maintenance (Team) Functions

- Encouraging
- Expressing feelings
- Having fun
- Compromising
- Facilitating communication
- Interpreting
- Listening
- Following
- Declaring success

# The impact of.....

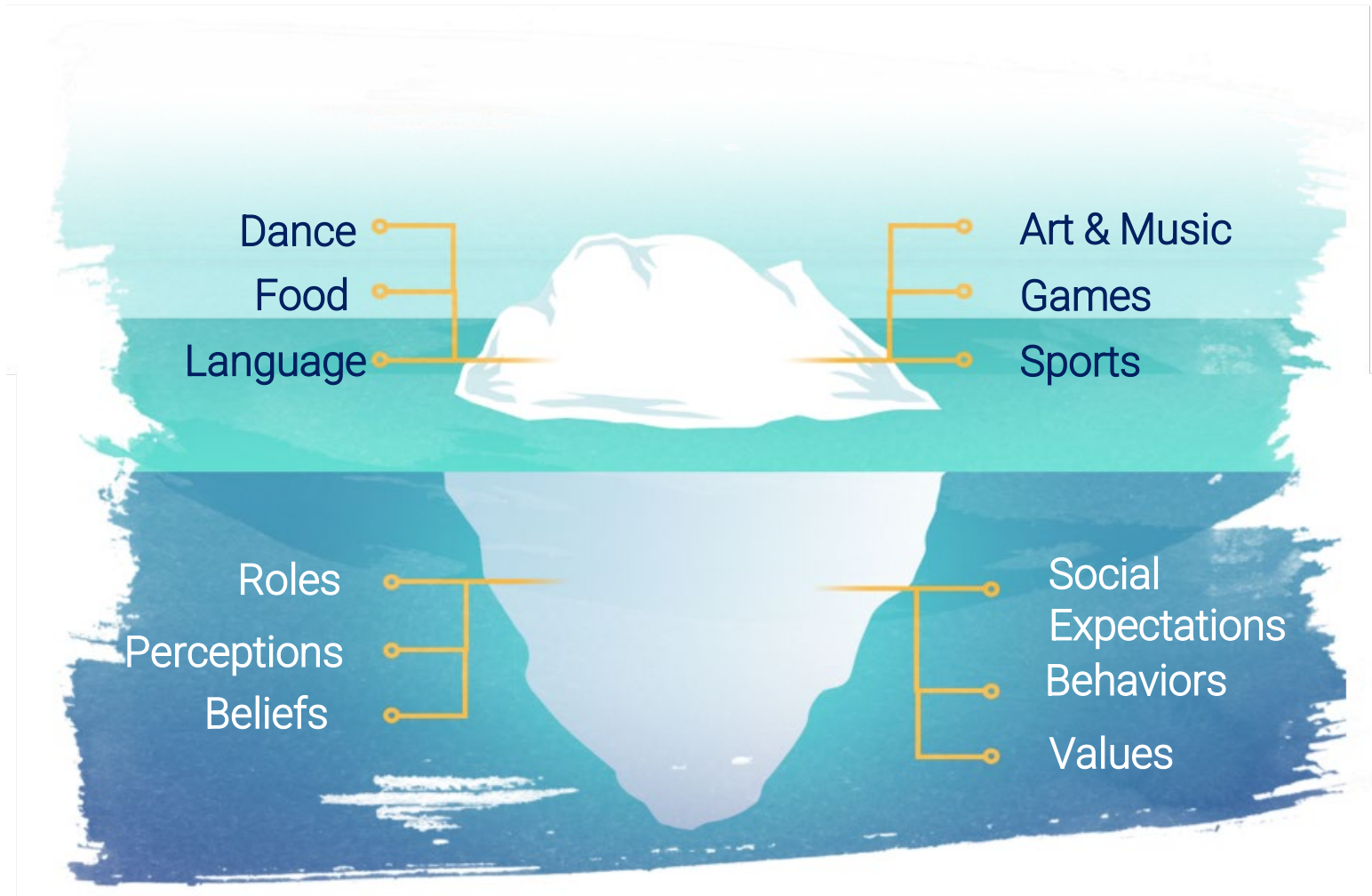
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# Diversity in Teams

- Experiences
- Skills
- Personal characteristics
- Communication styles
- Values



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Manager

Leader



Management is about persuading people to do things they do not want to do, while leadership is about inspiring people to do things they never thought they could.

