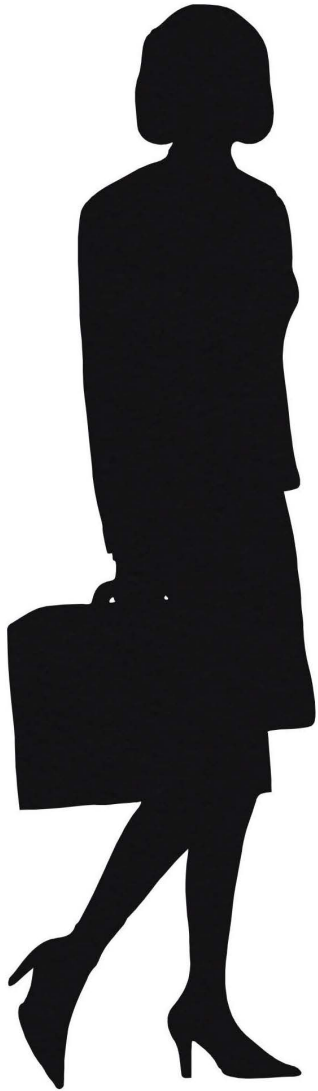


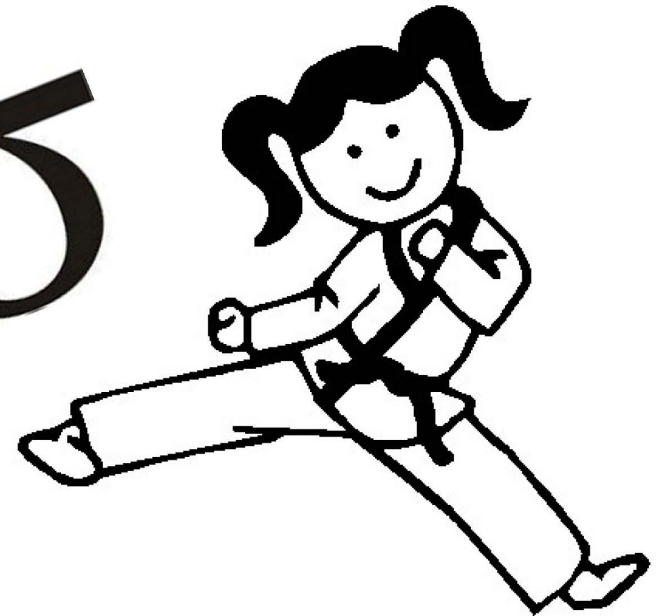
Team Science: Overview and One Quick Tool

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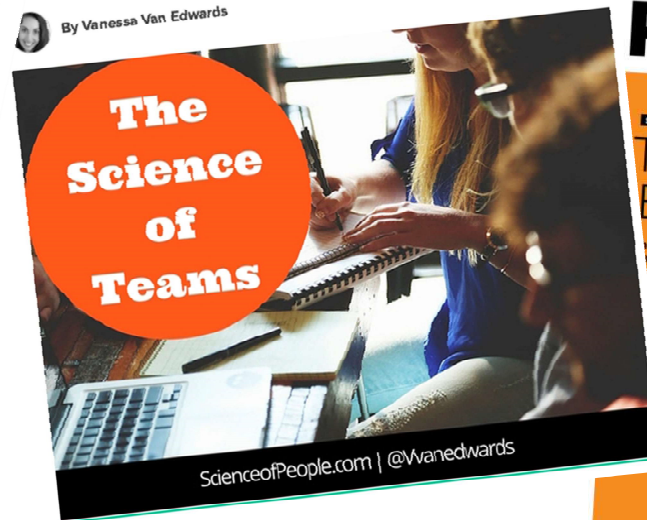
Highlights

- Team Science
- Communication Styles
- CCTST Services

The Science of Teams



THE BLOG 11/04/2015 01:56 pm ET | Updated Nov 03, 2016
The Science of Teams
By Vanessa Van Edwards



