



**Office of Clinical Research
First Friday**

Mental Health Awareness Month:

Team Science:

Understanding Communication Styles

Friday, May 5th, 2023

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Learning Objectives:

- 1) Identify key principles of effective communication.
- 2) Explore different communication styles and how they interact with one another.
- 3) Apply principles of excellent communication to enhance self-awareness, awareness of others, and crucial conversations.

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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Accreditation Statement for Directly Sponsored Activity

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™*. 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™* for professional credit reporting purposes. Other healthcare professionals should inquire with their certifying or licensing boards.

Disclaimer Statement

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All relevant relationships have been mitigated. The following disclosures were made:

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

Speakers:

Angela Mendell, MS, CCRP

No Relevant Relationships

Elizabeth Kopras, Sr. Research Associate, Pulmonary, Critical Care & Sleep Medicine

No Relevant Relationships

Stephanie Schuckman, MA, CLC, IDI-QA

No Relevant Relationships

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UC / UC Health Clinical Research Orientation and Training (CRO&T)

Thursday, June 8th, 2023

9:00 am - 3:00 pm

Virtual presentation

The last day of registration is
Friday, June 2nd, 2023

Register [Here](#)

Please reach out to Nate Harris,
nate.harris@uchealth.com for any questions

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UC/UCH Clinical Research Professional

HAPPY HOUR

OTR Stillhouse

2017 Branch St, Cincinnati, OH 45214

May 18th, 2023

5:00pm – 8:00pm

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May 2023 Study of the month:

Adult Depression Study

Study of brain signals when making decisions and resolving conflicts

What

A study to understand how people can pay attention, remember, and make decisions. We are trying to understand what brain areas that are involved in attention, memory, and decision making in patients with depression and how we can improve them using brain and spinal cord stimulation.

Who

Adults 18 to 80 years old, who are moderately depressed and have had a diagnosis of major depression or post-stroke depression.

Pay

Participants will be compensated up to \$60 for their time and travel.

Details

For more information, email Ishita Basu at basuia@ucmail.uc.edu or call 513-558-3991.


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32-22 IRB # 2022-0164

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**Office of Clinical Research
Lunch & Learn**

**Thursday, May 18th, 2023, 12:00noon - 1:00pm
Virtual Presentation**

FDA Audits:

Preparation, Lessons Learned, and FAQ

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Kristy Espay, CCRP
Research Operations
Manager
UC/UC Health Department of
Neurology

**Tiffany Rupert,
CCRP**
Clinical Research Manager
University of Cincinnati
UC Waddell Center for
Multiple Sclerosis



Today's Presentation:

Team Science:

Understanding Communication Styles

Innovative organizations are built by high functioning, inclusive teams with the ability to communicate skillfully. Excellent communication skills enhance self-awareness, awareness of others and team function. Teams that communicate effectively complete projects in a quicker and more efficient amount of time than others. Effective communication also allows team members to understand their roles and the roles of others on the team.

We will explore different communication styles through the colors assessment and how each interacts in the workplace successfully.

**Angela
Mendell,
MS, CCRP**

**Elizabeth
Kopras,
BS, Senior Research
Associate**

**Stephanie
Schuckman,
MA, CLC, IDI-QA**

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Team Science: Understanding Communication Styles

UC Office of Clinical Research CRP First Friday

May 5, 2023

Angela Mendell, MS, CCRP

Elizabeth Kopras, BA, KOPE

Stephanie Schuckman, MA, CLC, IDI-QA







Communication Styles Assessment*

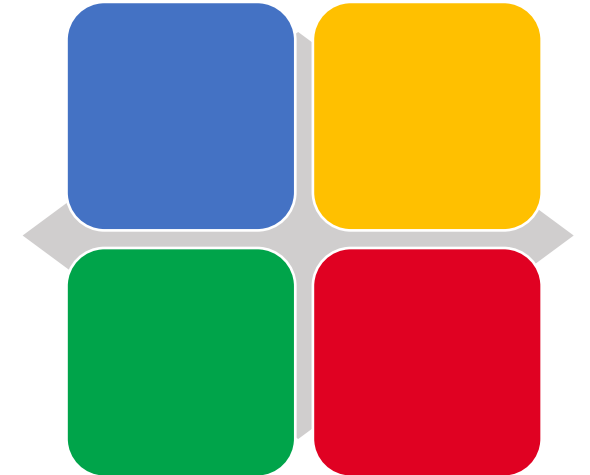
Please take the assessment via QR code or link:

<https://redcap.link/f61q919c>



Once you know your **dominant Color**, please modify your **Zoom name**:

1. On the Zoom in-meeting controls, click **Participants** .
2. Hover your mouse over your name, then click the **ellipses** .
3. Click **Rename**. (A pop-up box will appear.)
4. In the pop-up box: enter your **First Name - Color** from the Communications Styles Assessment.*
 - **For example: Sarah C - RED**
5. Click **Change**.