— *Steve Jobs* —

AZ QUOTES

# Leadership: *Traits and Behaviors*

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## Traits

- Intelligence
- Self-confidence
- Physical appearance
- Educational status
- Task-relevant knowledge
- Emotional intelligence

## Behaviors

- Generating and sustaining trust
- Cultivating a shared dream
- Promoting a sense of direction, meaning and hope
- Bias toward risk taking and action
- Offering a strong vision of collective success

# LEADING

Vision & strategy  
Creating value  
Influence & inspiration  
Have followers  
Leading people  
People focused  
Charismatic style  
Risk & change seekers  
Appeal to the heart  
Proactive  
Sets direction  
Raising expectations  
Ask questions

# MANAGING

Policies & procedures  
Counting value  
Power & control  
Have subordinates  
Managing work  
Work focused  
Authoritarian style  
Risk averse & stability  
Appeal to the head  
Reactive  
Plans detail  
Maintain status quo  
Give directions

Accomplish a goal  
Explain vision  
Organization figureheads  
Motivate others  
Mobilize resources

# Leadership and Management Roles

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## Role of Leader

- Copes with Change
- Aligns people
- Motivates and Inspires
- Focuses on people
- Asks why
- Plans long term

## Role of Manager

- Copes with Complexity
- Organizes people
- Administrates and Controls
- Focuses on systems and structures
- Asks what
- Plans short term

# The Team Leader Trap

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*The more an individual is seen as THE leader...*

- the less others have to exhibit leader qualities.
- the more that individual is “responsible” for direction.
- the less the leader can function “inside” the team.
- the more “leader-centric” the team becomes.
- the less flexible the team becomes.

# Communication is the Key

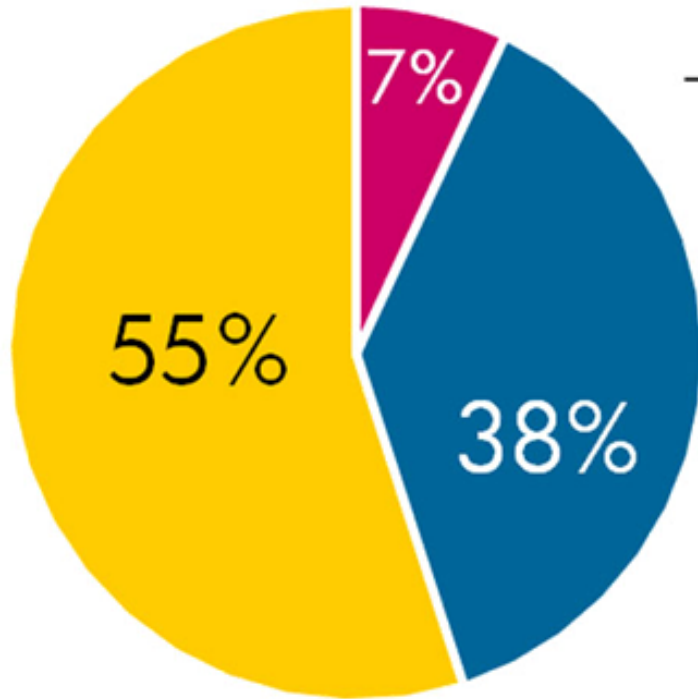
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# Personal Communication

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Dr. Albert Mehrabian's 7-38-55% Rule

