

# DESIGNING TEAMS THAT WORK IN HEALTH AND SCIENCE

Dr. Jennifer Sarrett  
Founder & Director  
[jen@disruptiveinclusion.com](mailto:jen@disruptiveinclusion.com)



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# Agenda

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Access & Introduction

Sources of Team Dysfunction

Management Models: What Works,  
What Doesn't

Universal Design for Excellence

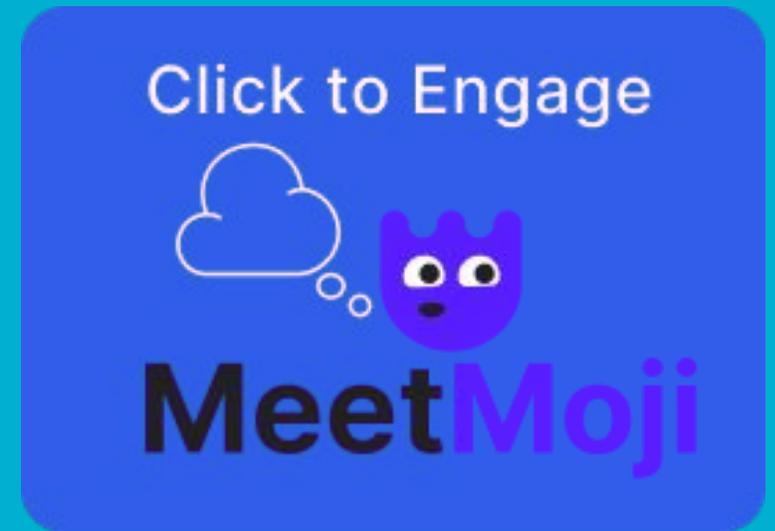


# Access

Noting what is  
and isn't here



**What causes  
team dysfunction  
in your  
organization?**

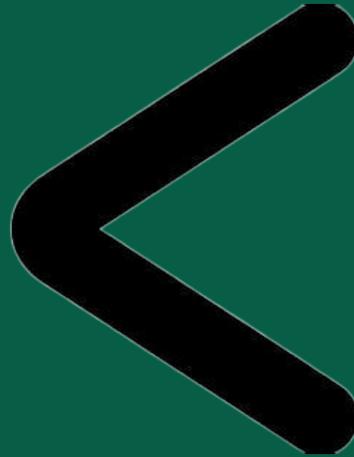


# The Real Cause



## Interpersonal Issues

Personality Differences  
Decision Making Process  
Distrust of Others



## Structural Issues

Resources	Policies
Accountability	Norms
Workflows	Communication

# Organization Wide

## **POLICIES**

Inflexible  
Outdated  
Status quo  
Unclear

**1**

## **INCENTIVES**

Misaligned  
Monetary &  
Non-monetary

**2**

## **SILOS**

Cross-functional  
team  
communication  
Lack of whole  
team activities

**3**

## **HIERARCHICAL**

Strict adherence  
to hierarchy  
Rejection of  
input from all

**4**

# Team Specific

## ROLE AMBIGUITY

Unclear at start  
Evolves without  
documentation  
Overlapping  
responsibilities