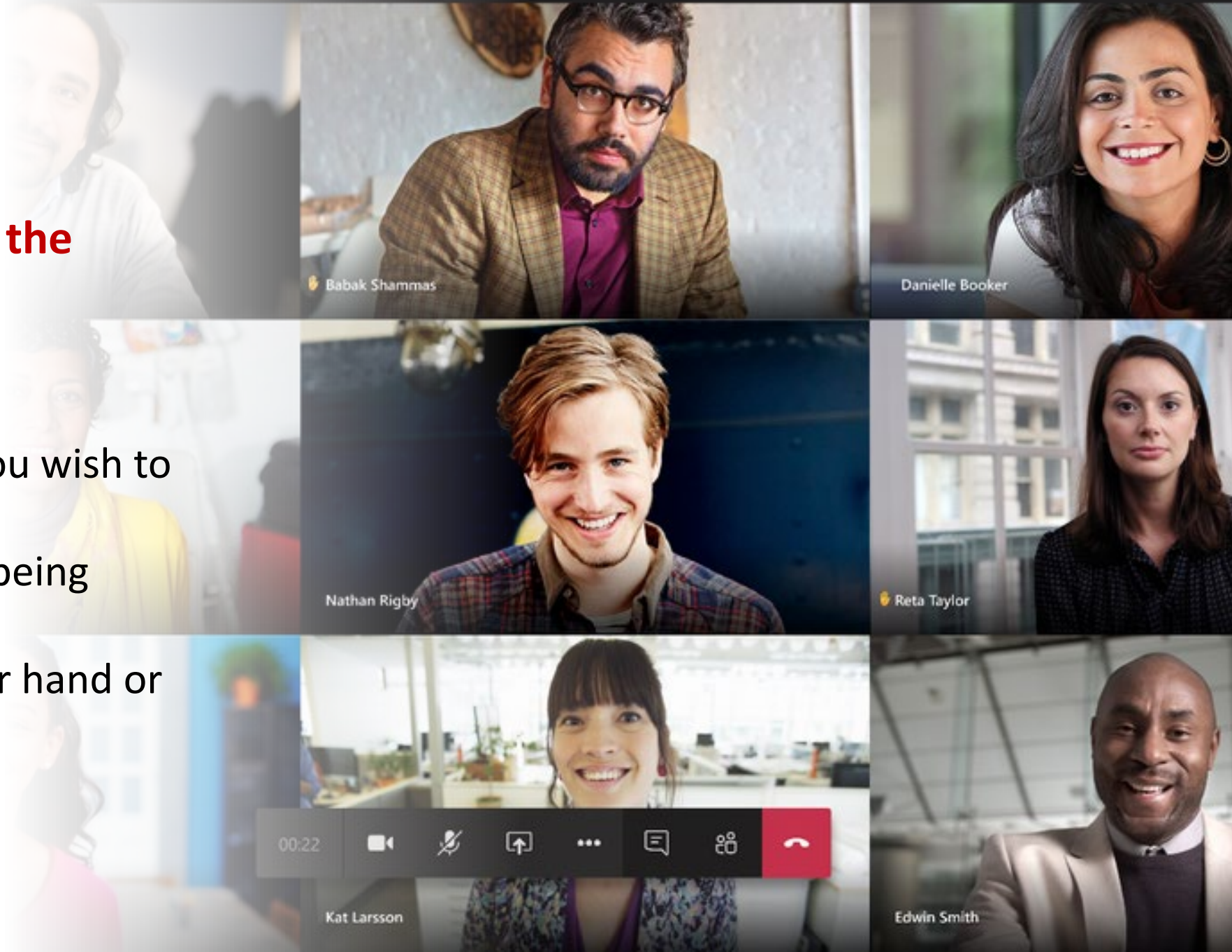
*Herrmann, N. (1996). *The Whole Brain Business Book*. New York: McGraw-Hill.



Expectations

As we get ready to begin the workshop:

- Turn on your Video
- Keep mic muted until you wish to speak
- Know that this event is being recorded
- For questions, raise your hand or to the Chat





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

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

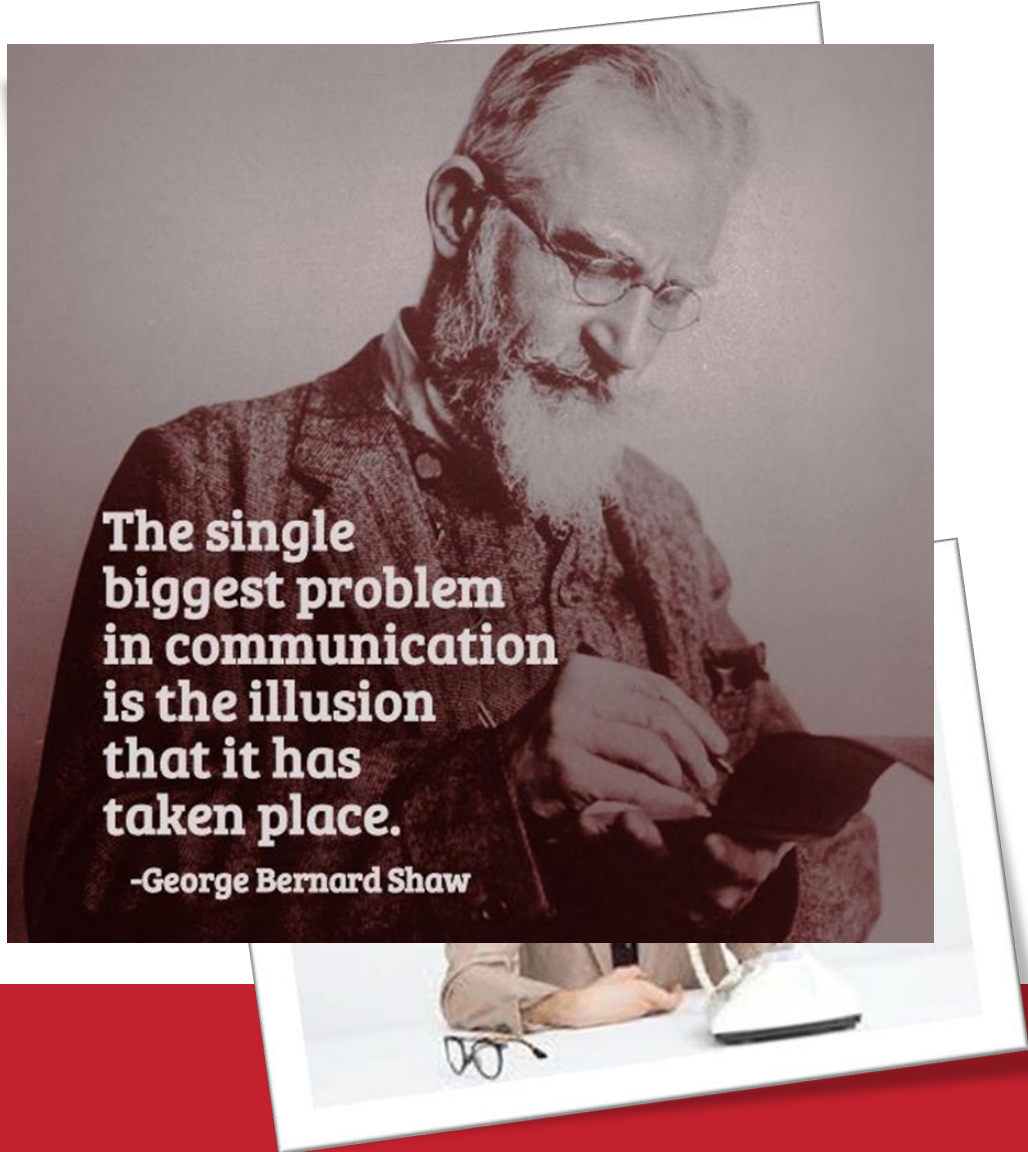


Learning Outcomes

- Identify key principles of effective communication.
- Explore different communication styles and how they interact.
- Apply principles of excellent communication to enhance self-awareness, awareness of others and courageous conversations.