## Elements of Personal Communication

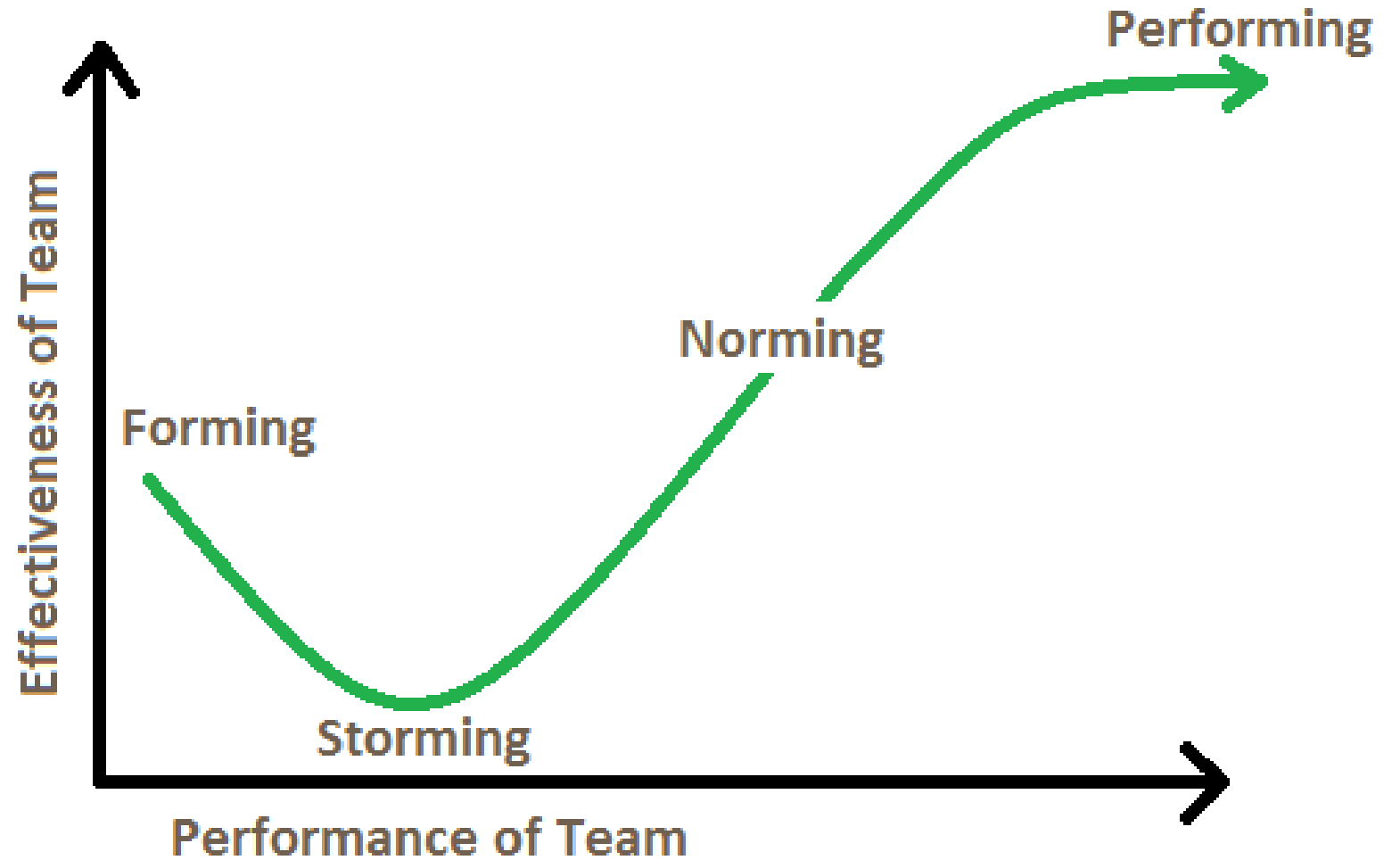
- 7% spoken words
- 38% voice, tone
- 55% body language

IF YOU WANT TO GO FAST,  
GO ALONE.

