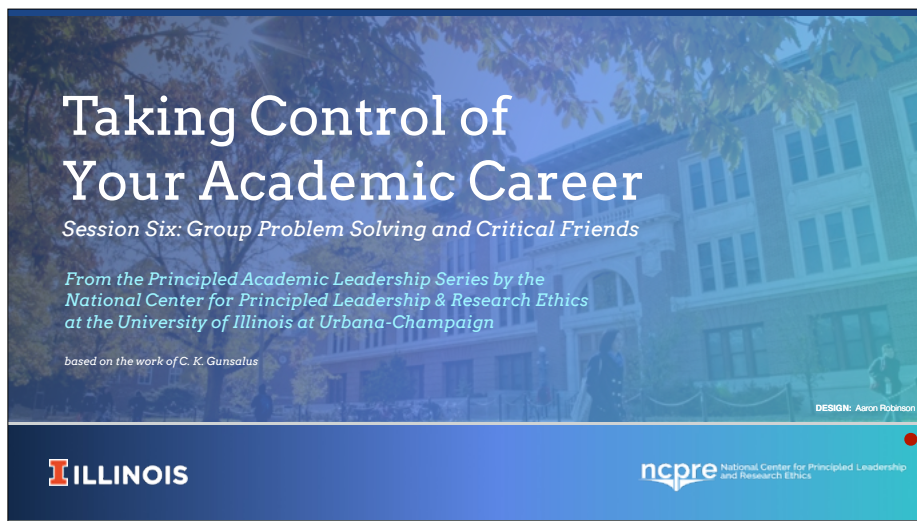
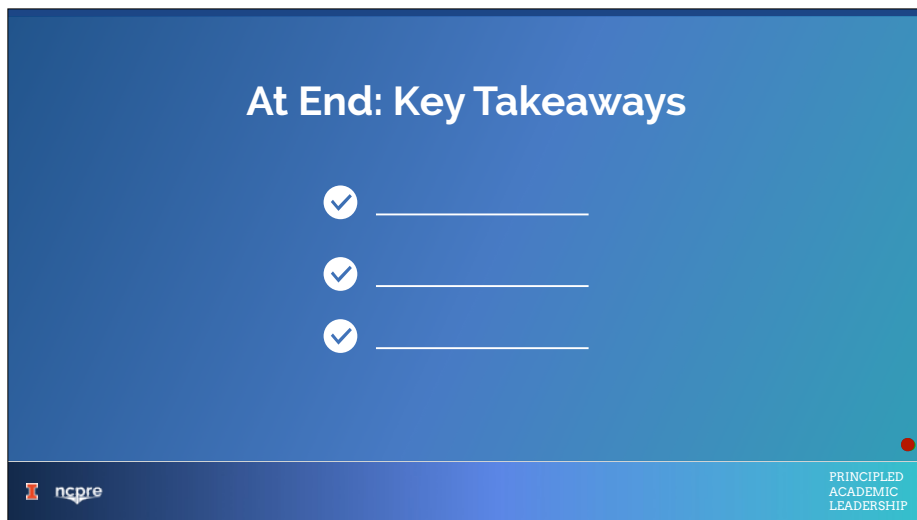