HBR.ORG
**Harvard
Business
Review**

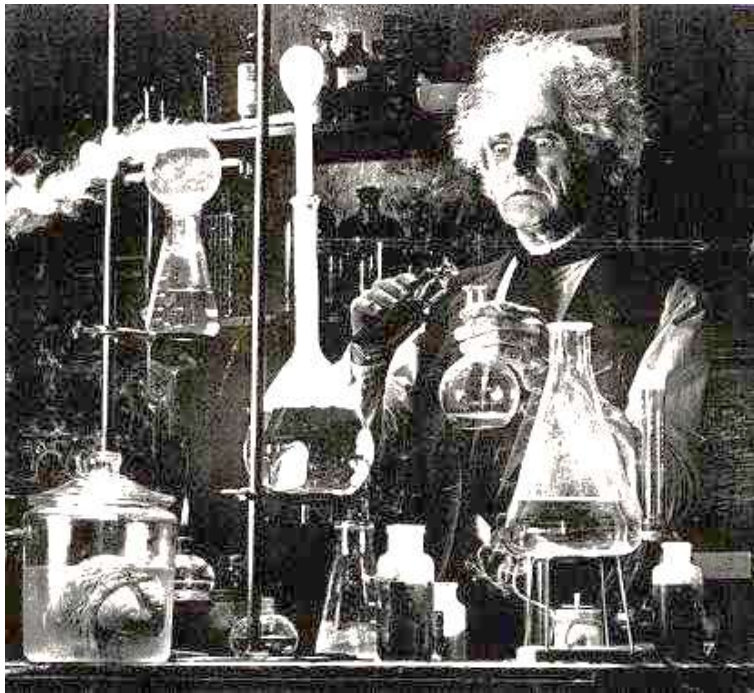
APRIL 2012
REPRINT #1304C

SPOTLIGHT ON THE SECRETS OF GREAT TEAMS

**The New Science of
Building Great Teams**

The chemistry of high-performing groups is no longer a mystery. by Alex "Sandy" Pentland

The Changing Face of Research...



From this....

....to this

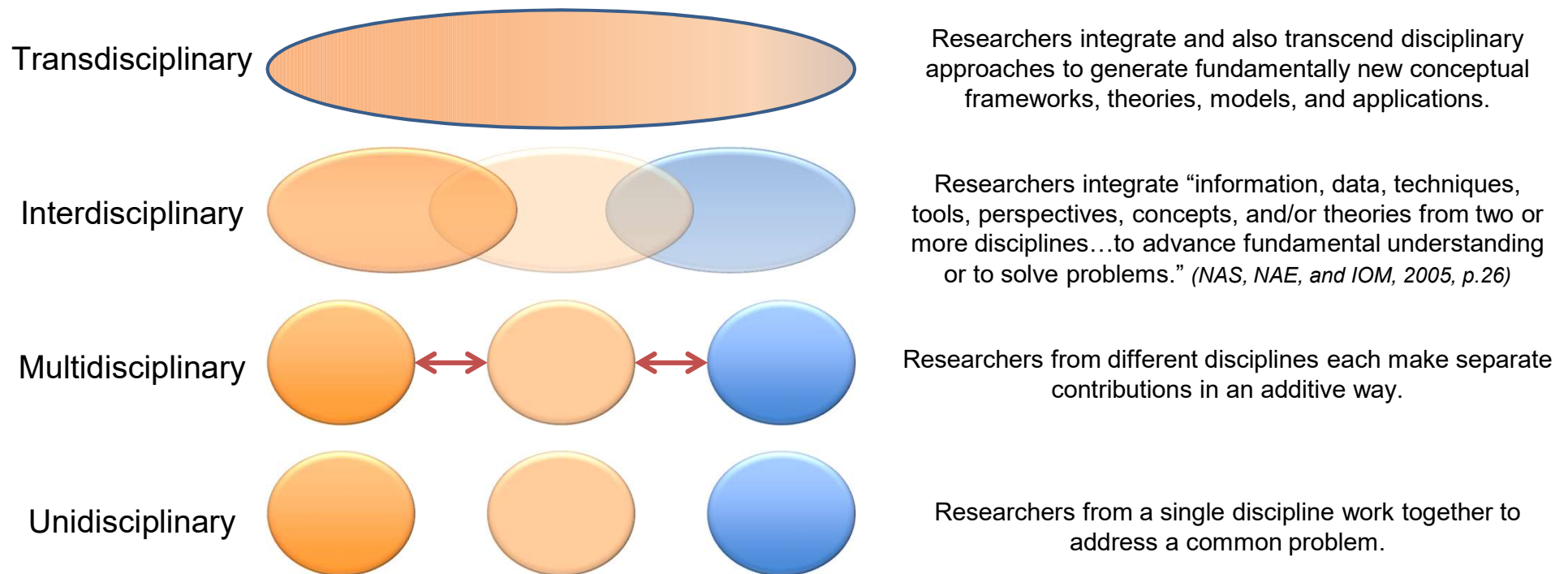
Definition: Team Science

“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.teamsciencetoolkit.cancer.gov/public/Home.aspx>

Collaboration Hierarchy



Teams: Unique Features

- Interdependence among members
- Work together toward a common goal
- Shared responsibility for success
- Degree of formal structure around roles
- Familiarity among members

Things We Know about Teams and Collaboration:

- **Forming Teams:** *Size, Composition, Diversity, Proximity*
- **Team Functions:** *Trust, Conflict Resolution, Commitment, Accountability, Attention to Results*
- **Communication:** *Timeliness, Preferences, Familiarity, Technology*
- **Leadership:** *Traits and Behaviors, Styles, Responsibilities, Dysfunctions*

Communication Assessment

- For each set of statements, place the most appropriate number in the box:
 - 7 = most like you
 - 5 = second most like you
 - 3 = somewhat like you
 - 1 = least like you
- Add up your score for each column
 - 50 + = visibly strong preference
 - 25-49 = preference
 - 15-24 = intermediate preference
 - 14 and below = low preference/potential avoidance

(Hermann, 1996)

