



The Rave Implementation Team at ECOG: Tactically Solving Problems

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Background

The Rave Implementation Team at Eastern Cooperative Oncology Group (ECOG) was started in mid-2011 with the mission of coordinating the implementation of a new electronic data capturing system. Called Medidata Rave, this software would allow data from clinical trials across the country to be captured and stored digitally. This was a major change for the organization which was mainly pen and paper beforehand. The project would be complex and required the involvement of several different teams across the ECOG organization.

Called together to lead this implementation as part of a team were Judi, Rick, Mary, and Kerry, four high-ranking members of the ECOG staff, each with different responsibilities and interests in the Rave implementation. Judi, a 15-year veteran at ECOG, worked for the bio-statistician of the group, and provided a direct link to him from the implementation team. Rick, a 28-year veteran at ECOG, was the Manager of Information Systems. His group was responsible for the technical details of the implementation. Kerry, a 14-year veteran at ECOG, was the Data Management Manager, responsible for coordinating all of the data that was brought in by the clinical trials. Lastly, Mary, relatively new to

ECOG with just three and a half years of service, was the Manager of Study Setup, a role that involved planning the early phases of clinical trials and studies. Each member brought their own group's interests to the team, and as a result the Rave implementation team had excellent representation from the pertinent areas, and had the power needed to make things happen.

In terms of mission, and their role at ECOG, the team was managing the NCI mandated implementation of this Medidata Rave system. ECOG is part of a network of cooperative groups funded by the National Cancer Institute (NCI), all of which had been mandated to move to Medidata Rave, and all were doing so simultaneously. While ECOG's implementation team did not have much interaction with the other cooperative groups' implementation teams, they were not necessarily working in a vacuum either. They heard stories about other teams, and learned some lessons from other successes or failures that those teams were having. However, to complicate this implementation, ECOG was in the process of merging with The American College of Radiology Imaging Network (ACRIN), who had their own implementation team. This merger would eventually cause the implementation teams to have to work together to ensure a smooth and successful implementation.

The team met weekly for two hours just before the weekly management team meeting. Having been working together since mid-2011, they had already hit several significant milestones, and had completed work on the brunt of the project. The project had several different elements to it, and each member of the implementation team having different stakes, their approach and view of each phase of the project was always different. For example, one part of the implementation could be technically dense, while less reliant on study setup. Therefore the majority of Rick's work would be done in that part, and Mary's piece of the project would still be yet to come.

This team, according to the team and task types that we learned about in class, was a problem solving team with some tactical elements built into it. Their roles were very clearly defined by their roles in the organization as a whole. They each represented their own department's interests in the implementation. Because most of the members had worked together for so long, there was a significant amount of "trust in others' intentions and efforts." They all realized that any one team member's

suggestions or actions were for the greater good of the team and ultimately the implementation of this new software. Additionally there was a focus on the problem at hand, implementing Rave, and not so much of a focus on the team members as individuals. As far as the tactical elements go, they were certainly focused on the, “execution on a clear plan.” Their directives came from the ECOG leadership team, as well as directly from the NCI.

Outside of the implementation of the software itself, one issue that this team faced was its merger with the Rave implementation team from ACRIN. A team had been convened, essentially just a combination of the ACRIN and ECOG teams, called the ECOG ACRIN Rave Implementation (EARI) team. This team met several times in the beginning, but since then had not been meeting very frequently. Throughout our study of this team we watched carefully as they worked through the issues that came up throughout the implementation of Rave, and we observed their inevitable transition from the Rave Implementation Team at ECOG, to EARI.

Investigation Process

To study this team, we had them fill out one survey, we attended their weekly meetings over a three-week period, and we conducted one on one interviews with each member of their team. The survey allowed us to ask very broad question pertinent to team dynamics in general, including cross-referencing questions and opportunities for further comments using select comment boxes. With the surveys in hand, we attended their weekly staff meeting to observe their team dynamics, for further data collection, and to ensure the findings thus far correlated with what we had collected in the survey. This also allowed us to observe things such as body language, tone of voice, the arrangement of the room, and other interactions and qualities that are hard to detect using a survey. From there, we created targeted interview questions based on our previous findings and emerging analysis.