5

## COMMUNICATION

Unclear  
Not transparent  
Confusing  
Irregular

6

## PERFORMANCE MANAGEMENT

“Fit” metrics  
Top-down  
“Leadership  
potential” bias

7

## LEADERSHIP

Training  
People  
Management  
Conflict  
Resolution

8



# Traditional Management Model Pitfalls

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Top-down

Hierarchical

Highly structured

Bureaucratic

Status quo

Static

Attracts who you have

Annual performance review

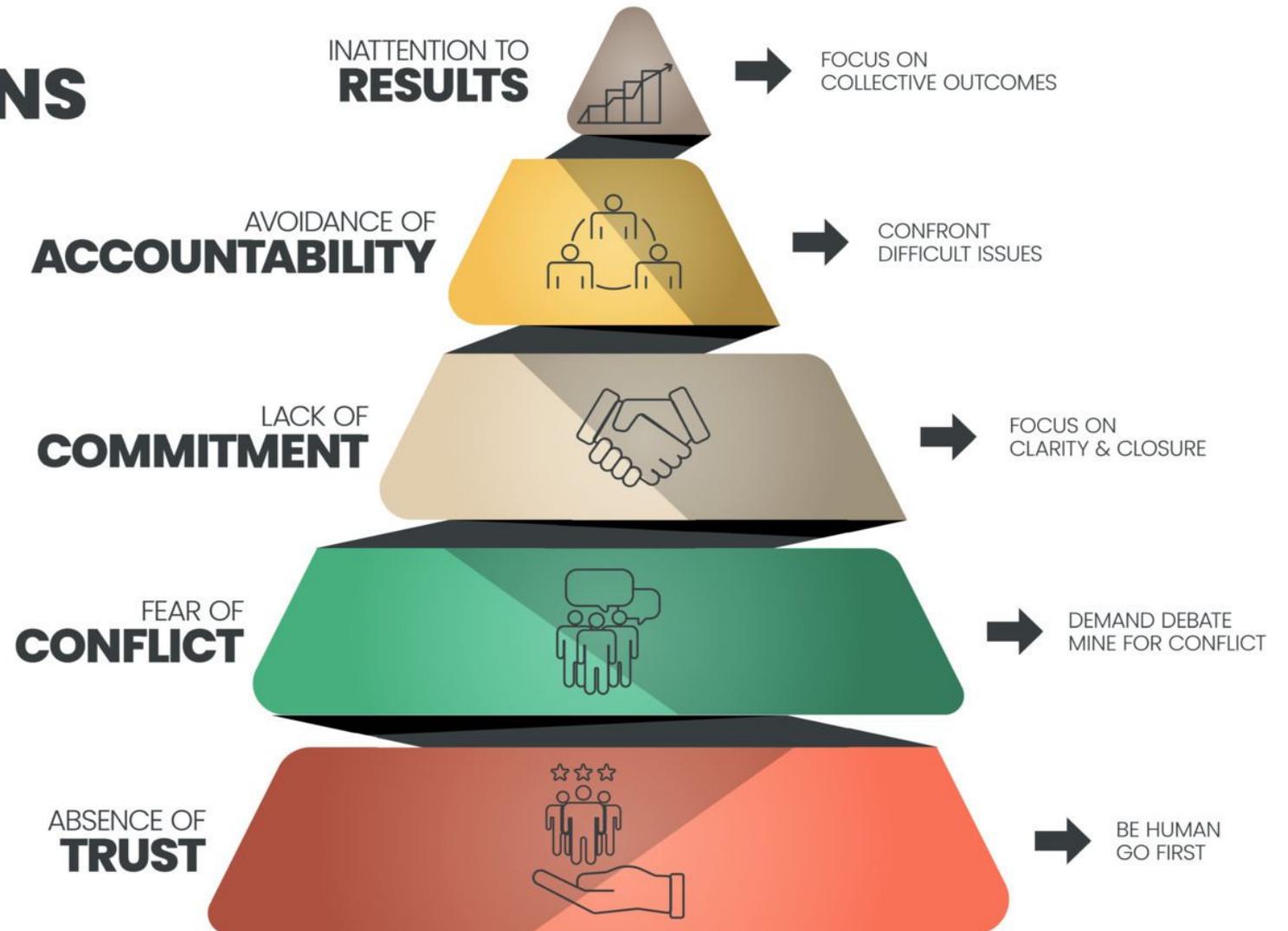
# LENCIONI'S FIVE DYSFUNCTIONS OF A TEAM

