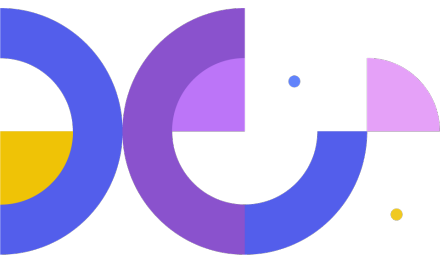


NINDS U19 Consortium Meeting

Increasing Creativity, Innovation, and Impact Through Team Science

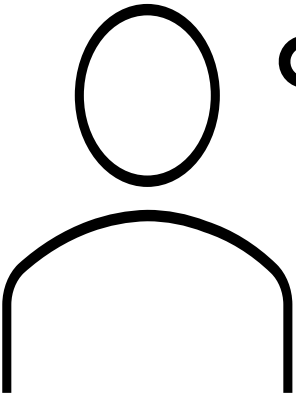
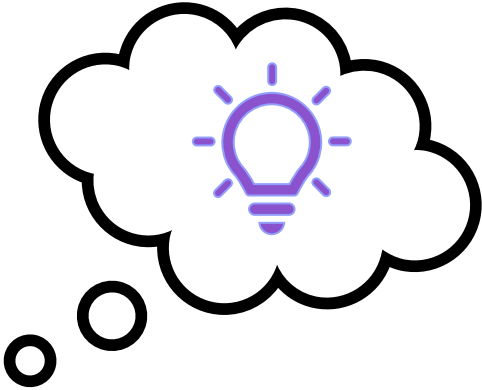
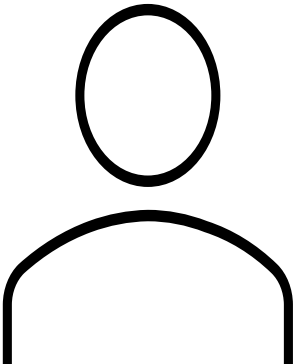
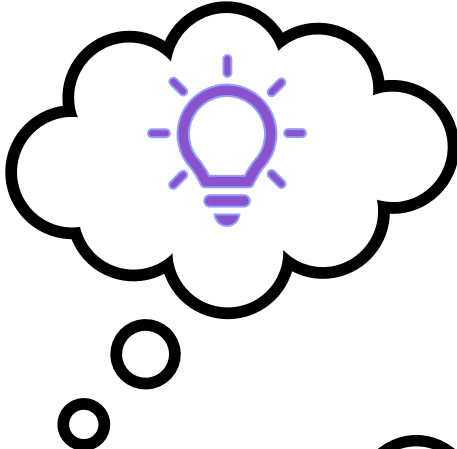
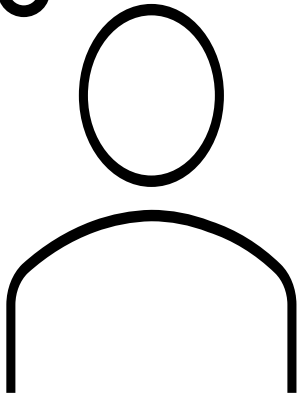
L. Michelle Bennett, PhD

June 16, 2024



What?