Our Biggest Communication Mistakes Are When We:



- Communicate too much in writing
- Don't fully listen
- Don't adapt our style
- Are unclear about our message

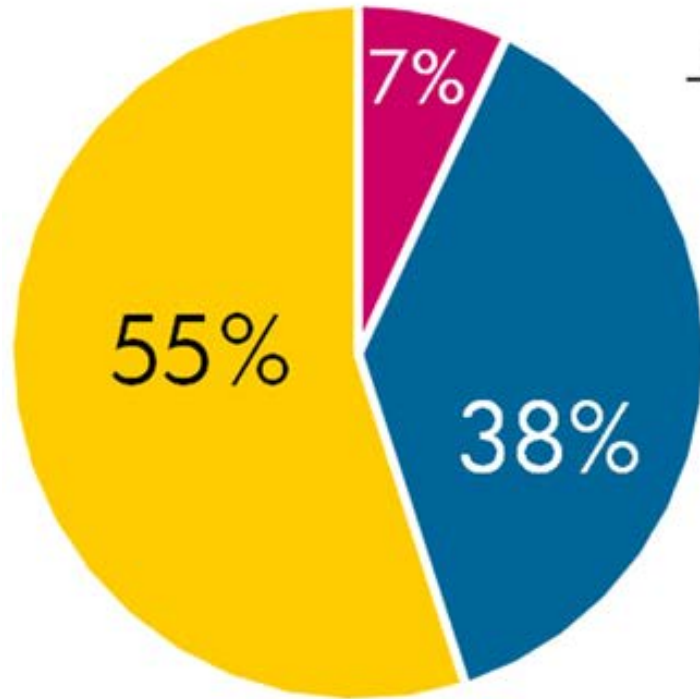


Key Components of Effective Teams

Effective Team



Personal Communication



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

Elements of Personal Communication

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





LAST CHANCE before the breakout activity...

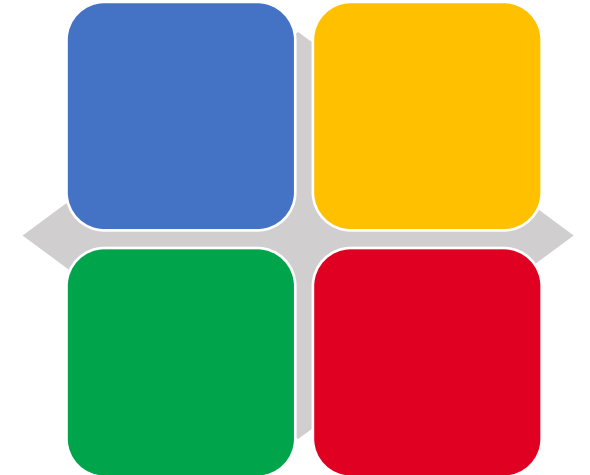
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2. Hover your mouse over your name, then click the **ellipses** .
3. Click **Rename**. (A pop-up box will appear.)
4. In the pop-up box: enter your **First Name, Last Initial - color** from the Communications Styles Assessment.*
 - **For example: Sarah C - RED**
5. Click **Change**.





What Is Your *Most* Dominant Color or Communication Style?*



*Herrmann, N. (1996). *The whole brain business book*. New York: McGraw-Hill.



Breakouts

- Plan any kind of party (*e.g. happy hour to anniversary party*)
 - Anywhere in the world
 - Must be planned within one year
1. ***Break out into the 4 colors and create your plans. (7 min)***
 2. ***Report back (5 min)***





Logical
Analytical
Fact Based
Quantitative

Holistic
Intuitive
Integrating
Synthesizing



Organized
Sequential
Planned
Detailed

Interpersonal
Feeling-Based
Kinesthetic
Emotional

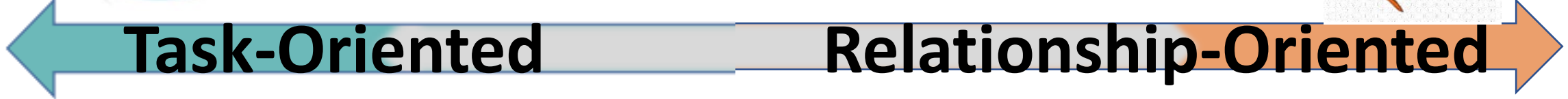


Logical
Analytical
Fact Based
Quantitative

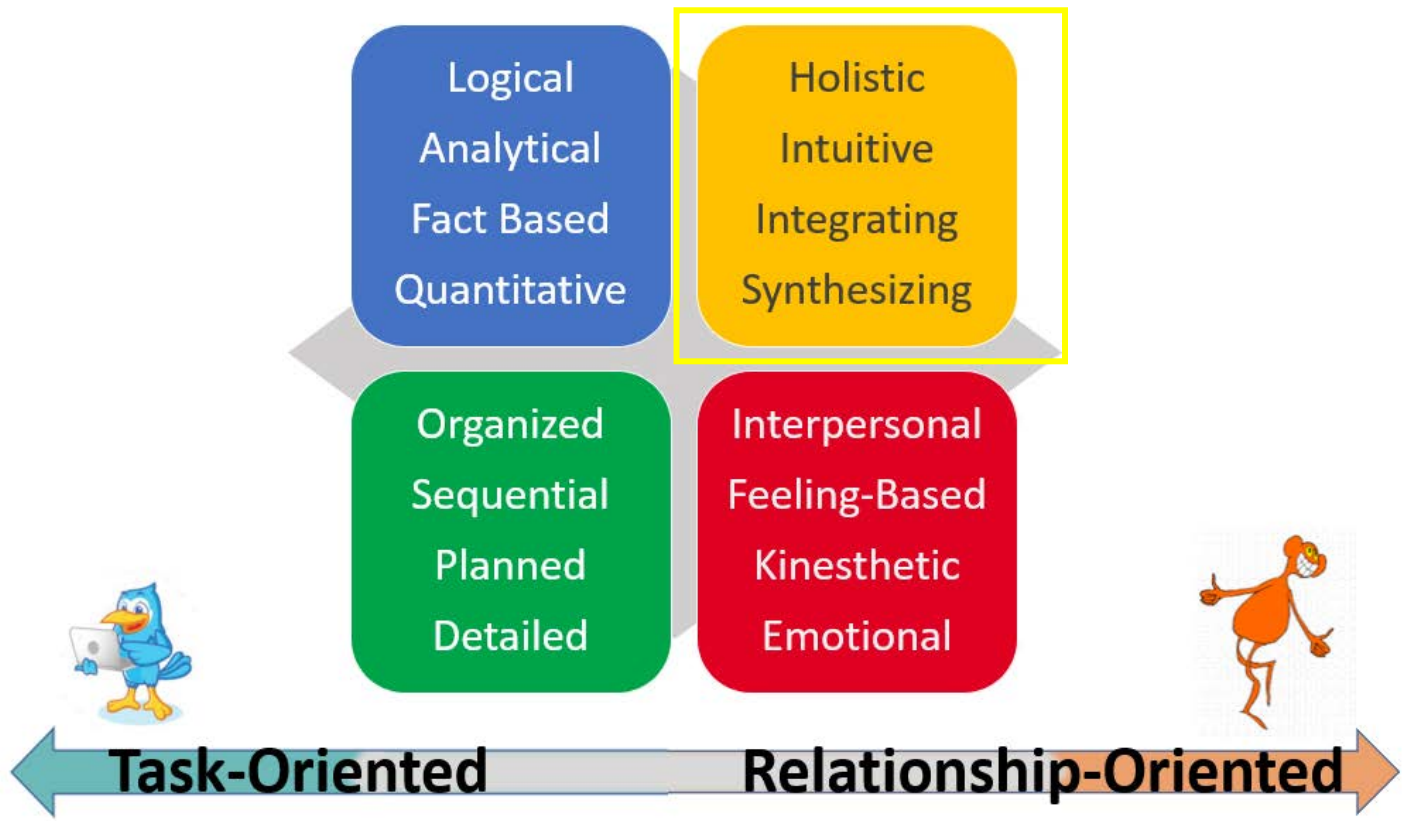
Holistic
Intuitive
Integrating
Synthesizing