Healthy debate

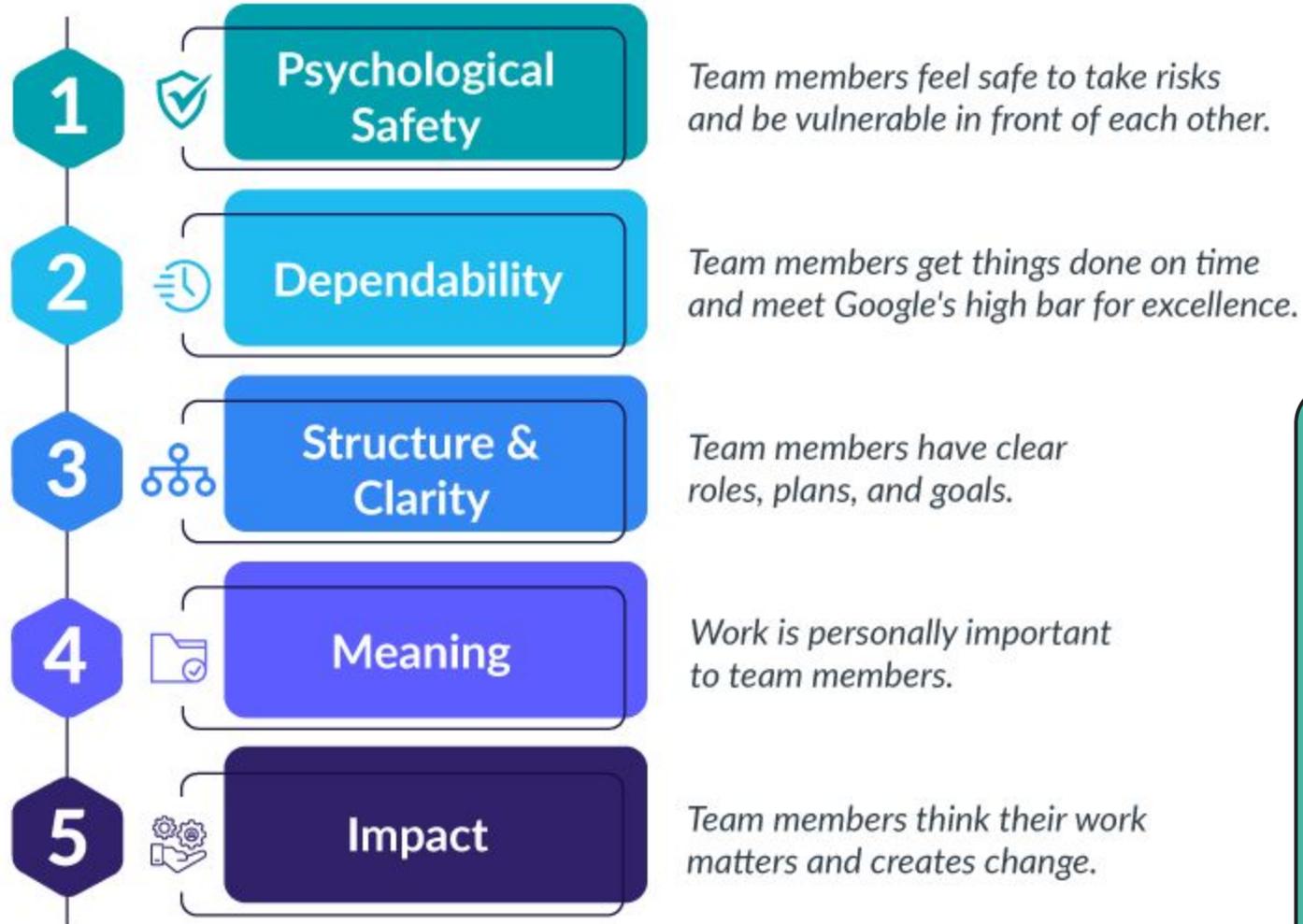
Clarify roles,  
expectations

Everyone on same  
page

Create socializing  
opportunities



# The Google Model



## Emphasizing

- Psychological safety
- Dependability
- Structure & Clarity
- Meaning
- Impact

# Are these models optimal for Health & Science?

40%

Conflicts impact patient care

39%

Higher burnout from 2020 - 2021

30%

Communication failure

5X

Complications or death

68%

Harassment in clinical labs

Sources: Cullate, et al. (2019); Rosen, et al. (2018); Lee, et al. (2023), Chiou, et al. (2023)

# Unique Needs

- Consideration of quick thinking & multiteam systems
- Keeping healthy debate healthy
- Leadership training for health & science contexts
- Communication in face of sector specific jargon & language
- Open mind to different ideas
- Second victim care
- Personal, cultural definitions of 'health', 'illness', 'treatment', etc
- Safety
- Involvement of patients, families, loved ones





# Universal Design for Excellence

The strongest teams are  
designed with intention.