The
Science

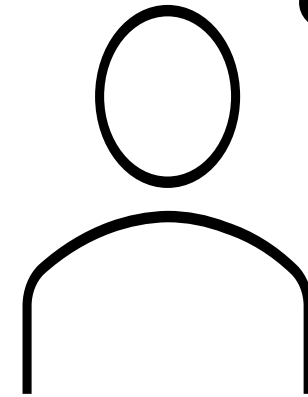
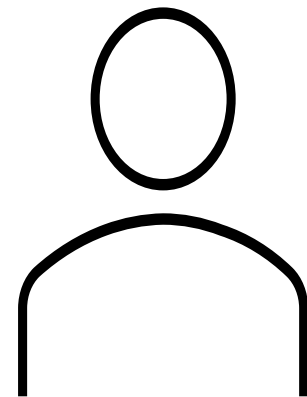
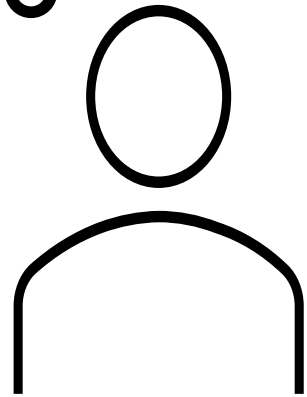
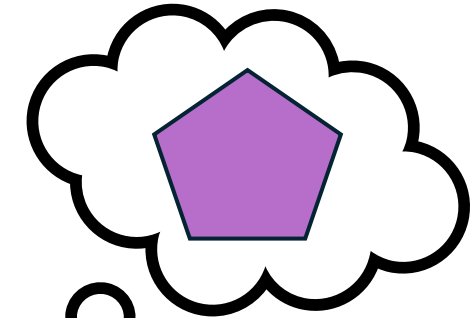
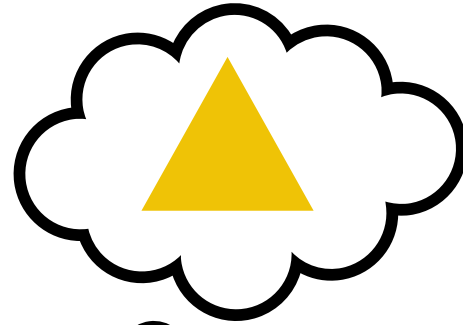