BLUE

A word cloud on a blue background. The word 'Quality' is the largest and most prominent, written in a white, serif font and rotated 45 degrees. Other words are arranged around it in various sizes and orientations, all in white. The words include: 'control', 'timelines', 'outspoken', 'rushed', 'bottom-line', 'fact-driven', 'decisive', 'impatient', 'assertive', 'abrupt', 'hard-nosed', and 'results-oriented'.

control
timelines
outspoken
rushed
bottom-line
fact-driven
decisive
impatient
assertive
abrupt
Quality
hard-nosed
results-oriented

BLUE

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

BLUE

- In the workplace, may appear rushed and abrupt
- Want people to get to the point quickly
- Can be hard nosed, 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

GREEN

organized
critical
private
systematic
structured
oriented
deadlines
on-time
neatness
solid
down-to-earth
deliverables
order
perfectionist
analytical
protocol-adherence
error-free task
accurate

GREEN

- Very detailed, structured, and solid
- Important to follow procedure, on time, and delivered as promised
- Neatness and protocol count
- Time costs money
- In the workplace, often misunderstood because you may be overly concerned with accomplishing an error-free task

GREEN

- Most private of all styles
- Organized, analytical and weigh facts and supporting data before making a decision
- You are a perfectionist, critical of yourself and others
- Detail-oriented, and systematic
- Values following orders, getting the project in on time
- A well organized office, and accurate documentation

RED

genuine

sympathetic

team-oriented

participator

conflict-avoidant

harmony

friendly

nurturing

sensitive

considerate

office-counselor

relationships

open-communication

feelings

RED

- Blends well with all the other styles
- Genuine concern for others
- Sympathetic and friendly and known as the “office counselor”
- Considerate, and like harmonious relationships
- In the workplace, focus on nurturing relationships
- May have difficulty standing up for yourself as you avoid conflict wherever possible

RED

- Highly participative and team oriented
- Consider people to be the most important asset
- Human values and feelings are paramount
Work place should be friendly and condone open communication
- Door is always open
- If something doesn't seem right, standard protocol is to address the problem in a sensitive way

YELLOW



YELLOW

- Intuitive, holistic, adventurous, risk taking
- “If there is a better way, let’s try it out”
- Experimentation is highly valued
- Animated, energetic and spontaneous
- Easily communicate your ideas and are the most talkative of all the styles
- Like new ideas and sometimes tend to overlook details

YELLOW

- In the workplace, sometimes have difficulty listening to directives or concerns as you are busy talking and developing rapport because of your relationship orientation
- Normal to try out several approaches at once
- Style is a very open one with very little structure
- Seeing into the future and avoiding short-sighted solutions is a common trait

Task-Oriented

Logical
Analytical
Fact Based
Quantitative

Organized
Sequential
Planned
Detailed

Holistic
Intuitive
Integrating
Synthesizing

Interpersonal
Feeling-Based
Kinesthetic
Emotional

Relationship-Oriented

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?**
- Is it quantified?**
- Does it show clear analysis?**

Effective Communication with GREENS

- Give them the facts
- Show it to them in writing
- Focus on doing the right thing
- Give opportunity to ask questions
- Does it provide enough detail?
- Is it in sequential order?
- Is it neat?
- Is it in appropriate format?

Effective Communication with REDS

- Keep cool! Reds appreciate a “calm, cool and collected” style**
- Ask them for their help/cooperation preferably not at the last minute**
- Consider their schedule**
- Is it people-focused?**
- Is it helpful and user-friendly?**
- Does it acknowledge emotional issues?**

Effective Communication with YELLOWS

- **Yellow most creative when they have people with whom to share ideas**
- **Show that you're interested in what they're doing through interaction and feedback**
- **Does it look at the big picture?**
- **Is it conceptually sound?**
- **Is it visual and colorful?**
- **Does it use metaphors?**
- **Does it look at the future?**

Take It Back to Your Team



The screenshot shows the CCTST website homepage. At the top, there is a navigation bar with links for Cincinnati Children's, VA Medical Center, and UC Health. Below this is a large banner with the CCTST logo and the text 'Center for Clinical & Translational Science & Training'. A search bar is located in the top right corner. The main content area features a 'Home' button and a 'Programs' section. A text block states: 'The CCTST provides services and support in several core program areas, advancing innovation in clinical and translational science and training.' Below this, a list of programs is shown, each with a small image and a title: Biomedical Informatics, Biostatistics, Epidemiology and Research Design (BERD), Center for Improvement Sciences (CIS), Clinical Translational Research Center (CTRC), Community Engagement, Medical Devices - c2c:MD, Pilot Translational and Clinical Studies (PTC), Regulatory Knowledge and Support, and Translational Workforce Development. On the right side, there are three boxes: 'Become a Member' with a 'Join Now' button, 'Partners' listing various research councils and groups, and 'Member Login' with fields for username and password, a 'Log In' button, and a link for 'Account Recovery'.

<https://cctst.uc.edu/>

<https://cctst.uc.edu/programs/cis/teams>

Thank You!

Questions?

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Reference

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