# Universal Design

- Architectural concept
- As accessible as possible to as many people as possible
- Without introducing barriers to anyone



**It's shift in  
mindset.**

**It's about  
intentional  
organizational  
culture design.**



# A Universal Design for Excellence

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Encourages predicting barriers

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Recognizes group and individual needs

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Integrates inclusion and equity  
throughout the organization

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Communicates accessibility and  
inclusion is central

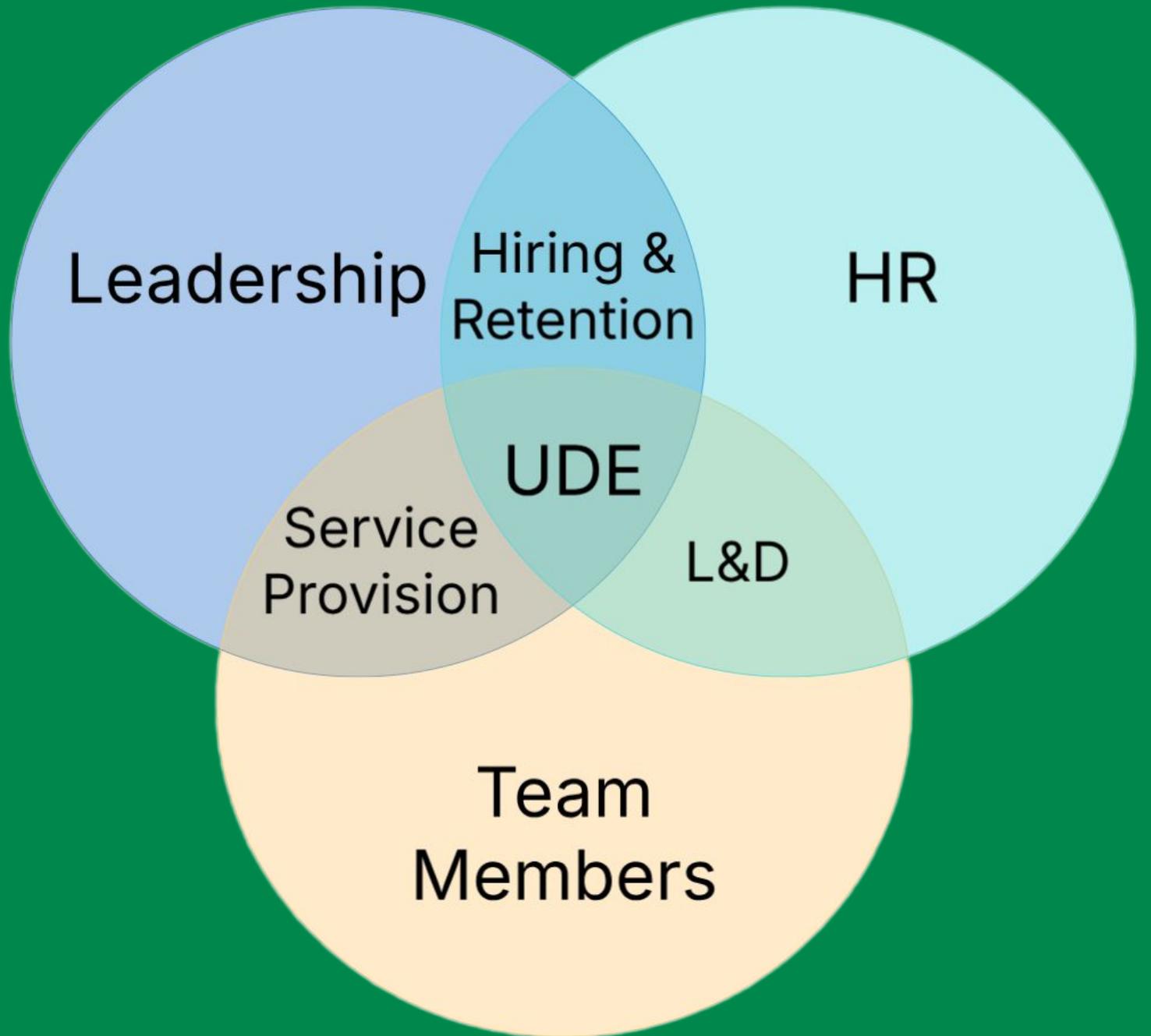
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Helps people feel safer, more  
comfortable

