

2012
Web Seminar Series

BUILD YOUR TEAM FOR RESEARCH SUCCESS

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Training Goals

- Understand the five stages of team development and how to supervise within each
- Recognize the importance of knowing and developing the strengths of every member of your team
- Explore differences and similarities in managing local, remote and virtual teams
- Learn technology tools, exercises and games to facilitate and strengthen your team



FIVE STAGES OF TEAM DEVELOPMENT



Five Stages of Team Development

- Forming
- Storming
- Norming
- Performing
- Adjourning

Forming

- When a team begins working together
- Learn about the team and its members
- Understand the tasks and challenges, goals and objectives
- Focused on gathering information and building trust
- Team leader is directive about content but involves team in determining roles, responsibilities and processes

Storming

- Inevitable emergence of conflict
- More questioning and competitive
- Emphasis on tolerance, patience and acknowledgment of others' ideas and processes
- Team leaders facilitate effective communication, conflict resolution and problem solving with a conflict management plan

Plan for Conflict Management



Establish the rules

- Team members should agree on organization and roles
- Document rules
 - Rules for engagement (communication)
 - Resolving issues vs. problems

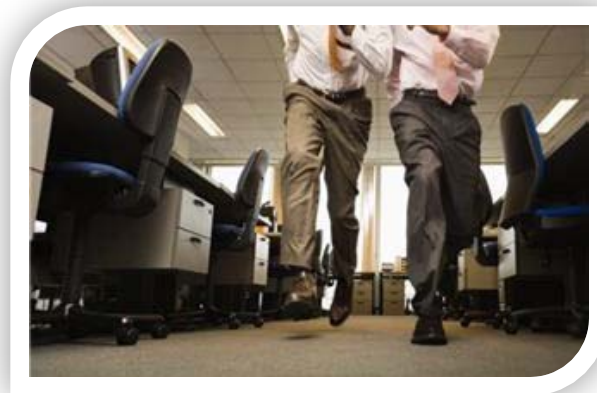


Resolutions reached by:

- Consensus/majority rules
- Team Leader (PI) or Subject Expert has final say
- Problem-solving team resolves
- Combination of any of the above strategies

Norming

- Set mutual goals and plans
- Recognize the need for cooperation
- Team members take more responsibility and work toward reaching goals
- Team leader becomes less involved and directive and takes more of a coaching stance



Performing

- Find ways to get the job done smoothly and effectively
- Any conflicts or problems are resolved directly and effectively
- Team leader monitors progress, celebrates achievements and provides support when needed



Adjourning

- When work is done and team disbands
- Consider the well-being of each team member
- Team leader should provide closure and celebration of success
- Debrief successes and failures



Effective Teams

- Clear communication
- Regular brainstorming sessions
- Group problem solving
- Commitment to the project
- Regular team meetings that are focused and inclusive
- Positive, supportive working relationships
- Acknowledgment of individual talents, strengths and weaknesses



Polling Question 1

- A project is starting and the team members are coming on board and getting to know each other, defining project roles. The team is in the _____ phase.
 - A. forming
 - B. storming
 - C. norming
 - D. performing
 - E. adjourning

Polling Question 2

- In what phase of team development does the team leader become less involved in the day-to-day operations of the team?
 - A. Forming
 - B. Storming
 - C. Norming
 - D. Performing
 - E. Adjourning



UNDERSTANDING THE STRENGTHS OF EVERY MEMBER OF YOUR TEAM

What are Strengths?



Talents and Skills

+

**Activities that
Energize, Excite and
Engage**



Polling Question 3

At work, I have the opportunity to do what I do best every day.

- Strongly Disagree
- Disagree
- Agree
- Strongly agree

Did you Agree or Disagree?