The Rave implementation team has many clear strengths, which far outweigh their weaknesses. There is a dedicated team, both to their projects at hand and to each other. The four people on this team genuinely like working together and respect each other's work. Their experience and varying

perspectives serve to strengthen this team. They were clearly intelligent and able to communicate and work effectively with each other, and their humor and genuine amiability toward one another were clear.

Many of this team's weaknesses spring from the format of their meeting. There is no formal agenda from meeting to meeting. No one takes minutes for the team, and therefore, they are reliant as a team on their individual memory. Every team member works on a computer during their meeting, which seemed to sometimes lead to multi-tasking, with team members not being fully focused on the meeting item at hand. As with most other teams, they are also subject to factors outside their control, such as impending integration of the ACRIN team into their team. These weaknesses, though, need to be seen within the context of this successful team. As such, the weaknesses do not have as much of a negative impact on this team as they would have on a different team.

The survey findings were relatively consistent and painted a clear and accurate picture of their team. All four members rated the highest for having confidence in their team's ability to complete tasks properly, and rated the highest as well on enjoying their interactions with their fellow team members. It was unanimous as well that the team handles conflict very effectively, that each person finds that the treatment of individual members is fair, and that they all had confidence in their team's ability to complete tasks properly. In answering the question regarding how much confidence each person has in their team's ability to complete tasks on time, it was mostly consistent as well, with half the team rating at a 4, and the other half rating it at 5 (with 5 being very confident).

Regarding honesty and team morale, there continued to be a unanimous picture. Every member rated that they perceived the team to be very honest with each other. The team policies, rules and norms were rated as being extremely fair across the board. All four rated the highest in their feelings about working with this team; and all four marked "never" for how often they find themselves in unproductive conflict with other team members.

The questions about out-of-work relationships and autonomy rendered a wide range of responses, being the only areas of the survey in which there was either a differing in opinion, or perhaps a misunderstanding or miswording of the question. When asked how often they interact with other team

members outside of work, two responded 1, “never”, one responded 4 and the last responded 5, with 5 being “frequently”. On the question regarding how willing they were to participate in team activities and projects outside of work, the four answers were all different, ranging the full scale from “not willing at all” to “very willing”. The two questions on autonomy also received four different answers, on whether team members have autonomy on deciding what projects to work on, and how much autonomy the team itself has when deciding on what projects to work on.

Initial and broad observations of the team meetings were in line with the answers from the survey. Each meeting takes place in one of the members' offices; Mary sits at her desk in front of her computer, while the other three members sit at the table next to it. There was an open door at every meeting; this may have been due to the early hour, as their meeting starts at 7 a.m. Three members are women ranging in age from 30's to 60's, and the fourth member is a man in his 50's. Their personalities ranged from quiet to outgoing. There was an open flow of talking during their meetings. This is a warm and funny group of people who are very relaxed with each other. Based on what we heard meeting to meeting, they seemed to have a high level of trust, and were proactive as members and as a team.

Four interviews were conducted one-on-one; two of them were via phone and two were done in person. The interviews provided information on the team creation and structure, their team self-perceptions, as well as their progress on Rave and the upcoming Rave challenges.

This team was spontaneously created, as a sub-group of the ECOG Leadership Group, out of the necessity to implement Rave. They are a problem-solving team. All four team members identified Judi as the team leader, although she identified herself as a “loud mouth” rather than a leader. This self-perception was inaccurate in the context of the meetings; she was not louder or overbearing. As the leader, she allows for others to lead meeting to meeting, based on the topic at hand. Their meeting agenda is never formal, and rather is a free-flowing evolving agenda that is based on the most pressing issues. Each team member expressed in the interview that they were satisfied with this unorthodox format, which allows for their team to react to issues that arise between meetings.

In the interviews, team members reiterated the sense of camaraderie that was clear from the

surveys; they genuinely like and respect each other. One person shared that these meetings are seen as useful and important to ECOG. Rick mentioned the “home room” or “study hall” aspect to these meetings. One interesting comment was that Mary and Kerry are very quiet in other meetings, but in this meeting and with this team they do not hold back.

Judi and Kerry both perceived that there is much work left to do with the Rave implementation. Rick and Mary vocalized a different perspective, that “Rave is there” and that the team is over the hump with Rave implementation. Kerry also recognized that incorporating ACRIN into this team’s function is an upcoming challenge to their team.

