Embracing Interdependence in Research Teams: Managing From the Seat You Are In

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Disclosures

- I have no financial conflicts of interest to report
- Part of my FTE is funded by OCTRI to teach Leadership electives in OCTRI's Human Investigations Program
- I am a social scientist who has been imbedded in scientific research communities my whole career

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Objectives

- Explore strategies for acknowledging and managing interdependence on research teams
- Practice giving voice to our own values when differences arise
- Identify one new strategy to try out in a day-to-day work context

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“I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel.”

— Maya Angelou

Managing Interdependence

"The biggest barrier to managing interdependence—and therefore to high performance—is our lack of understanding of each other's work and of the impact we have on each other. As a result, we are constantly making each other's work harder, in big ways and small, resulting in waste, error and frustration."

--Dr. Tony Suchman,
"When Teammates Don't Connect:
Learning to Manage Interdependence"

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Conversations of Interdependence

- What are your deliverables?
- What do you find most meaningful about your work?
- *What is it about how I do my work that helps you do yours?*
- *What could I do differently that would help you even more?*
- When does our work seem to be well-aligned and when do we seem to be at cross purposes?

--Dr. Tony Suchman,
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Getting to Yes with Yourself (and other worthy opponents)

1. **Listen to yourself with empathy:** See yourself from the balcony
2. **Take responsibility:** Prepare your "backup plan" to meet your own needs
3. **Reframe your picture:** From unfriendly to friendly
4. **Embrace the present:** Accept the past and trust the future
5. **Respect them even if:** Meet even rejection with respect
6. **Change the game from taking to giving:** From win-lose to win-win-win

William Ury, *Getting To Yes With Yourself: How to Get What You Truly Want.*

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“In any situation, the individual most able to describe reality without blame will emerge as the leader, whether designated or not.”

Edwin Friedman

Giving Voice to Values

- What is your purpose for voicing your values?
- What shared goals might you name?
  - …we all want a successful research program…we all want to keep patients safe
- What outcomes do you want?
  - For yourself, for the other person, and/or for your relationship?
- Growth mindset
  - Listen for potential solutions, problem solve together

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“Recipe” for Preparing to Voice Your Perspective

1. **Clarify your purpose for speaking up**
2. **Find a neutral place to start from**
3. **Consider sharing the impact and stakes, including emotion**
4. **Separate out your story and interpretations from the facts**
5. **Share what you want, your “ask” or request**
6. **Inquire about others’ perspectives!**

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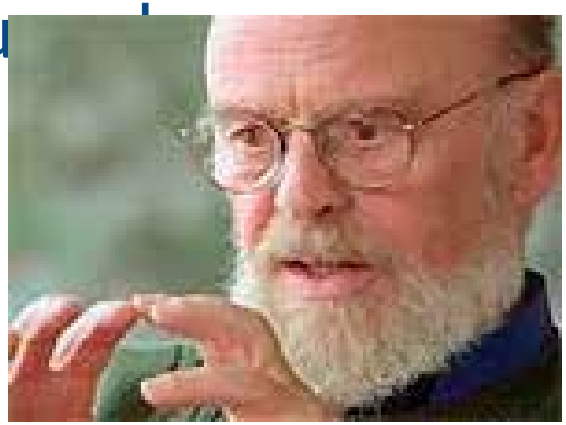
“Be a person who sees others:
who grasps who they are and what is important to them;
who gets behind them and
moves them ahead in their world.

Be a person who puts your projects out to others:
lets them know who you are and what is important to you;
and allows them to get behind you
move you ahead in your world.”

—Barry Oshry



First, Smallest Step

- What one question or idea from today's session seems highest potential for you to put into practice?
- What is your first, smallest step?

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“Hope is holding a creative tension between what is and what could and should be, each day doing something to narrow the distance between the two.”

—Parker J. Palmer

Thank You!

Questions?
Reflections?

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