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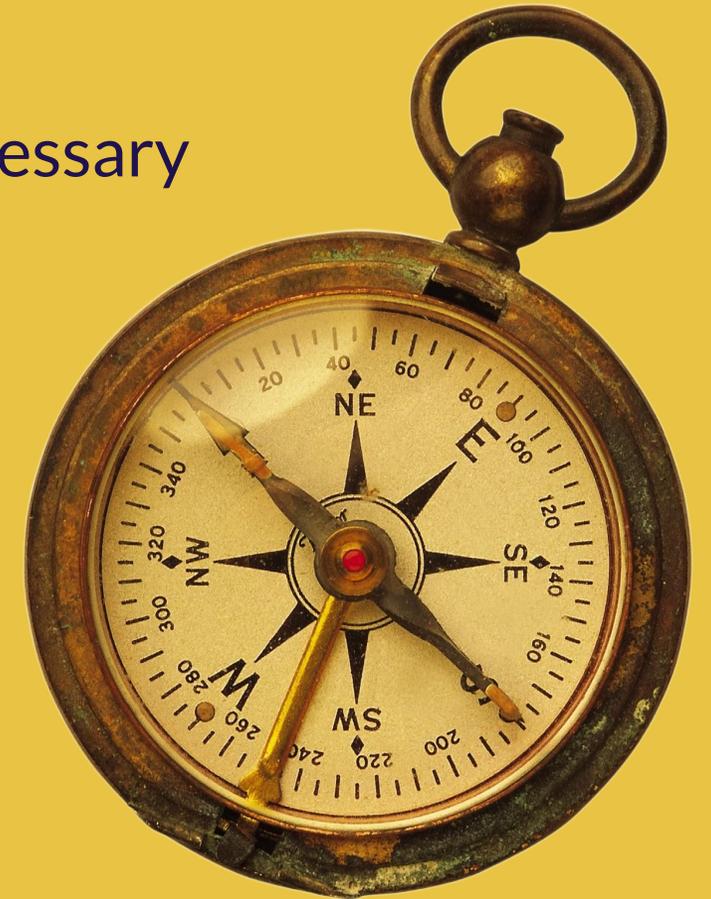
Encourages open minded collaboration

# An Integrated Approach



# For Health & Science

- ★ Jargon free, clear language with resources for necessary terms
- ★ Team-based and impact focused reviews
- ★ Regularly scheduled feedback and check-ins
- ★ Emotional and mental health support
- ★ Clear role determination
- ★ Fostering respect for perspectives
- ★ Conflict resolution practices
- ★ Leadership and people management training
- ★ Recognition and professional development