Analysis: Demystifying the ECOG Magic

This section goes over our analysis regarding the Rave implementation team’s successful team dynamics. Here, we will argue that the way to demystify the “magic” that was present within the Rave implementation team was to consider various contributing factors that are supportive of team development and flourishing. Our argument will center on universal values like trust, respect, and openness and its relationship to the larger socio-cultural environment of the organization in which the team functions. Our argument will show how an interdependent team is a product of various interdependent factors.

There was something interesting about the Rave implementation group that quite challenged Lencioni’s (2002) claim regarding the inherent nature of teams to be dysfunctional. Specifically, the magical harmony that the team showed was much enlightening and rewarding. As with most natural human inclination, it was difficult to not attribute the team’s “magic” to luck. Though doing so, upon further reflection, one’s natural explanation, a convenient explanation, does the team much injustice. In fact, the team’s magical harmony could neither be explained in a vacuum nor be attributed to pure luck. More specifically, the outcome that we have experienced with the Rave implementation team was not only the result of the group meeting both necessary and sufficient conditions of what constitutes a team, but also that the organization’s cultural environment helped nurture and actualize the team’s magic

(Hackman 1990; Thomson 2000).

The Rave implementation group embodied all the 'Five Key Characteristics of a Team' (Thomson 2000). Like a *true* team, not a workgroup, the Rave implementation team showed much interdependence in its relations, information, tasks and deliverables (McGregor 1960). Crucial to the heart of this team was each member's trust on each other. Trust allowed everyone to rely on one another that he/she would support the group's interdependent work, and also support the common goal of the group. These conditions, together, create a more cohesive group identity for the Rave implementation team—i.e., a unity occurs.

To some extent, the unity of the group provides insight to why neither gender bias nor age biases were present in the team. Instead, each member treated each other member as a person worthy of trust and respect, as he/she is a person that is both '*a means to an end and an end in him/herself*' (Kant 1993). This essential foundation allowed team members to be open about their respective strengths and weaknesses with each other. Opening up one's vulnerability to one's team is a critical decision and action because it not only shows that trust is present, but acceptance and commitment from each individual will also ensue. Not surprisingly, when Judi talked about her weaknesses during the meeting or Rick spoke of some personal matters with the group, both of them received support and acceptance, which in turn strengthens everyone's commitment and '[bounded-ness] to the team and its members' (Thomson 2000).

For the Rave implementation team, their trust, respect, and commitment to each other translate into commitment to the work and success of the team (Lencioni 2002). This commitment allowed each member to rapidly provide help when needed, even when not asked. For instance, when Rick was trying to recall a specific study instance, Mary was there to rapidly check her computer and supply him with the information necessary. That aside, Judi and Kerri chimed in just as quickly. In short, everyone worked towards alignment not only in thoughts, but also words and actions—thereby increasing the virtuous cycle of trust (Galford & Drapeau 2003). Such cooperative behavior highlights members' understanding of the interdependencies of their respective tasks and that supporting is as important as

delivering, as everyone gets affected when a person cannot deliver properly. Consequently, furthering on the thought regarding trust, respect, and acceptance, the nature of the team's work also contributes to everyone's commitment to both individual and team success.

As mentioned earlier, the success of the Rave implementation team cannot be considered inside a vacuum. So far, we have seen that the nature of the team's work and their openness to trust, respect and acceptance of each other has been crucial in the team's "magic." Though the list is impressive, other contributing factors remain worthy of mention. Specifically, teams are composed of social beings that operate in a social system. The social system of a team is tied closely to the organizational culture of the larger system. This, eventually, constitutes the working environment of the team. For ECOG, the culture of the organization definitely has positive influence on the subculture of the Rave implementation group that we studied. In fact, it is not surprising to see the interaction between the organization's higher-order culture and the Rave implementation team's lower-order culture to be reinforcing each other (Schein 2004). This socio-cultural interaction furthers the ties between members to the team and to the organization. Consequently, we obtain a high-performing and mindful group of people doing great work and having fun.