IF YOU WANT TO GO FAR,  
GO TOGETHER.



# Tuckman's Team & Group Development Model



**Task-  
Oriented**

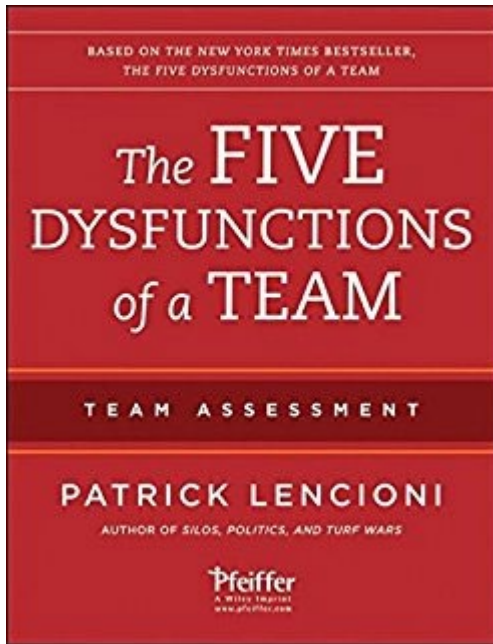
Logical  
Analytical  
Fact Based  
Quantitative

Organized  
Sequential  
Planned  
Detailed

Holistic  
Intuitive  
Integrating  
Synthesizing

Interpersonal  
Feeling-Based  
Kinesthetic  
Emotional

**Relationship-  
Oriented**



Focusing on Results

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# Conflict



# Task Conflict

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Task conflicts are disagreements about the content and/or outcomes of the team's task.



Adapted from Harvard Law Program on Negotiation

## Examples:

- Often involves concrete issues related to employees' work assignments and can include disputes about how to divide up resources
- Differences of opinion on procedures and policies
- Managing expectations at work
- Judgments and interpretation of facts

# Relationship Conflict

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Conflicts of this type center on disagreements stemming from interpersonal issues within a team.



## Differences in:

- Personality
- Communication style
- Matters of taste
- Even conflict styles

Adapted from Harvard Law Program on Negotiation



# Values Conflict

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This entails fundamental differences in identities and values.



Can include differences in:

- Politics
- Religion
- Ethics
- Norms
- Other deeply held beliefs

Adapted from Harvard Law Program on Negotiation

# Constructive vs. Destructive Conflict

	Process	Outcomes
<b>Constructive</b>	Characterized by: <ul style="list-style-type: none"> <li>• Feelings of mutual respect and honesty</li> <li>• Open communication</li> <li>• Mutual commitment to reaching agreement on the best possible outcome</li> </ul>	<ul style="list-style-type: none"> <li>• Shared consensus</li> <li>• Sense of “win-win”</li> <li>• Increased trust</li> <li>• Strengthened relationships</li> </ul>
<b>Destructive</b>	Characterized by: <ul style="list-style-type: none"> <li>• Feelings of frustration and antagonism</li> <li>• Lack of respect</li> <li>• Individuals involved try to win at whatever cost</li> </ul>	<ul style="list-style-type: none"> <li>• One party might win . . .</li> <li>• but both parties emerge feeling frustrated</li> <li>• Decreased productivity</li> <li>• Decreased trust</li> </ul>

**Asymmetric Assessment of Conflict:** parties involved see the conflict very differently in terms of severity, process, and outcomes

# Constructive Behaviors

***Cooperating*** Is interested in the views and perspectives of the other group members and is willing to adapt for the good of the group.

***Clarifying*** Makes issues clear for the group by listening, summarizing and focusing discussions.

***Inspiring*** Enlivens the group, encourages participation and progress.

***Harmonizing*** Encourages group cohesion and collaboration. For example, uses humor as a relief after a particularly difficult discussion.

