Science Team Leadership

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Summary of Main Points

Review team leadership literature

3 Leadership Theories

Traits, Techniques, Contingencies

3 Types of Teams

Action:

Protocols for problem solving

SWAT; clear, stable roles

Uncertainty adaptability

Innovation:

Creativity & adoption

R&D; Multidisciplinary teams

Psy safety; rotating roles; fiat & fault lines

Multi-team:

Big Projects - CERN

New area; teams of teams;

Cross team Effectiveness

Team science Unknowns

3 Challenges

Parsimony

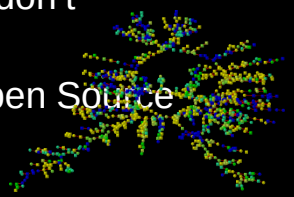
There is none

Higher level issues – creativity, exploration and exploitation

Evidence

Little empirical evidence on science-specific teams –

- What Science teams do that Individuals don't
- Networks
- Crowds, Open Source



Best Practices

No position on Best Practices for science teams

- Costs, Formalization,
- Efficiency crowds out creativity

Recommendations

Research

research on science-specific team leadership need

Traits Identification

(Transformational leadership?)

Team types Identification (action, innovation, science, chemistry vs ecology)?

Develop **mindsets and identities** to motivate practice and development

(Hannah's comment on culture)

Thank you

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