Indeed, the harmony being manifested by the Rave implementation group would be quicker to rationalize away through a convenient attribution to luck or magic. Such misattribution is indeed easier, if not somewhat romantic. Such cognitive biases that discredit the merits of others are not new and are destructive (Kunda 1999). Consequently, this section of the paper has decided to not only do justice to the Rave implementation team's success, but also embarked on the task to demystify the magic behind the chemistry that made a successful team. To sum, the team's success not only came from the internal strengths of each individual (Nicholson 2003), it also came with universal values like trust and respect being fostered not only in the team, but also in the organization.

Recommendations: Making ACRIN, EARI, & ECOG Spell TEAM

If our team were to continue to work with the Rave Implementation Team, the focus would be on

how to manage the prospect of integrating the ACRIN counterparts into the group. As was noted by Judi in her interview, the two groups cannot continue to function in parallel forever. We would need to thoroughly investigate before being able to make detailed recommendations.

There has been cooperation between the two groups in the Rave implementation process already with the EARI group, but that group has been meeting less regularly recently. We would need to determine whether the ECOG and ACRIN staff will be working together on Rave protocols in the future, which, as the groups combine, we believe would be the case. In addition to Rave implementation, the interfacing between the four departments that occurs in the Rave Implementation Team seems very helpful to the function of ECOG. It is not immediately clear whether there is a parallel structure at ACRIN. If there is, if the departments are aligned, it would probably be necessary to combine the groups in some way. ECOG and ACRIN staff would therefore most likely benefit from regular meetings that would cover the types of things that the Rave Implementation Team covers.

Even though ECOG and ACRIN are both cooperative groups in the same country, there will still be cultural differences between the ECOG and ACRIN people and the team will need to be aware of the differences. The type of structure that works for the Rave Implementation Team may or may not work for the larger group, but work should be done up front to establish a new culture in the new group, not assuming that the culture of the ECOG Rave Implementation Team would carry over.

Adding ACRIN members into the existing Rave Implementation Team would pose many challenges. The meeting structure is informal and works as well as it does because of the very close relationship between the team members. Adding ACRIN people to the team would change the dynamic of the team and we expect it would affect the effectiveness of the team. It would be best to have a new team form with members from the relevant departments of ACRIN and ECOG with a conscious effort made from the beginning to make it a high functioning team. The guidelines given in Chapter 4 of Thompson's (2010) *Making the Team* are a good place to start.

The first step is to define the task. The ECOG Rave Implementation Team has moved beyond Rave implementation, and it makes sense that a group that includes ACRIN people would also be doing

the interdepartmental interfacing that is currently being done by the Rave Implementation Team, but with the addition of ACRIN data management, study setup, information systems and biostatistics managers as well. In order for the team to be successful, they must know what the measurement of success would be by defining the team's task.

As Thompson (2010) also points out, establishing team norms up front will help ensure a high functioning team. A soccer game cannot be played if the size of the field, length of play and rules of the game have not been established. The same is true for teams. It is impossible to perform tasks if the rules of play have not been established. Within the team norms, it is key to emphasize the importance of trust and conflict management within the team. Conflict over personality or process is detrimental to team productivity, but task conflict is productive and can increase team creativity and expand ideas. Conflict can be dealt with productively only if the members trust each other.

It will also be necessary to identify team leadership both within the newly established team and outside of it. We must identify to whom this new team will report and whether there will be a formal or intrinsic leadership structure to the new team. In the article "Eight Ways to Build Collaborative Teams," Gratton and Erikson (2007) illustrate the importance of buy-in from leadership to make a team successful. There must be buy-in from both ACRIN leadership and ECOG leadership, and when the time comes, from the combined ECOG-ACRIN leadership, in order to make this new team work. In addition to the importance of buy-in, Gratton and Erikson (2007) also include a list that primarily focus on the role of leadership in a team's success. One of the items, though, is about existing relationships on a team: "Building on heritage relationships. When too many team members are strangers, people may be reluctant to share knowledge. The best practice is to put at least a few people who know one another on the team" (Gratton & Erikson 2007, p. 104). The team members do know each other, and even though the relationships aren't as strong yet between the ECOG and ACRIN members, the strong bond that exists between the ECOG members would be an asset to the new team.

A final thing to consider is that it is possible that based on the needs of the newly combined organization the existing ECOG-only group will continue to meet in addition to the new ECOG-ACRIN

team. If that happens, ground rules need to be established about communication between the groups. We would work with both the newly formed group and the existing group to identify the topics that would not be relevant to the joint group, and ensure that items that are relevant are brought to the larger group. Communication between the groups about relevant subjects will be essential to making the combined team function well.