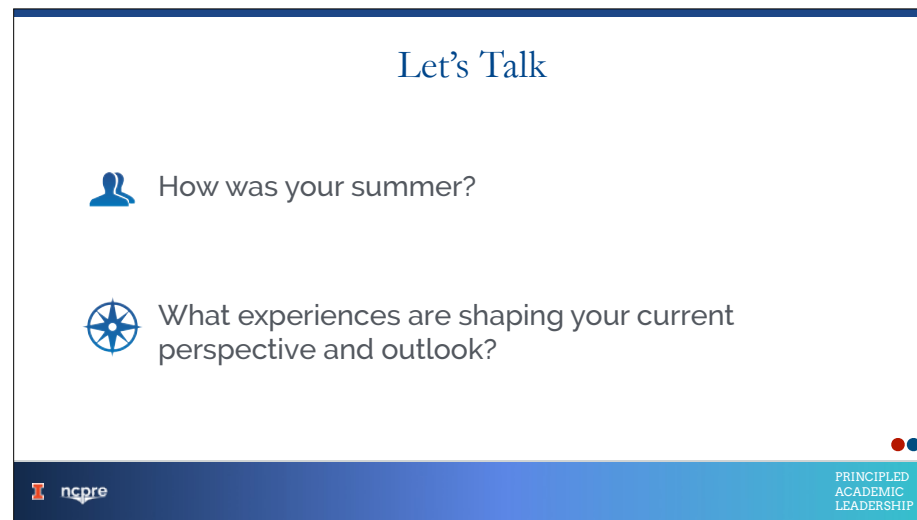
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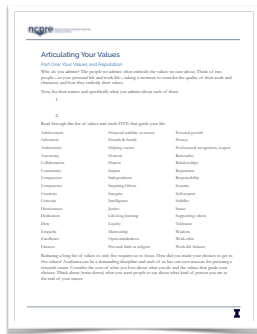


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Remember Your Values and Goals



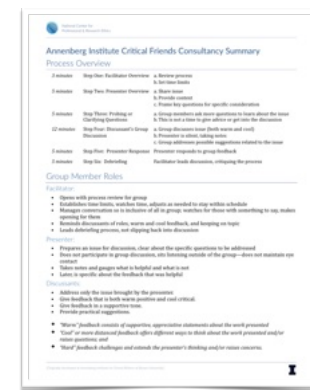
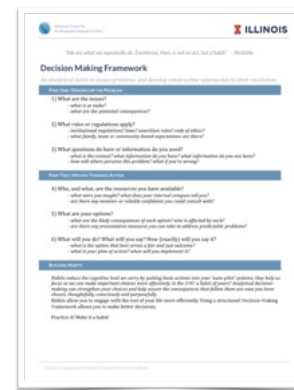
Values are the fundamental principles that:

- 1 Shape how you live, conduct research, and pursue truth,
- 2 Mentor students, collaborate with others, and...
- 3 Make daily choices that accumulate into life choices.

...especially when challenges or tradeoffs arise



Group Problem-Solving





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Annenberg Critical Friends Protocol

1	2 minutes	Facilitator Overview
2	5 minutes	Presenter Speaks
3	3 minutes	Clarifying Questions
4	12 minutes	Group Discussion
5	5 minutes	Presenter Response
6	5 minutes	Debriefing

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(Abbreviated)

Annenberg Critical Friends Protocol

(2)	1.5 minutes	Presenter Speaks
3	3 minutes	Clarifying Questions
4	5 minutes	Group Discussion
5	2 minutes	Presenter Response

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Short Case

Recently, you've received invitations for two major opportunities: an extremely influential member of your field, the editor-in-chief (EIC) of an important disciplinary journal, has invited you to join the editorial board. Recognizing that you're still on the tenure track, they would only expect you to be the primary editor for five or six papers a year.

The very same week that the invitation came in, your department head personally and strongly suggested that you present at an international conference (not one on your existing list) chaired by a close collaborator of the head. Additionally, as long as you would be there anyway, you've been asked to organize a session at the conference. The head suggests this would look very good on your CV when it comes time for your third-year review and eventual promotion package.

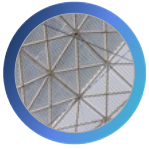
You believe you could conceivably take on one of these roles, but not both. Either one will require significant rearrangement of your current workload.

What would you do? How would you decide?

Which factors are important to you?

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Decision-Making Framework

- What are the issues?
- What policies or rules apply?
- What questions do you have or data do you need?
- Who, what are your resources?
- What are your options? Who is affected by each?
- What will you do? What (exact) words will you use?

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Aligning Your Goals With Your Values and Aspirations



- What goals do you have for yourself or your research group?
- How do you, in your role, contribute to achieving these goals?
- What will you have to achieve in order to reach those goals?
- Who are your accountability partners?