- Less than 20% of people strongly agree
- 90% believe it's important to do so
- Those who disagree or strongly disagree are not emotionally engaged in work they do
- Those who have the opportunity to use their strengths every day are:
 - 6 times as likely to be emotionally engaged on the job
 - 3 times as likely to report an excellent quality of life in general

Strengths in the Workplace

- More engaged
- Better quality of life
- More profitable
- More productive
- Happier

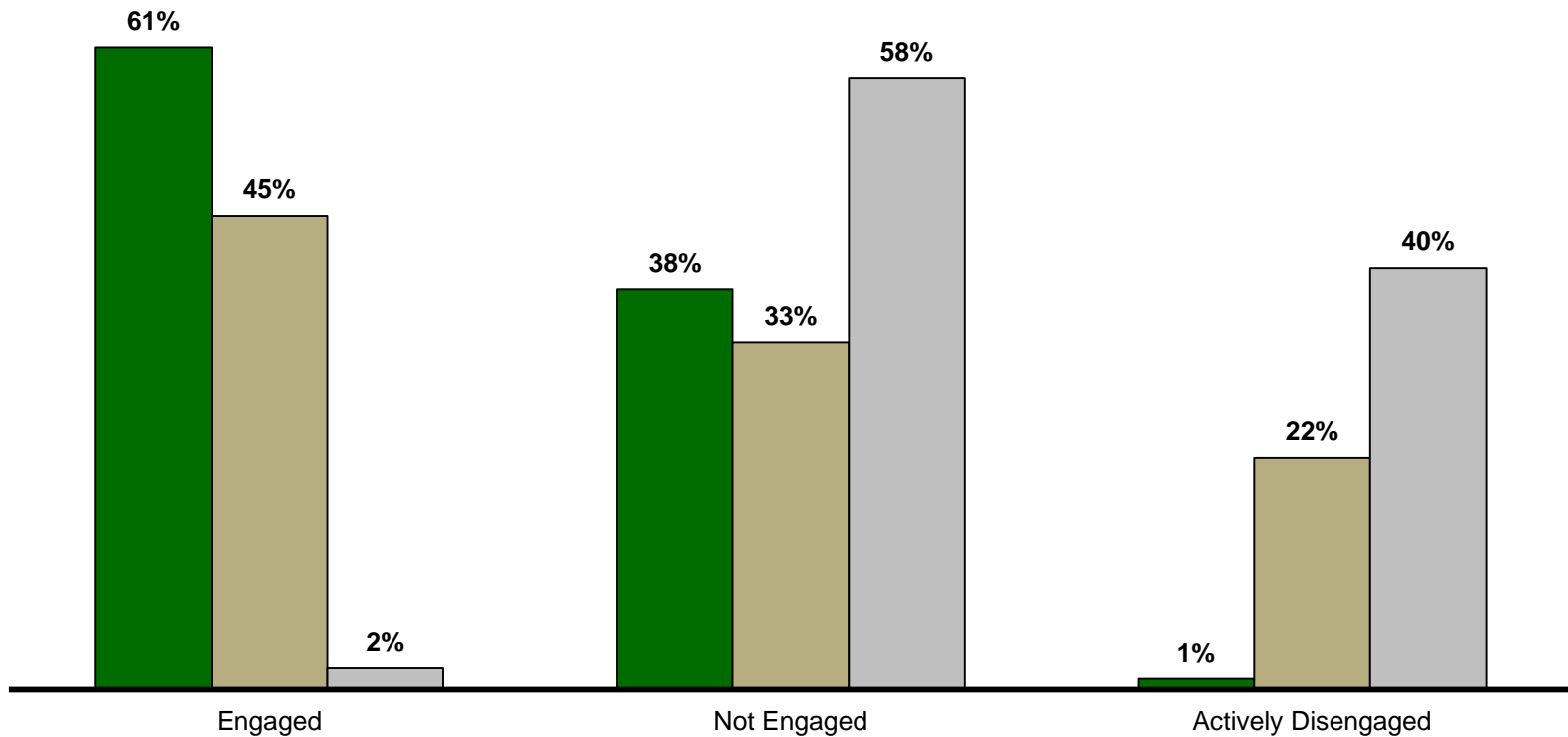


Strengths in Management

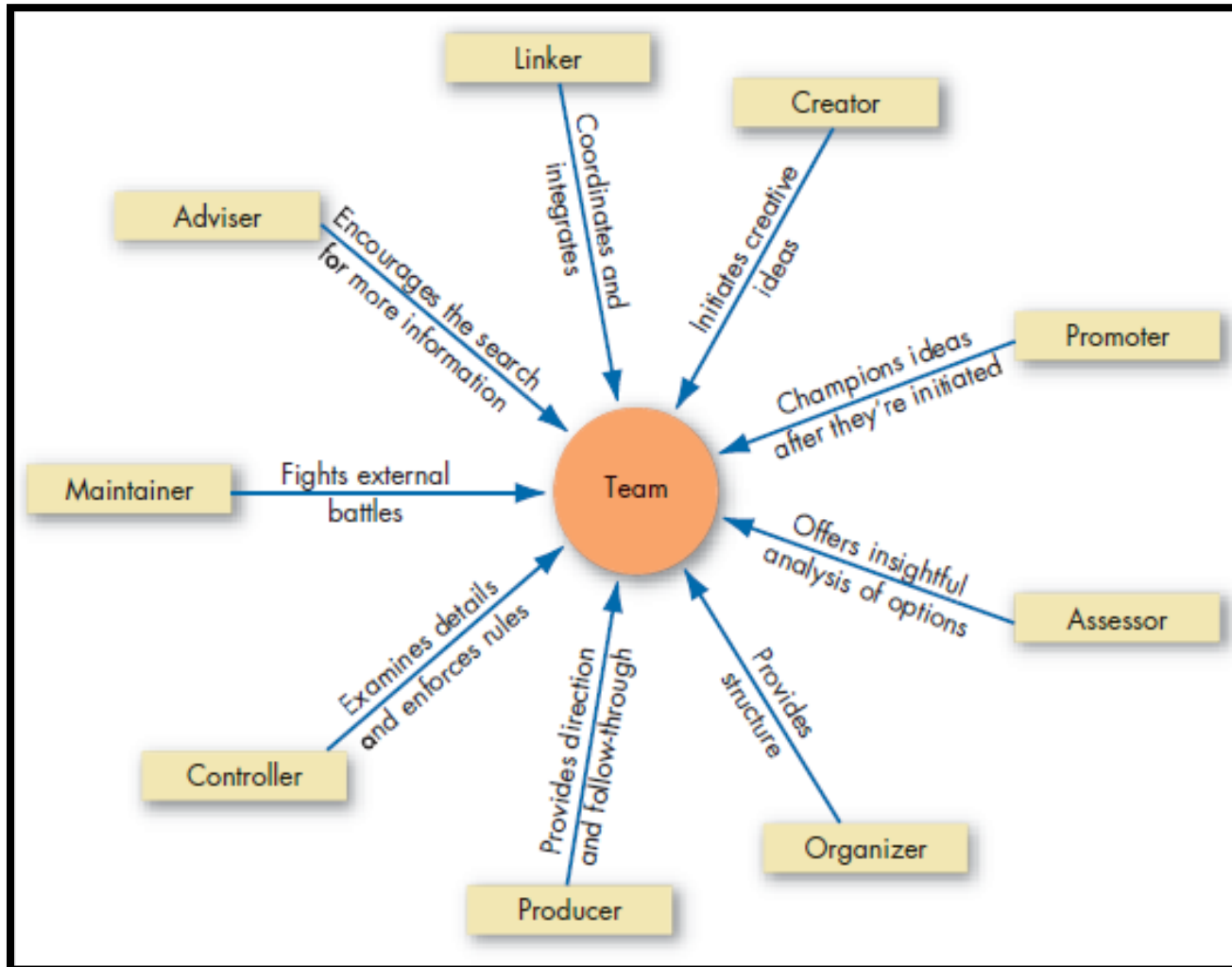
Effect of Manager Style on Employee Engagement





- Manager focuses on employee's strengths
- Manager focuses on employee's weaknesses
- Manager ignores employee