Organized
Sequential
Planned
Detailed

Interpersonal
Feeling-Based
Kinesthetic
Emotional









YELLOW

- Intuitive, holistic in nature
- **Comfortable communicator**
- Experimentation is highly valued; **risk taker**
- Animated, **energetic** and **spontaneous**
- Looks at “**big picture**” and can tend to overlook details
- Great at **strategic planning; envisioning**





YELLOW – *in the workplace*

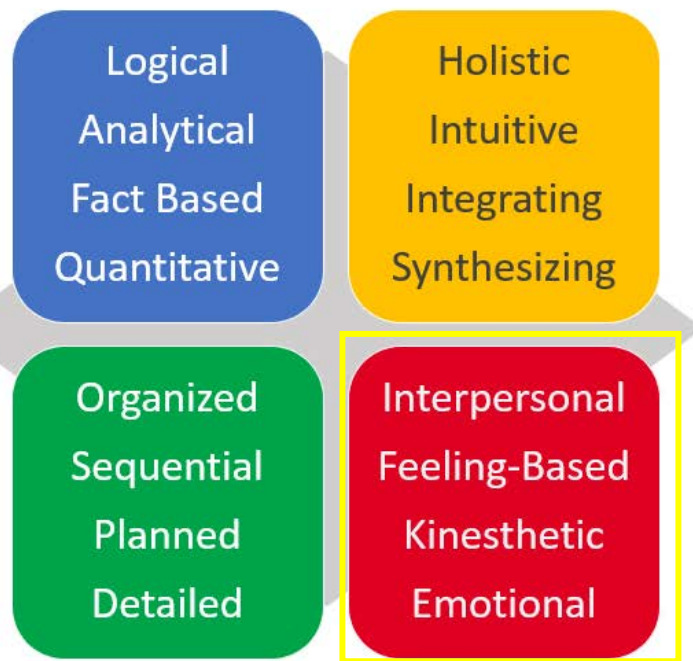
- Most talkative of the styles; **tends to think aloud**
- May have difficulty listening to directives or concerns; **busy thinking, talking and developing relationship rapport**
- *Normal* to **try out several approaches** at once
- **Future-oriented**, may overlook short-sighted solutions
is common trait
- **Most creative with others**; sharing ideas
- Shows interest through **interaction & input**



Effective Communication with YELLOWs

- *“If there is a better way, let’s try it out!”*
- Does it look at the big picture?
- Is it conceptually sound?
- Is it visual?
- Is it future-oriented?
- Does it use metaphors?
- Is it exciting?
- How can we be innovative?





← **Task-Oriented** **Relationship-Oriented** →



RED

- Human **values and feelings** are paramount
- Genuine **concern for others**; sympathetic, friendly
- Highly participative and **team oriented**
- Considerate, and likes **harmonious relationships**
- Prefer to **avoid conflict**





RED – *in the workplace*

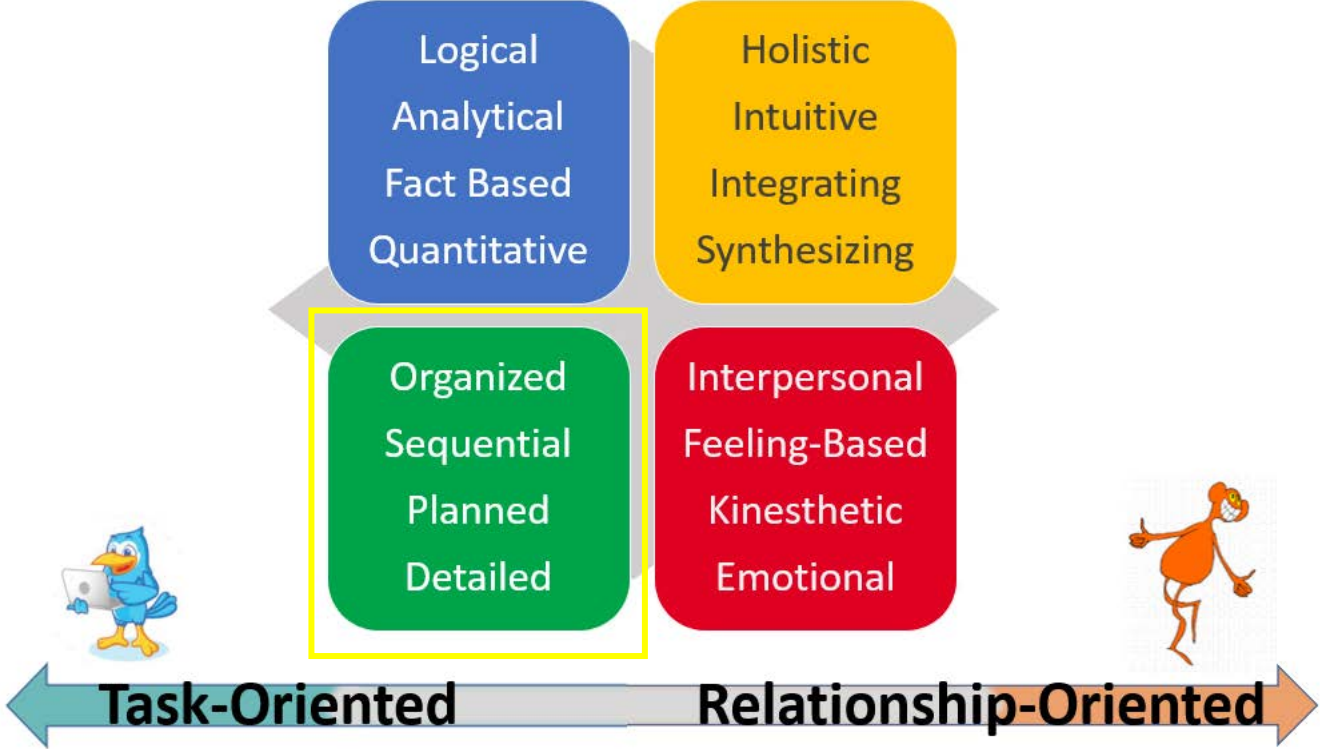
- **Blends well with all the other styles**, focused on nurturing relationships
- Considers **people as the most important asset**
- Workplace should be friendly, condones open communication: **“my door is always open”**
- Known as the **“office counselor”**
- If something doesn't seem right, always addresses the problem ***in a sensitive way***
- May have difficulty standing up for themselves; **tends to avoid conflict whenever possible**