Conclusion: ECOG. ACRIN. Meet EARI, your New Best Friend

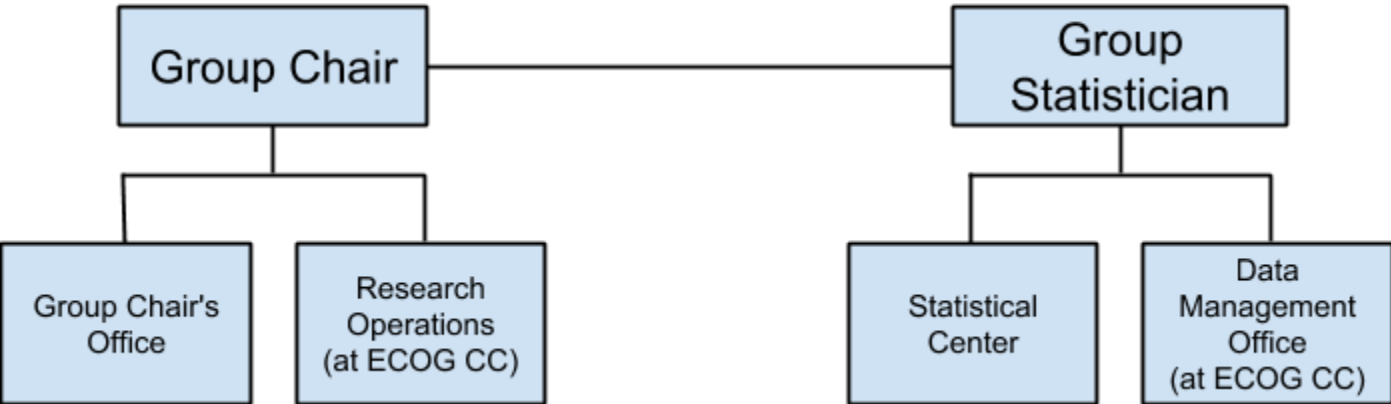
Judi, Rick, Mary, and Kerry have created a fantastic team despite being somewhat outside of the normal guidelines for good teambuilding. However, they have achieved levels of success that even some well-built teams never see. It will be essential that they maintain this momentum as ECOG merges with ACRIN. As a study group, we very much enjoyed our experience analyzing and coming up with recommendations for this team. We wish them the best of luck in the future, and hope that when the merger of ECOG and ACRIN finally happens and EARI is resurrected, the team stays effective and continues to provide their outstanding benefits to the new organization.

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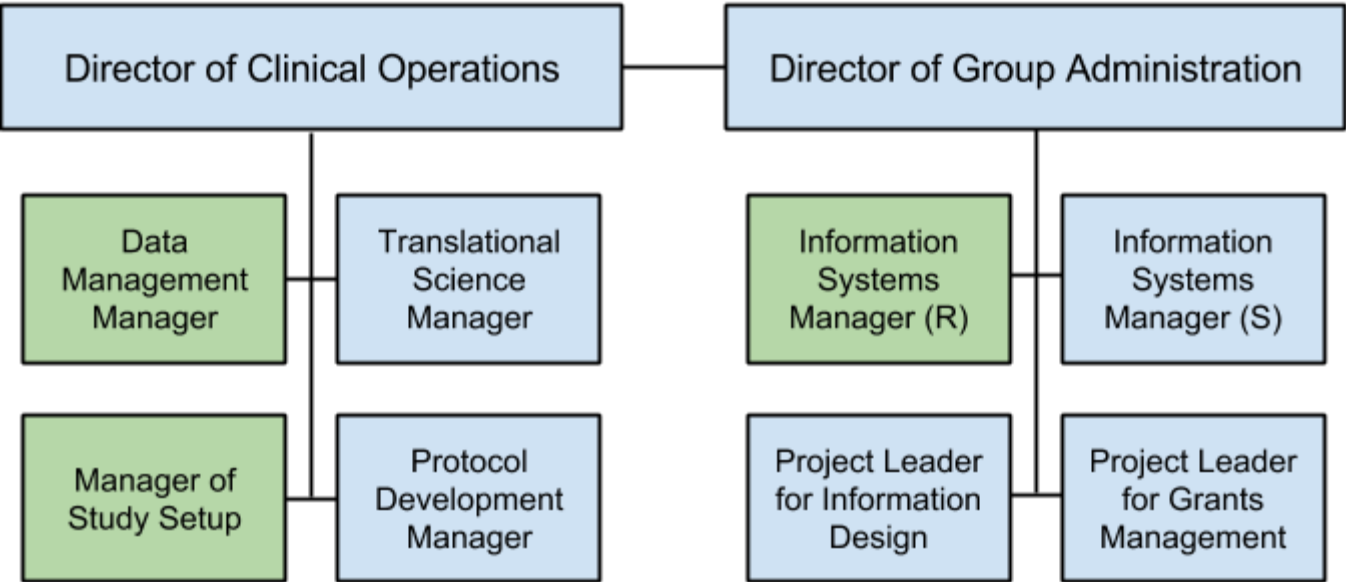
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Appendix 1: Organizational Charts