Base: U.S. Employees



Dynamic Teams – Critical Roles Represented





TOOLS TO MANAGE LOCAL, REMOTE AND VIRTUAL TEAMS

Types of Teams

Local



Remote



Virtual



Technology Tools

- Choose the right platform
 - Email
 - Teleconference /
Web conference / Video
 - Breakout groups
 - Skype
 - Google
 - Facebook
 - LiveLink, Wiki Pages, Google Docs, EverNote
 - Social Media Forums

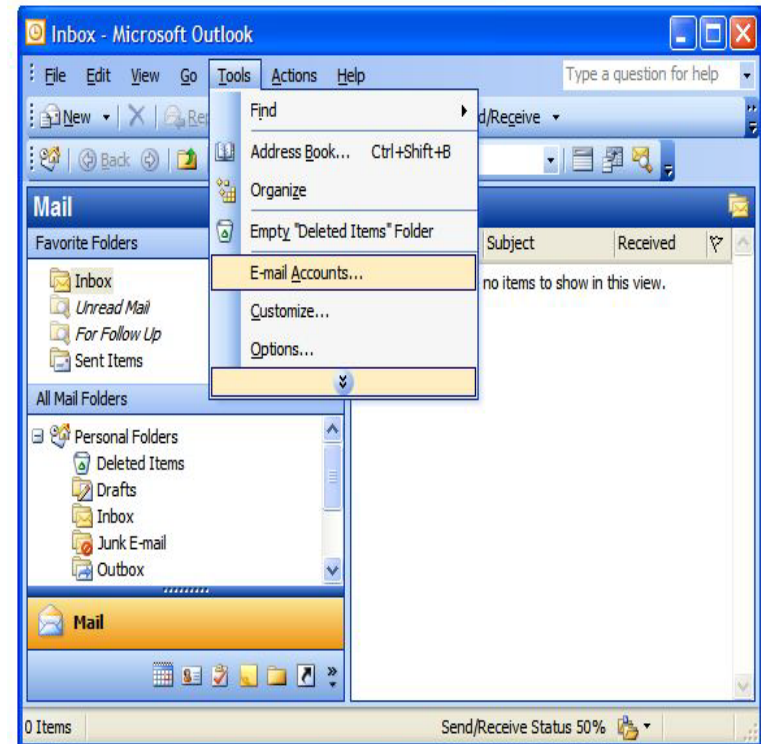


Polling Question 4

- Other than email and teleconferences, which of the following have you used to communicate with your research team?
 - Facebook
 - Video conferencing
 - LiveLink
 - Wiki or other collaborative work tool

EMail

- Can be used to:
 - Foster continuous communication
 - Collaborative problem solving (with limits)
 - Help clarify/reinforce team objectives
 - Can help standardize work procedures
 - Share information
- Can help build local group of “experts”
 - Who on the team is an expert on what?
 - Polling
 - Quick response



Teleconference/Webconference/Videos

- Tele – When face-to-face is not possible
 - Effective for managing time constraints
 - Keep to an effective number of participants
- Web – Good for training and instruction and using multiple forms of media (phone, presentation, interactive team participation)
- Benefits
 - Cost savings on travel
 - Share projects/plans in real time
 - Collaborative interactions



Skype

- Video and desk sharing
- Best for groups of 3 – 10 people
- Skype-to-Skype voice calls
- File sharing
- Screen sharing
- Conference calls
- Group video calls
 - Working face-to-face with teams in different locations, different time-zones
- Cost effective



<http://www.skype.com/intl/en/features/allfeatures/group-video-calls/>

Google Products

- Google+ - Free group video conferencing
 - Create “hangouts”
 - Privacy control
- Google Docs, Calendar, Talk, Voice, Gmail, etc.