Effective Communication with REDS

- *“Good communication is the bridge between confusion and clarity.”*
- Appreciates “calm, cool & collected.”
- Ask them for their help, preferably not at the last minute.
- Enjoys supporting the team! Consider their schedule.
- Is it people-focused?
- Is it helpful and user-friendly?





GREEN

- Detail-oriented, **systematic**, and structured
- Organized; **analytical**
- **Accurate**, on-time *as promised*
- **Timeline driven**, following protocol
- **Perfectionist**; critical of themselves and others





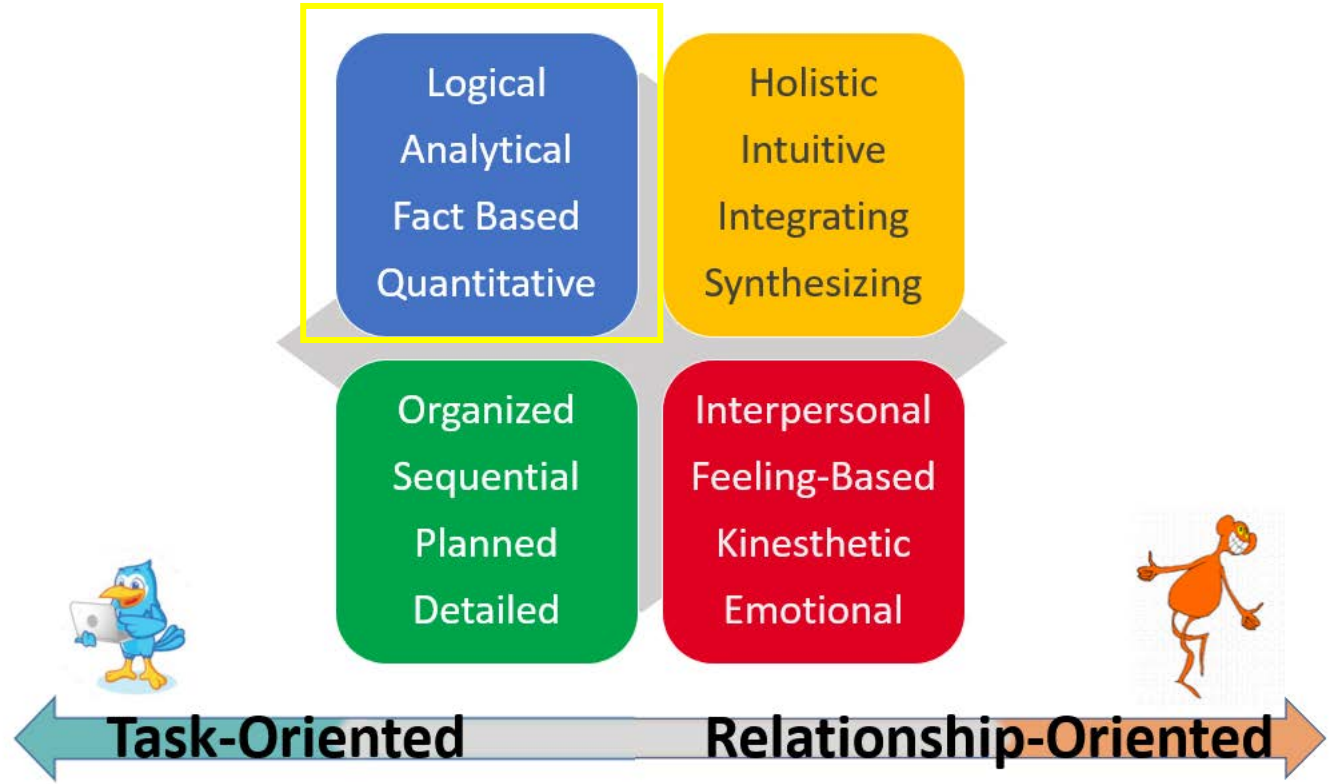
GREEN – *in the workplace*

- Weighs **facts** and supporting **data** *before making decisions*
- Values following orders and **meeting project deadline**
- A well-organized office; **accurate documentation**
- Often *misunderstood* because may be overly concerned with *accomplishing an error-free task*
- **Time is money**
- **Most private** of all styles

Effective Communication with GREENS

- *“We have two ears and one mouth so that we can listen twice as much as we speak.”*
- Give them *opportunity to ask questions.*
- Give them the facts; show it in writing.
- Does it provide enough information?
- What is your deadline?
- What details or questions did I miss?
- Is it in sequential order?
- Is it in appropriate format?





BLUE

- Style is logical, analytical, **decisive**, **tough**
- No decision made without **facts**
- Values action, **timelines**, **the bottom line**
- Tends to get **impatient**
- **Results-oriented**
- **Outspoken, assertive** and **likes control**