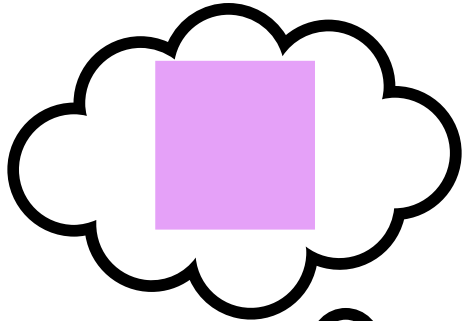


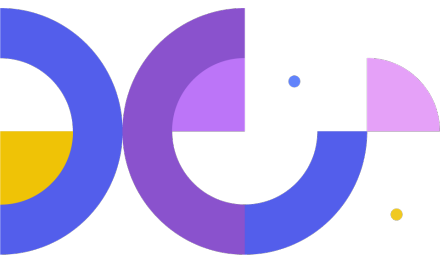


How?

The Team Relationship

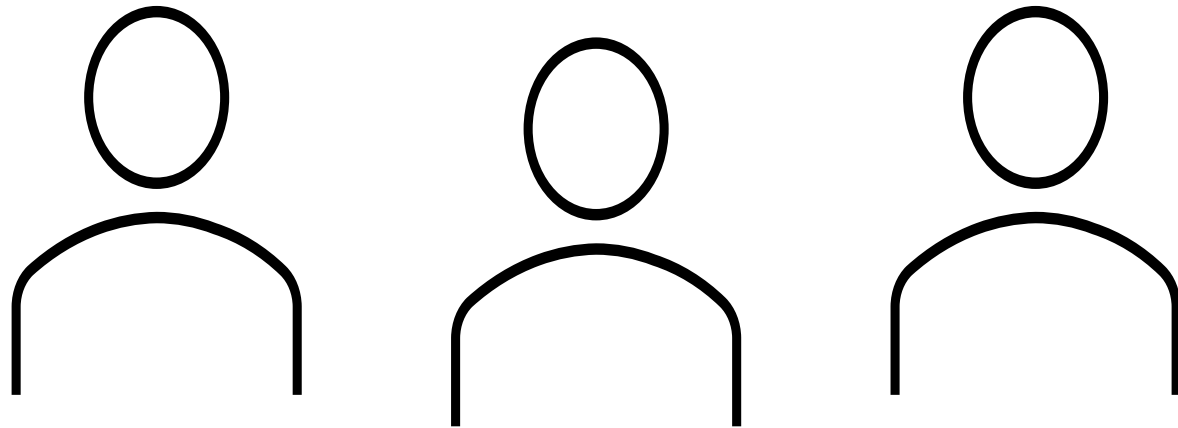
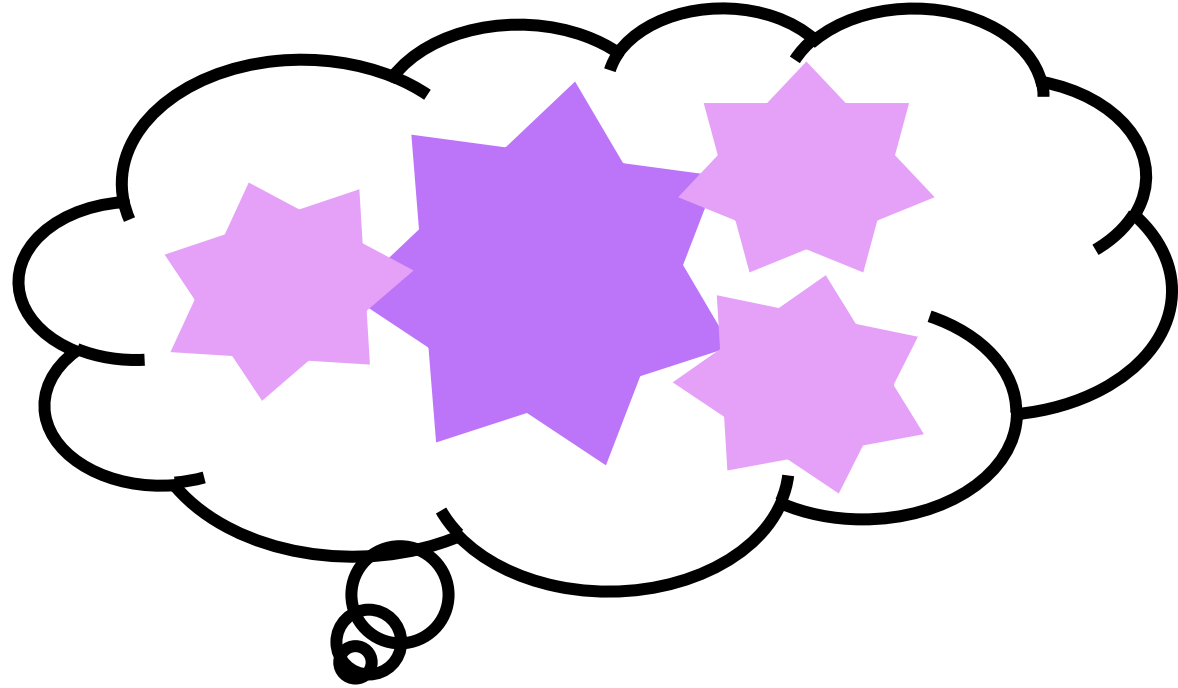
The Science





