

Building the Right Team Through Great Leadership

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52nd Annual Meeting of The Society for Leukocyte Biology

Today's Agenda

- Introduction
- Effective Communication
- Effective Recruitment & Retention
- 10 minute break
- Team Management
- Experts Panel
- Moving Forward

Expectations

- Bio breaks
- Sticky note "Parking Lot"
- Anonymity/Confidentiality
- Collaborative spirit

Effective Communication: Why it Matters

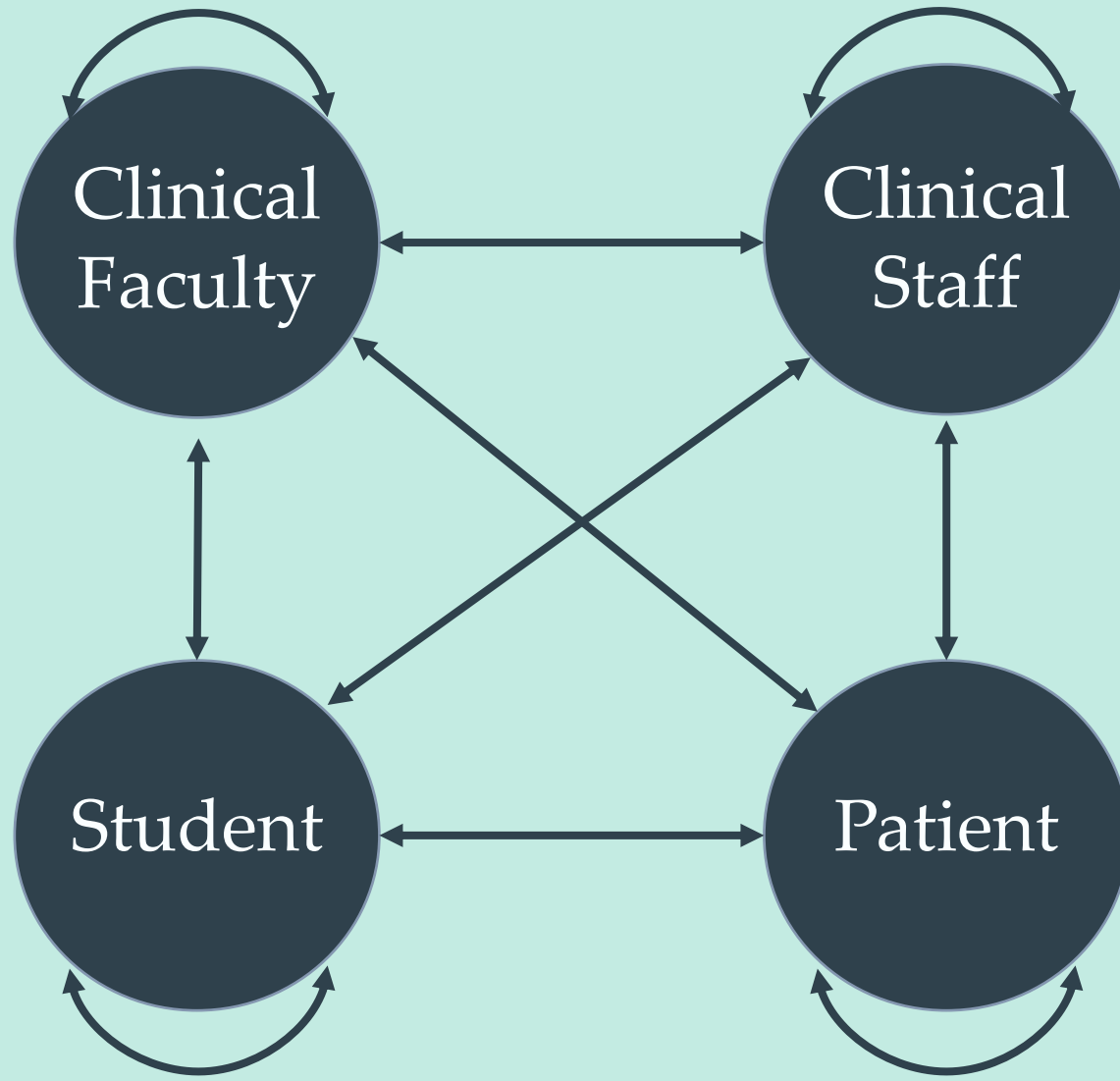
- What teams are you on at work?
- What are your roles on those teams?
- What are the goals of those teams?
- What are the communication rules of your team?

Effective Communication: Why it Matters

- Overt vs covert communication
- Names/titles/code-switching
- Boundaries
- Expectations

Communication Schemata

Schemata—scripted routines for social or educational interactions



Effective Communication

- **Communication Schemata**
- What have you learned about your team that wasn't explicitly taught to you?
- How does your team socialize/assimilate new team members?
- How could this process be improved?