BLUE – *in the workplace*

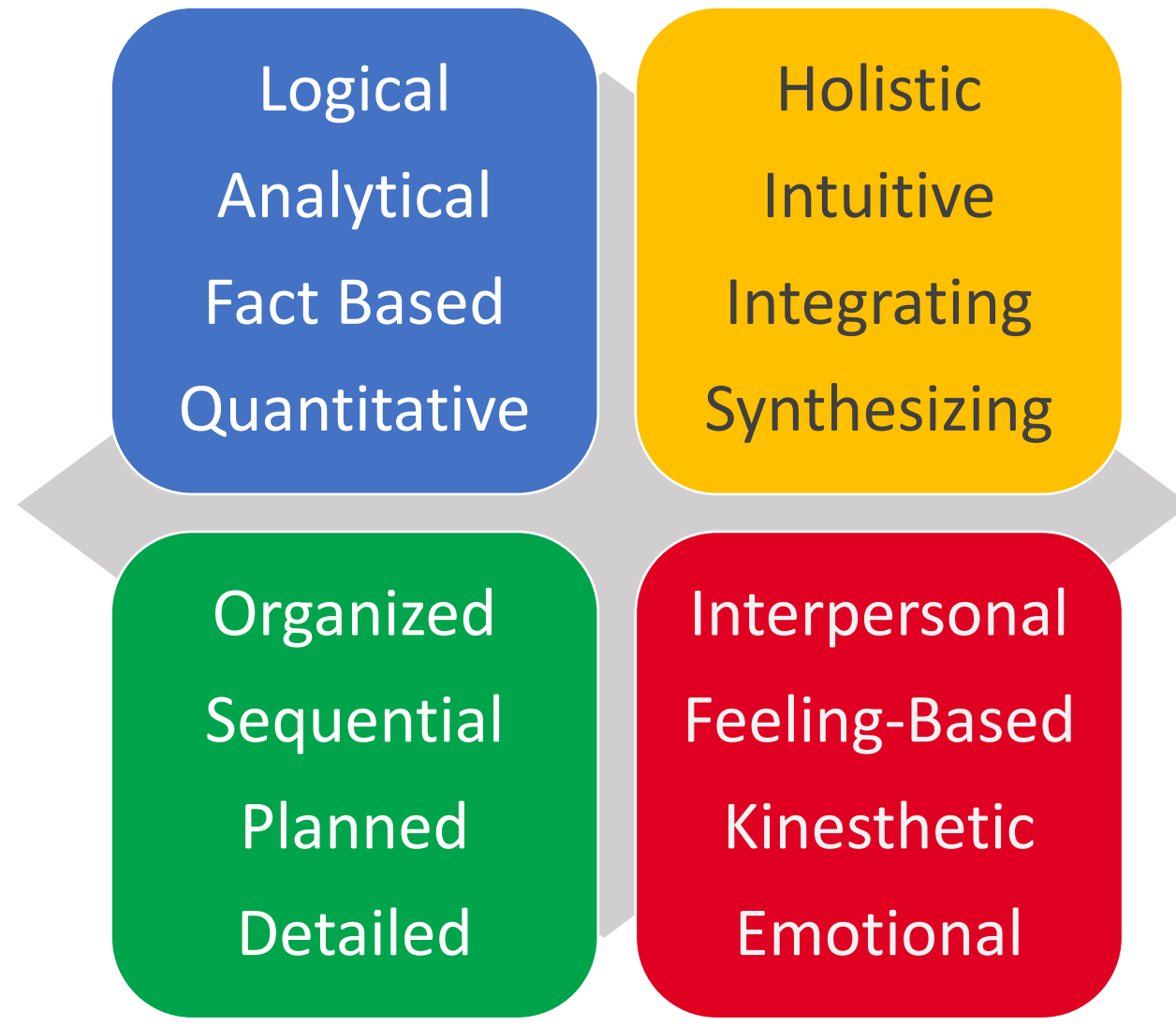
- *“Don’t talk unless you can improve the silence.”*
- *“As a blue, I need to be aware of how abrasive I might be. Especially when I’m focused, I can come off as rude, or even mean.”*
- May appear **rushed** and **abrupt**; please don’t take it personally.
- Want people to **get to the point quickly**.
- Can be hardnosed, with a great emphasis on **success at any cost**.
- Require his/her staff to be well versed in the **facts**.
- Use **logic** rather than intuition or gut feelings to **make decisions**.



Effective Communication with BLUES

- Be direct and to the point.
- Allow choice when possible.
- Discuss how the results will be accomplished.
- Does it use facts?
- Does it show clear analysis?
- Don't linger; action-oriented. *Please do not take this personally.*