Google+

Real-life sharing, rethought for the web



Groups

Create mailing lists and discussion groups

Social Media

- Social Media tools are here to stay
- Still no guidelines from FDA or OHRP
- Look to standards
 - Maintain confidentiality using private group features
 - Adhere to institutional guidance
 - Do not use identifying information about research participants but share ideas



Facebook

- Opportunities to:

- ✓ Chat in real time
- ✓ Schedule events
- ✓ Work in groups
- ✓ Post media (pictures, videos)



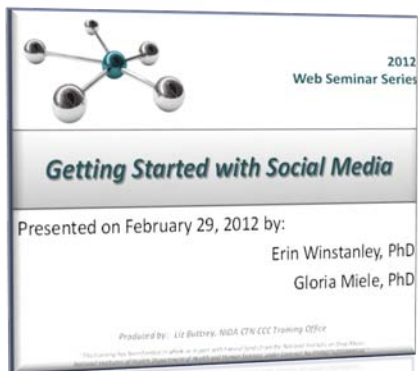
LinkedIn

- Develop and maintain professional connections
- Particularly useful at the adjourning phase of a project
- Other features
 - Create/join user groups
 - Share latest industry news and discussion topics
 - Blog



For more on Social Media...

Visit the CTN Dissemination Library at <http://ctndisseminationlibrary.org> and look under Training.



- **Social Media Overview & Strategy**

- Use the link below to view the presentation:

<http://ctndisseminationlibrary.org/webinars/2012socialmediaoverview.wmv>

- **Getting Started with Social Media**

- Use the link below to view the presentation:

<http://ctndisseminationlibrary.org/webinars/2012gettingstartedsocmed.wmv>

Collaborative Work Tools

- LiveLink, WIKI Pages, Google Docs, EverNote
- Data sharing, disseminating information or documents
- Private access
- Searchable topics
- Content is dynamic
- Multiple users contribute content (some administrator restrictions may apply)





STRENGTHENING YOUR TEAM

TOOLS AND TEAM EXERCISE STRATEGIES

Team Building Exercises

- Fun and functional activities that bring a team together and foster its growth
- Discussions, games, projects, challenges
- From simple to complex
- Use based on team's needs and phase of development

Early Phase Teams

- Games that foster trust, cohesion and information sharing
 - Name games
 - Hobbies, cartoons, interests
 - Bingo – strengths, values, experiences

Mid-Phase Teams

- Games that focus more on collaboration and problem solving
 - Building games
 - Problem solving games
 - Physical challenges

High Performing Teams

- Games and activities that bring team together for higher purposes
 - Retreats
 - High ropes course
 - Multi-day problem solving adventures

More Resources

- For more on team building
 - www.teachmeteamwork.com
 - www.teampedia.net
 - <http://wilderdom.com/games/>
- For more on strengths
 - www.strengthsfinder.com
 - www.authentic happiness.com
 - www.tmbc.com

References

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QUESTIONS FROM PARTICIPANTS





THANK YOU





Survey Reminder

The CCC encourages all to complete the survey issued to participants directly following the webinar session, as this is the primary collective tool for rating your experience with this and other webinars, and communicating the interests and needs of CTN members and associates.

Upcoming Webinars

DATE	WEBINARS
OCT 24	Managing Safety & Crisis Situations
NOV 14	Practical Statistical Reasoning in Clinical Trials for Non-Statisticians
DEC 19	Helping Patients with Substance Use Disorders and Pain

A copy of this presentation will be available electronically after the meeting

<http://ctndisseminationslibrary.org>

National Drug Abuse Treatment

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- National/International Conferences
- CTN-Related Trainings for Clinicians **new!**



- Workshop on Disseminating Evidence-Based Treatments
March 2009; Free NAADAC CE available.

About the CTN



- Protocols (Studies) in the CTN
- CTN Nodes & Community Treatment Programs (CTPs)
- NIDA's CTN web site **new look!**
- ATTC's Blending Product site
- CTN Public Data Share
- CTN Directory (2010)

New in the Library RSS



12-Step Facilitation: New Evidence from the National Drug Abuse Clinical Trials Network by Donovan & Daley. Presented at the American Academy of Addiction Psychologists (AAAP) annual meeting, Scottsdale, AZ, Dec. 8-11, 2011.



The Relationship Between Perceptions of Organizational Functioning and Voluntary Counselor Turnover: A Four-Wave Longitudinal Study by Eby & Rothrauff-Laschober. *Journal of Substance Abuse Treatment* 2011 (in press).



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