Building the Right Team: Effective Recruitment

- Team culture/rules/roles
- Existing experts — What's missing? Who's missing?
- Job descriptions
 - Dog whistle wording
 - Too specific? Too broad?
 - Mutually beneficial?
- Who is involved in the interview/selection process?
- What does interview feedback look like?
- Selection process

Building the Right Team: Effective Retention

- How do you teach new members the culture/rules?
- What does flexibility look like on your team? Is it practical?
- How is work divided? What are the expectations of support?
- How does your team define expertise at each level?

Building the Right Team: Effective Retention

- Retention Efforts
 - Mediocrity vs meritocracy
 - Professional development opportunities
 - Authorship/credit-sharing
 - Satisfaction feedback
 - Review processes for efficiency & effectiveness
 - Mental health support
 - The human side of science/academia

Building the Right Team

- Describe your current team
- What could change to make it a perfect team?
- Outline the formal/informal roles
 - Why do informal roles exist? Who traditionally occupies these?



10 Minute Break

Managing a Team: Andreatta's 4 Gates

Four Gates to Peak Team Performance™

4

PEAK PERFORMING
Innovation + Transformation



3

BELONGING

Trust + Respect > Rhythm of Team + Collaboration

2

PURPOSE

Purpose + Strengths > Sense of We

1

SAFETY

Physical Safety + Psych Safety/Inclusion

ACCOUNTABLE AS A UNIT



Managing a Team: Andreatta's 4 Gates

- Gate 1: Safety
 - Am I safe from physical harm?
 - Will I be harassed or bullied?
 - Could I be punished by being demoted, sidelined, or fired?
 - Will I be rejected by or excluded from the group?
- Gate 2: Purpose
 - Achieving clarity on the task/purpose
 - Ability to succeed in accomplishing the task/purpose
 - Being able to contribute our strengths
 - Feeling aligned and connected with others

Managing a Team: Andreatta's 4 Gates

- Gate 3: Belonging
 - Being respected or valued by the group
 - The amount of trust that exists
 - Feeling safe enough to take risks and make mistakes
 - Ability to resolve conflict effectively
- Gate 4: Peak Performing
 - “A team at this level is so connected and aligned that they are able to consistently engage in creative and innovative work, taking appropriate risks and learning from each experience.” (Andreatta, 2018, p. 119)

Managing a Team: Creating Gate 4 Teams

1. Honor the power of biology with in-person interactions
2. Select or develop leaders whose strength is cultivating collaboration
3. Build psychological safety
4. Invest in team training and team building
5. Hold teams accountable as a unit

Managing a Team: Strategies for Senior Leadership

1. Make team effectiveness your #1 priority
2. Assess your organization with a critical eye
3. Look at the environments that create the best teams
4. Pivot from performer to facilitator
5. Invest in great learning
6. Protect your peak-performing teams

Managing a Team: Strategies for Team Leaders

- Gate 1: Safety
 - Be intentional about how you launch the team
 - Offer your people team training and building
 - Immediately address issues that threaten safety
- Gate 2: Purpose
 - Communicate and align purpose
 - Use the team playbook to set expectations and contribution
 - Continually advocate for your team

Managing a Team: Strategies for Team Leaders

- Gate 3: Belonging
 - Recognize value, effort, and progress
 - See the mirror your team reflects back
 - Empower your team to resolve conflict
- Gate 4: Peak Performing
 - Protect your team
 - Help the team transition

Managing a Team: Strategies for Team Members

- Gate 1: Safety
 - Be intentional about how you start on a team
 - Be mindful of building trust and psychological safety
 - Immediately address issues of safety
- Gate 2: Purpose
 - Gather information and ask questions
 - Know your own strengths and purpose
 - Be your own CEO (chief energy officer)

Managing a Team: Strategies for Team Members

- Gate 3: Belonging
 - Recognize people for their value and contributions
 - Have the courage to take some risks
 - Resolve conflict quickly and respectfully
- Gate 4: Peak Performing
 - Protect your rare status
 - Celebrate your successes
 - When things shift, be intentional about rebuilding the team

Managing a Team: Good Times and Bad

- Are conflicts on your team about being right or finding a solution?
- Are you setting and maintaining reasonable expectations?
- Are you meeting people where they are?
- What happens when people can't/don't see boundaries, rules, signals, social cues?
- Professional vs personal

“Avoid having your ego so close to your position that when your position fails, your ego goes with it.” Gen. Colin Powell

Managing a Team

- What are some actions you can take in the next week, month, quarter, year to improve your team?
- What do the Gates look like on your team and for each member?
- Navigating conflict



Parking Lot Questions & Discussion

Panel Discussion

- Phillip Murphy, NIAID/NIH
- Richard Ransohoff, Third Rock Ventures
- Cherie Butts, Biogen
- Daniela Verthelyi, CDER/FDA
- Coy Allen, Virginia Tech
- Shannon Wallet, University of North Carolina



Moving Forward

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