Why?

Increased
Creativity,
Innovation,
and Impact



Where Does Creativity and Innovation Come From?

01

Curiosity and Inquiry

- True desire for continued learning
- Ability to ask authentic questions

02

Making New Connections

- This is the space between two knowns
- Requires unstructured time and ability to be playful

03

Diversity and Difference

- Discipline, career stage, perspective, lived experience
- Appropriate use of power



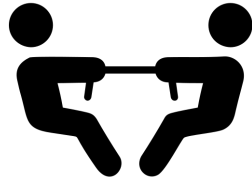
Competitive Mindset

“The greater the proportion of experts a team had, the more likely it was to disintegrate into nonproductive conflict or stalemate.”



Competitive or Collaborative Mindset

Competitive



- Right vs wrong
- Judge/Evaluate
- Blame (it's you, not me)
- Guarded
- Control
- Win vs lose

Collaborative



- Transparent (open, honest)
- Curiosity and Inquiry
- Reliable (accountable)
- Conscious Choice
- Fully Present
- Enhance learning





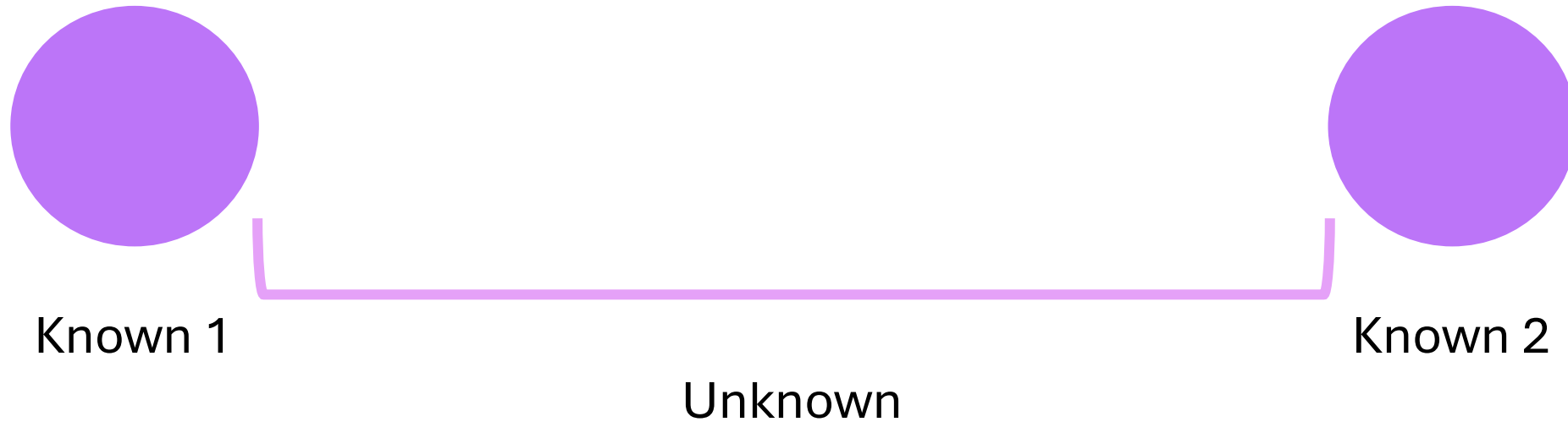
Curiosity and Inquiry

- **Examples of questions that put people on the defensive: (competitive)**
 - Don't you think you should....
 - Have you called Chris to tell them about our plans?
 - Are you really considering *that* approach?
 - You agree with my interpretation, don't you?
- **Examples of authentic questions: (collaborative)**
 - I'm seeing it differently. Can we chat about it?
 - I'm not fully understanding your point. Will you tell me more?
 - I realized we need to let them know our plans. Would you like me to...?
 - I have not thought about that yet. Can I have some time to think about it?





Making New Connections Requires Authentic Inquiry



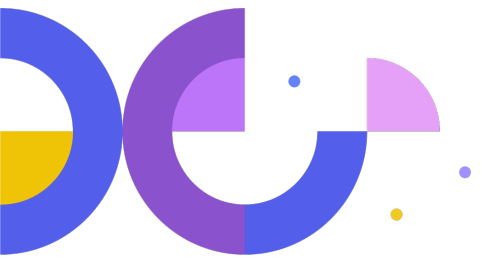


Free Yourself from Constraints

The creation of something new is not accomplished by the intellect but by the play instinct acting from necessity. The creative mind plays with the subject it loves.

- Carl Jung





Which Taxi Is Out of Place?



A

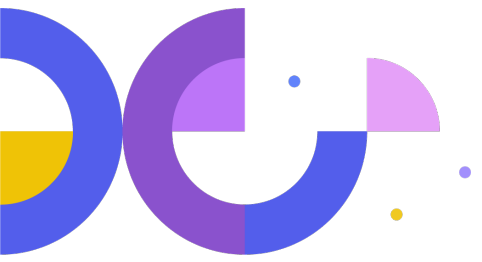


B



C





Which Taxi Is Out of Place?



C



A



B



Diversity and Difference

- Team Science is an exercise in diversity and difference
- The reason research teams can be so powerful is that they bring an array of differences to the table
- If you cannot (or will not) surface differences, you will not leverage the talents and strengths of your team
- You will leave potential for impact on the table



A Team of Experts

≠

An Expert Team



Power Differences

- Individual Characteristics
 - Skills, abilities, charisma, work ethic
- Reputational
 - Other's perceptions, supporters, detractors
- Positional
 - Role, title, ability to reward/punish
- Visible or audible attributes
 - Height, weight, body language, voice
- Informational
 - Sharing, withholding, bartering, transparency
- Conscious choice
 - Informed decision-making, shared learning, accountability



Ethical Use of Power

- Positional Power used to lift people up (trainees, jr. faculty, staff) through mentoring, coaching, and empowering
 - builds psychological safety and trust
 - leads people to be enthusiastic about contributing their strengths and talents
 - leads to better research outcomes and lasting relationships
- Talk explicitly about the power in the room.
 - Who has what kind of power? How will that power be used to benefit the team? And what can the team do if they think power, of any sort, is not being used appropriately?



Greater Impact?

01

Leverage the Talents and Strengths of Your U19 Membership and the Full Consortium – Including Trainees, Junior Pls, and Staff

02

Make Power Dynamics Explicit and Talk About How to Use it to Lift Team Members in the Collaboration Up

03

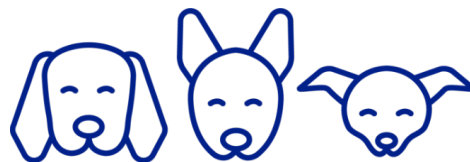
Learn to Talk Openly About Differences and Recognize that Giving People Time to Play will Benefit the Whole Team



What is on
your mind?



We're All Ears!





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