***Risk Taking*** Is willing to risk possible personal loss or embarrassment for the group or project success.

***Process Checking*** Questions the group on process issues such as agenda, time frames, discussion topics, decision methods, use of information, etc.

Adapted from Brunt, J. (1993). Facilitation Skills for Quality Improvement. Quality Enhancement Strategies. 1008 Fish Hatchery Road. Madison WI 53715

# Destructive Behaviors

***Dominating*** Takes much of meeting time expressing views and opinions. Tries to take control by use of power, time, etc.

***Rushing*** Encourages the group to move on before task is complete. Gets "tired" of listening to others and working as a group.

***Withdrawing*** Removes self from discussions or decision making. Refuses to participate.

***Discounting*** Disregards or minimizes group or individual ideas or suggestions. Severe discounting behavior includes insults, which are often in the form of jokes.

***Digressing*** Rambles, tells stories, and takes group away from primary purpose.

***Blocking*** Impedes group progress by obstructing all ideas and suggestions. "That will never work because..."

Adapted from Brunt, J. (1993). Facilitation Skills for Quality Improvement. Quality Enhancement Strategies. 1008 Fish Hatchery Road. Madison WI 53715

# Strategies to Address Conflict

Confront the issue if at all possible.

- Although avoidance can be effective in some situations, we often use it when we feel ill-prepared to deal with the conflict.

Clarify the roles and expectations of those involved in resolving conflict.

- People's perceptions of their roles and their expectations of involvement in particular activities are potential sources of conflict.

Slow down.

- Many of us tend to be action-oriented, especially with regard to our work. When conflict arises, slow the conversation down to really understand all viewpoints around the issue at hand.

# Strategies to Address Conflict

## Choose the right time and place to have a conversation.

- Choose a private location and explicitly express the intention that the conversation is meant to air any problems in a confidential and open manner.

## Be professional and respectful.

- You could even ask what would need to be done in order to reinstate trust and cooperation – this is often a good way to get the other person to talk.

# Strategies to Address Conflict

Assume positive intent. Listen carefully and try to understand.

- Do this ahead of time: How does it feel, for example, to be passed over for a promotion for the second year?

Know thyself.

- Why are you angry? What are you not getting that you want? Is your frustration accurate or over-exaggerated? Analyzing your own reactions to a conflict can help you clarify and communicate the real issue as you see it.

# Q&A + Contact US

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**Center for Improvement Science – Team Science**

<https://www.cctst.org/programs/cis/resources/teams-and-team-science>



# Spring 2023 Seminars/Workshops

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- **Fri, Feb 3 at 9-10am** (Zoom)- UC CRP First Friday/CCTST Grand Rounds  
[Black Doctors and the Jim Crow Health Infrastructure of Cincinnati by Carollette Norwood, PhD](#)
- **Thurs, March 2 at 9-10:30am** (Zoom) - UC Staff Professional Development Week  
*Bridging diversity, equity, and inclusion (DEI) with teams in the workplace with the Intercultural Development Inventory (IDI) by Stephanie Schuckman and Jason Blackard*
- **Tues, April 4 at 11:30-1pm** (Zoom) - CCHMC CRP Networking with the Experts  
*Communication Styles with CEUs offered*
- **Fri, May 19 at Noon-1pm** (Zoom) - CCTST Grand Rounds  
*Clinical Trials Day – Thank you Researchers!*

# References

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# More Team Science Resources

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- CCTST CIS Website: <https://www.cctst.org/programs/cis/resources/teams-and-team-science>
- National Cancer Institute (NCI) Team Science Toolkit: <https://www.inscits.org/scits-library>
- Northwestern University Clinical & Translational Sciences Institute offers 4 learning modules on Team Science at <http://www.teamscience.net>
  - The Science of Team Science
  - Team Science Research Process in Behavioral Science
  - Team Science Research Process in Basic Medical Science
  - Team Science Research Process in Clinical Medical Science