Task-Oriented ← **Relationship-Oriented** →

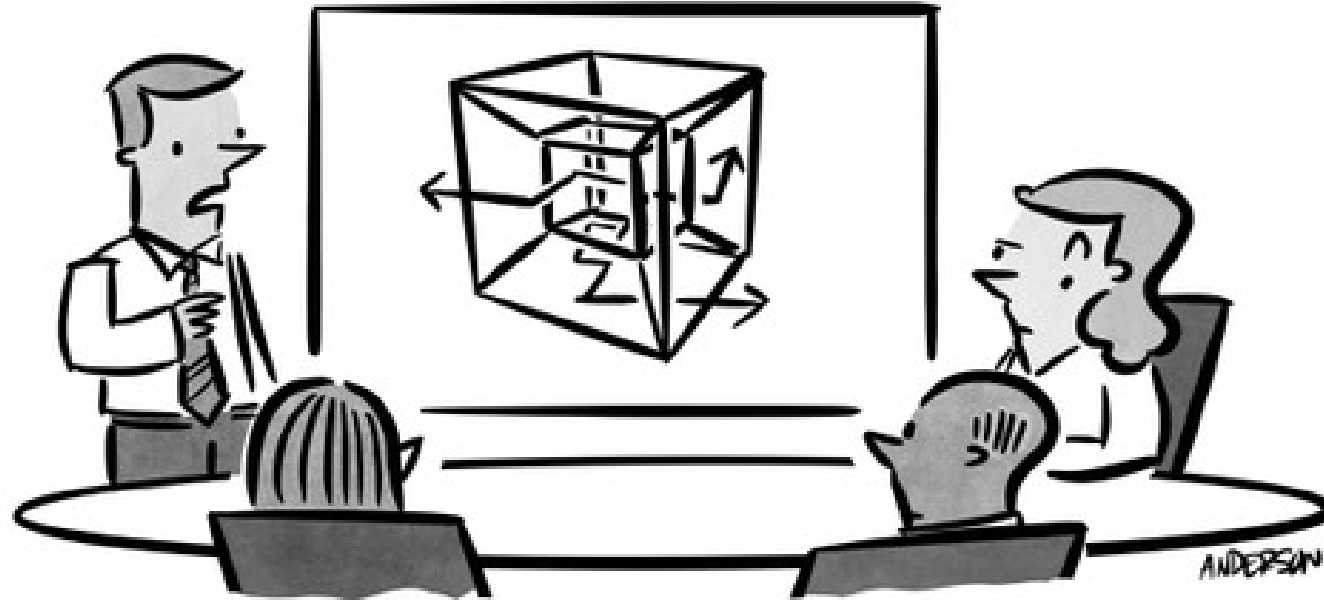


Bob Fick

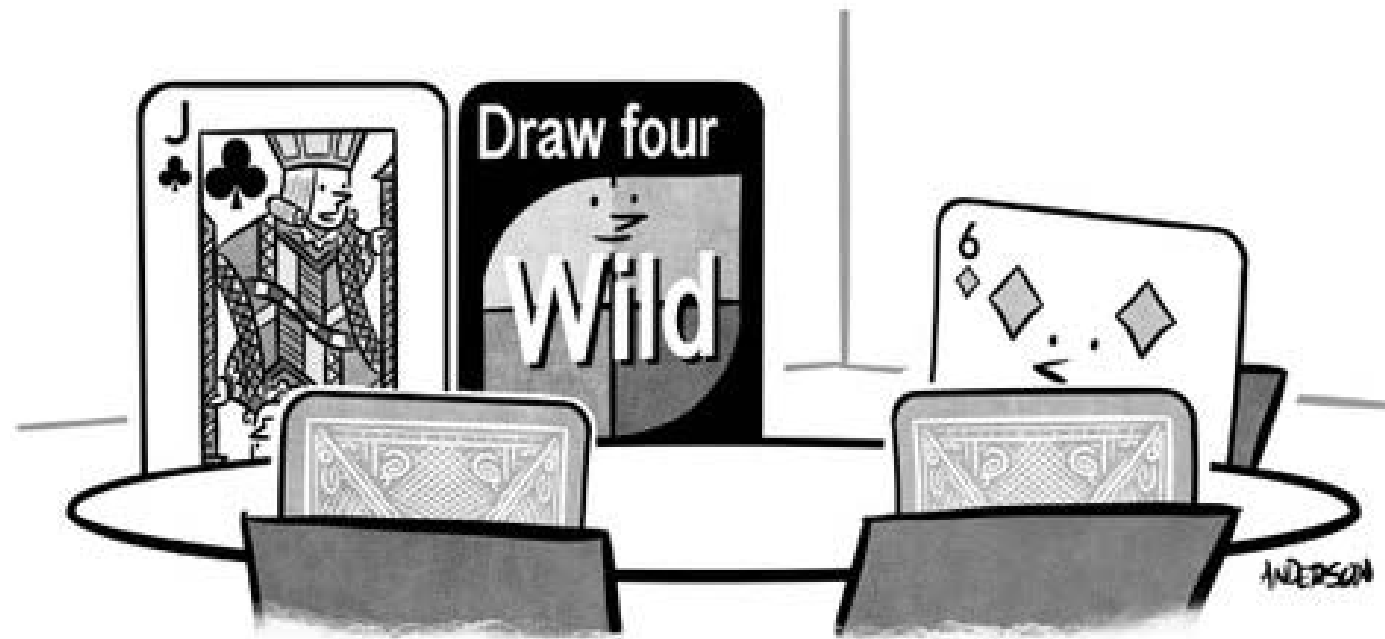
"Honestly, Ellen, you're SO organized!"



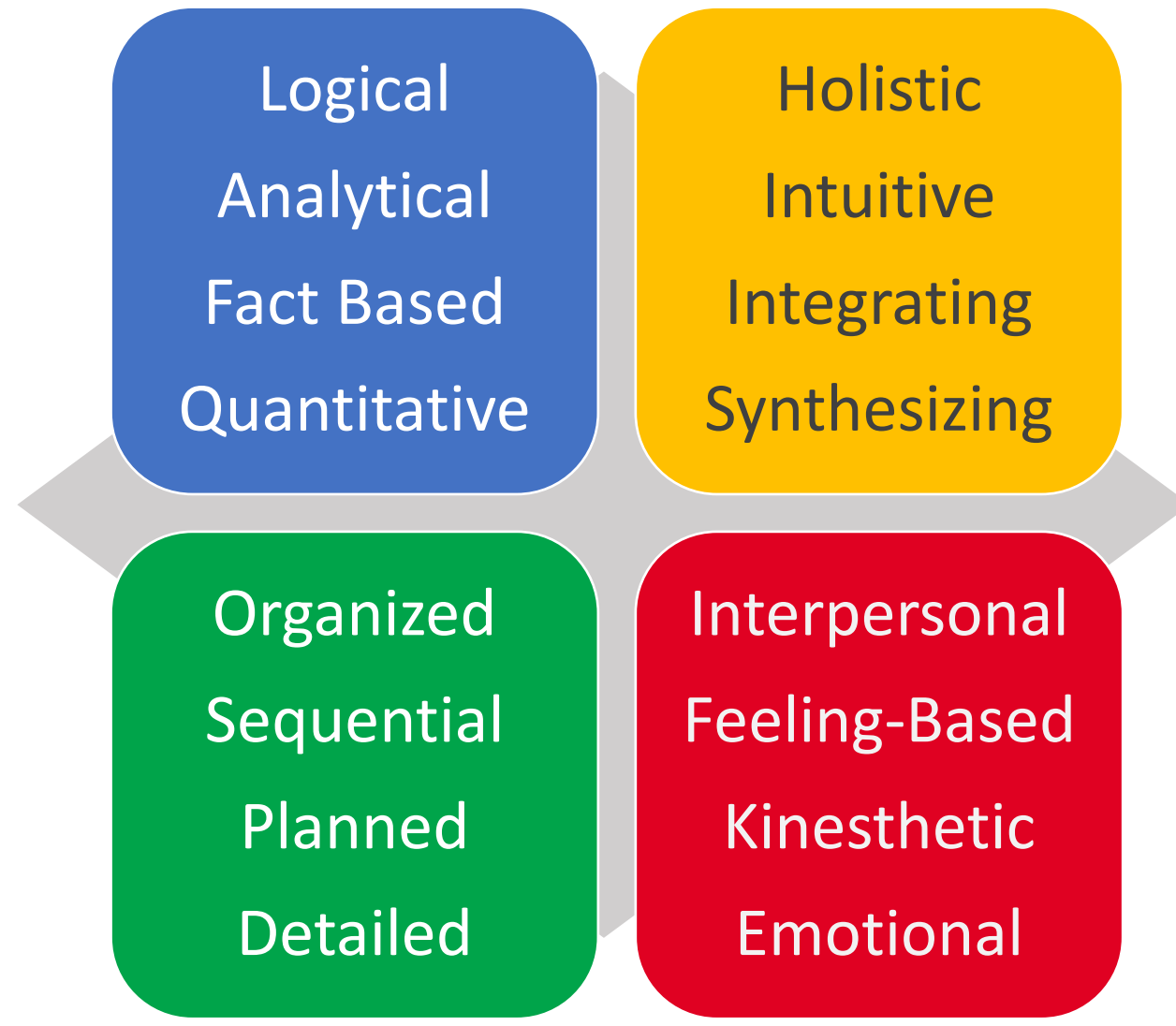
"After the ice breaker, team building, brainstorming, two truths and a lie, and motivational huddle, it seems we've run out of time for the actual meeting."



"As we move 4th quarter earnings from the 3D graph to 4D, things get weird."



“While he comes from a non-traditional background, I think our new team member is going to add an exciting new perspective.”