# Example: The Research Prenup

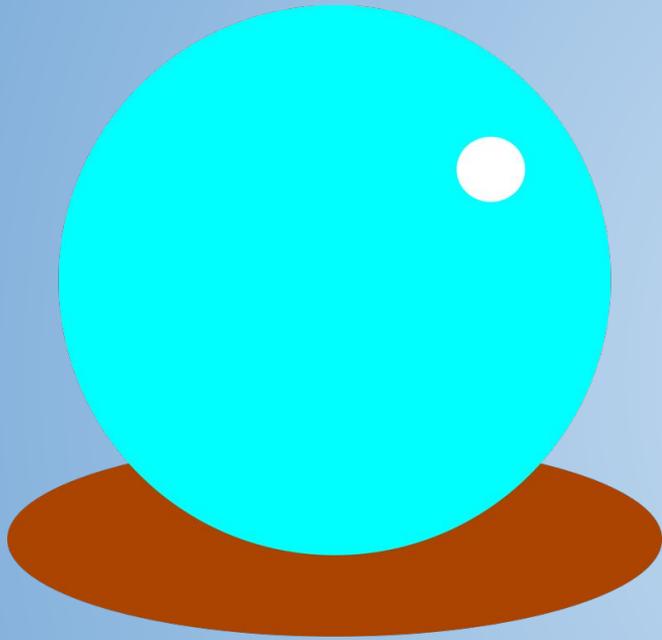
1. Who is involved
2. Goal of project, including the beginning and the end
3. Roles, responsibilities, expectations
4. Communication guidelines
5. Conflict resolution
6. Team management responsibilities, including adding/removing team members
7. Authorship, credit



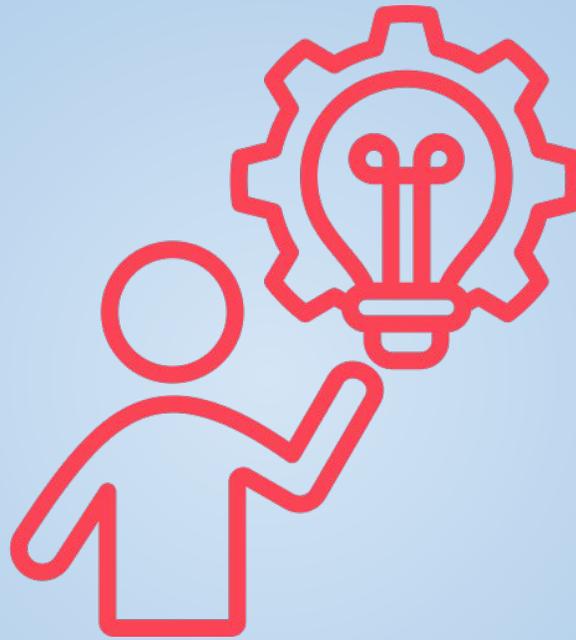
# Example: Team Member Profiles

- ❖ One per person, updated with team changes
- ❖ Provided during onboarding and easily accessible
- ❖ Include:
  - Name pronunciations
  - Title & responsibilities
  - Contact information
  - Picture
  - Accessibility needs
  - Pronouns
  - Expertise & training
  - Additional areas of expertise
  - Communication preferences

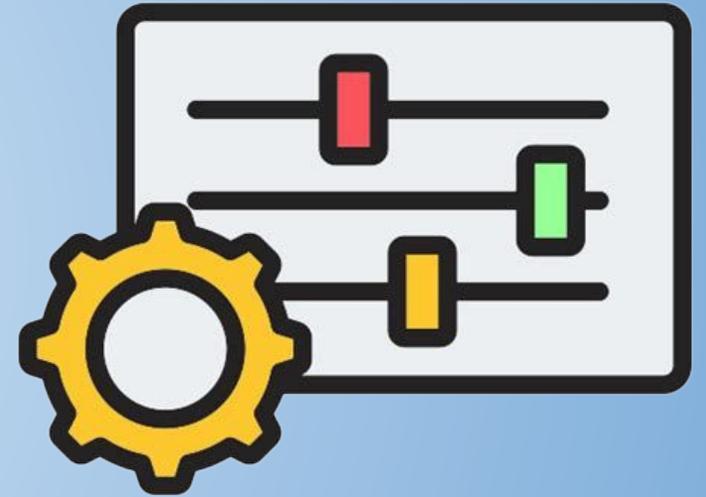




**Predicting**



**Proactive**



**Refine**



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[jen@disruptiveinclusion.com](mailto:jen@disruptiveinclusion.com)