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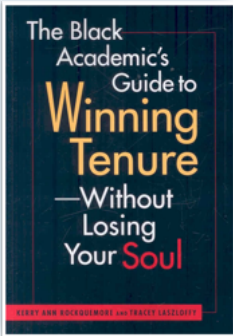


VS Hixson

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Six Guidelines for Filtering “Opportunities”



1. Avoid saying “Yes” on the spot
2. Estimate how long it will actually take you to complete the request
3. Ask yourself: Why would I say Yes?
4. Figure out how to say “No” and do it
5. Establish a “No Committee”
6. Think of your career as a book with many chapters.

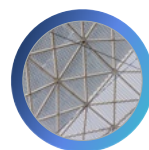
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Estimate How Long It Will Actually Take You To Complete the Request

Examples of things to consider:

-  What other commitments do you need to budget time for in the same window?
-  How long do you need to properly reach the standard you (and others) expect?
-  Have you built in extra time in case of emergencies?



Decision-Making Framework

-  What are the issues?
-  What policies or rules apply?
-  What questions do you have or data do you need?
-  Who, what are your resources?
-  What are your options? Who is affected by each?
-  What will you do? What (exact) words will you use?

Personal Scripts: Avoid Saying “Yes” on the Spot

“I’ll check my calendar and get back to you.”

“I need to think about this. I’ll let you know tomorrow.”

“Could we schedule a meeting to discuss this in more detail?”

Personal Scripts for Saying No

“I’m not the best person for this, why don’t you ask ___.”

“That sounds like a great opportunity, and I can’t take on any additional commitments at this time. I am in the middle of X, Y, and Z, and if I hope to get tenure, I’m unable to take on any additional service.”

“Given my current obligations, I just don’t see how I could fit this in or do it justice.”

Mini
Reflection

- 1 Identify the top priority task that, if executed consistently and to the best of your ability, would yield significant positive outcomes in your *personal life*?
- 2 Identify the top priority task that, if executed consistently and to the best of your ability, would yield significant positive outcomes in your *professional life*?

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Another Way to Think About Time...

Taskwork

Doing what needs to be accomplished to meet goals and complete objectives
(e.g. choosing materials, designing a prototype)

Teamwork

Social labor required to work as an effective interdependent team
(e.g. coordinating responsibilities, building trust, learning others' skills)

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Prevention: Establish Expectations

Effective groups know the importance of **teamwork** and proactively communicate to manage their team dynamics!

1. **Hold conversations early** on in group development
2. **Articulate roles**, norms, & expectations
3. Normalize healthy conflict & develop **psychological safety**

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Actionable Findings from Team Science

Group development: The importance of early dialog and expectation-setting

Conflict & Safety: An appreciation that conflict is normal, and can be good in a healthy team environment

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Task vs. Relational Conflict



Task Conflict



Relational Conflict



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Psychological Safety (Edmondson, 1999)

A shared belief held by members of a group that the group is safe for interpersonal risk-taking



Members of this group are able to bring up problems and tough issues



It is safe to take a risk in this group



No one in this group would deliberately act in a way that undermines my efforts



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Psychological Safety



The top predictor of **group innovation** and **productivity**.

- Enables creativity, learning, innovation
- Associated with increased ethical conduct



Task conflict (in moderation) **can benefit groups** with positive dynamics. (e.g. trust, perceived psychological safety, respect)



Your choices build (or undermine) psychological safety in those you mentor.



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Psychological Safety (Edmondson, 1999)



Seek "balanced" deliberative leadership



Build time for dialogue



Seek to understand each others' contexts & remove "blockers"



Be open about your own flaws



Establish coordination mechanisms



Build 1-1 relationships



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Things You Affect



Onboarding

How do new members learn about "how we do things here"?



Building Trust

How do you build meaningful group relationships?



Meeting Participation

How do you enable quiet voices to speak? Encourage loud voices to make room for others?

Thought Question

Are you starting the new academic year with good foundations—rooted in your goals and values—for how you will spend your time and work with students and collaborators this year?

Key takeaways?

Questions or concerns?