Task-Oriented ← **Relationship-Oriented** →



Communication Styles Vignette:

K: "We need a sample from the patient in Room B for the ABC study, but I have to run these samples across the street. Can you help me out and consent her? It's a simple blood draw in two red tops."

A: "Oh, Hey! How was your weekend? You were going out of town right?"

K: "Yeah, It was great. Can you take care of the consent and blood draw or not?"

A: "Sure, I can do it. I haven't been trained on it yet but maybe Cheryl can help if I have questions."

K: "I added you to the protocol."

A: "Yes, but I haven't seen the Case Report Forms, and nobody has trained me, yet. But Cheryl's back from her trip. Maybe she can show me pictures!"

K: "All you have to do is go over the consent form and get a blood sample. It's not rocket science."

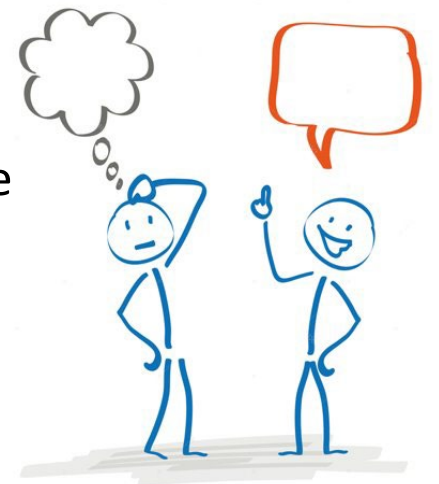
A: "O.....K. How much blood do you need?"

K: "Two tubes."

A: "What do I do with the sample? Does it have to set and clot? Can it go in the fridge while I finish the patient in Room C?"

K: "Why do you always make everything so hard? Just consent and get the blood! I'll be back soon."


A: "Why are you getting so mad at me? I'm sorry, I'm just trying to help you out."





Poll #1

In the vignette you just heard, which two (2) Communication Styles (i.e., Colors) are illustrated?

- Blue and Red
 - Yellow and Blue
 - Green and Red
 - Red and Yellow
- 



Vignette Review:

K: "We need a sample from the patient in Room B for the ABC study, but I have to run these samples across the street. Can you help me out and consent her? It's a simple blood draw in two red tops."

A: "Oh, Hey! How was your weekend? You were going out of town right?"

K: "Yeah, It was great. Can you take care of the consent and blood draw or not?"

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K: "I added you to the protocol."

A: "Yes, but I haven't seen the Case Report Forms, and nobody has trained me, yet. But Cheryl's back from her trip. Maybe she can show me pictures!"

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K: "Why do you always make everything so hard? Just consent and get the blood! I'll be back soon."

A: "Why are you getting so mad at me? I'm sorry, I'm just trying to help you out."



Constructive vs. Destructive Conflict

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

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.



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..."



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 polite, 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

Confront the issue, if possible.

- Although avoidance can be effective in some situations, we often use it when we feel ill-prepared to deal with conflict.
- Conflict, if left unaddressed, can escalate.

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. We tend to be action-oriented at work.



Strategies to Address Conflict

Listen carefully for understanding, acknowledging how the other feels. Slow down.

- Allow speaker to finish before asking questions.
- Actively or *collaboratively* listen for co-learning by responding appropriately:
 - Paraphrase what they say, summarize important points and/or ask questions.

Know thyself. Assume positive intent.

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

Two Ways of Thinking about Cultural Differences

Objective vs. Subjective Culture



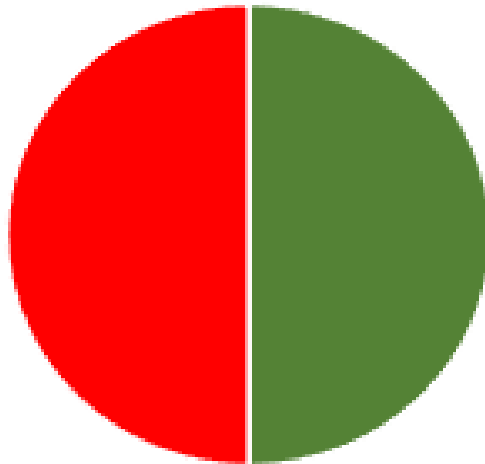
Objective

Subjective



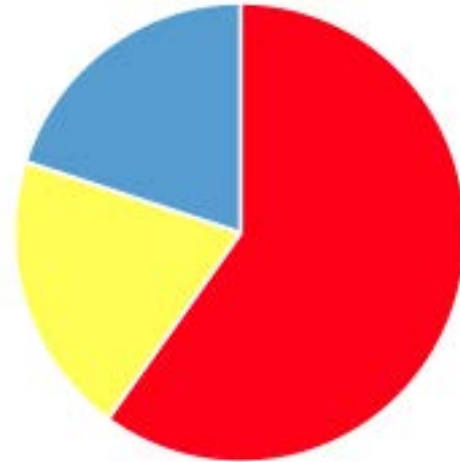
Communication Styles on Teams

Team A

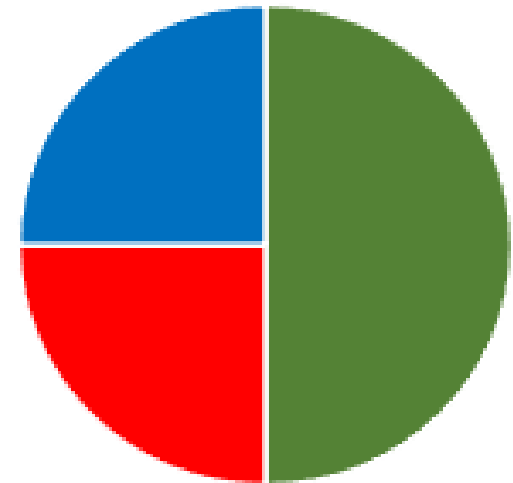


■ Green ■ Red

TS Faculty



Team B




■ Green ■ Red ■ Blue



Effective & Sustainable Teams

- No style is perfect (or needs to be)
- Remember to take into consideration other's communication and learning styles
- Be purposeful
- Multi-generational workplace & people change over time, communication must too
- Remedy misunderstandings quickly
- Forgive mishaps, yet STOP bad patterns quickly



T E A M





Q&A + Contact US

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Stephanie Schuckman, MA, CLC, IDI-QA

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Center for Improvement Science – Team Science

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

Thank You!



Questions?

Comments?

Suggestions?

References

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More Team Science Resources

- CCTST Website: cctst.org/programs/cis/resources/team-science-tools
- National Cancer Institute (NCI) Team Science Toolkit: <https://www.teamsciencetoolkit.cancer.gov/public/Home.aspx>
- 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