ECOG Group Structure



ECOG Coordinating Center



Appendix 2: Observations

Emily Engler's Observations

First Observation 11/13/2012

Judi Manola -- biostatistician

Rick Magnan -- IT

Kerry Higgins -- Data Management Manager

Mary Vienneau -- Manager of Study Setup

- The group jokes easily, they seem to get along well.
- The meetings are held in Mary's office. Mary sits at her desk. Rick, Judi and Kerry all sit at the table. All have laptops.
- Mary talks less than the others
- No hesitation to jump in from any member
- Informal structure, but Judi seems to be guiding the meeting
- Throughout the meeting they are making decisions, solving problems and assigning tasks (within the group and outside)
- They address me directly a lot

Second Observation 11/20/2012

- Rave is a technology that is coming in that will reduce work
- Judi is very in-tune with how reducing work reduces people hours reduces costs
- Rick is leading conversation more this time
- Still clearly comfortable with each other
- Mary hangs back, doesn't engage as much
- Lots of conversations between Rick / Kerry or Rick / Judi with Mary answering questions
- Rave implementation is technology implementation, causes lots of changes in ripples

Third Observation 11/27/2012

- Start out even more jokey than previous sessions (more comfortable w/ observation?)
- Rick is talking to me a good bit again this meeting
- Mary and Judi seem more involved in their computers this morning
- Judi bring up how project will affect the "business"
- When trying to determine what the requirements are for a set of reports, she brings up the grant requirements, to tie the reports in to the ultimate goal
- Mary is still least talkative
- Lots of problem solving. They bring in information from their various calls about different aspects of the implementation and then discuss/decide what to do or find out who else can solve it, or how to solve it

Deborah Grohe's Observations

Observations from staff meeting, 11.20.12

First noticed that the meeting/workplace was casual enough that the door was left open.

Of the four people in the room, Mary sat separate from the other three - this is due to her computer being docked at her desk (and there not really being room for another computer at the main table). Maybe coincidental, maybe not, she did not speak much during the meeting in regards to work matters unless she had something very concrete to add. This is not to say she didn't talk - she often had quick comments to make about side-issues (ie laughing about how another department is not cooperative) - she clearly isn't separate from the group that I could tell.

People were very much on their computers throughout the whole meeting. However, they clearly had camaraderie amongst themselves and there seemed to be clear respect and liking of each other.

The meeting had a slow, ambling pace. It wasn't clear to me who was leading it or who had set the agenda.

It was interesting to see the interactions and reactions amongst them when they talked about personal stuff:

When Mary made a comment about how it would be hard to have a certain conference call, Kerry made a kind of snide comment about being in the position of getting her two children out the door on Friday morning - the implication being that she had it harder, or kind of like "welcome to the club".

When Judi went on for a little while about a cyst that had been on her hand, Rick clearly wanted her to be done with it and didn't look to have patience to listen - he was looking down or off to the distance, his body was turned away from her, so his body language communicated not listening and not wanting to hear it (from how I read it). This was the only time in the meeting that Judi said much of a personal nature, so it was not as if she had been going on and on before.

Rick made one personal comment about his daughter asking him to pick her up at a specific time. His comment to her had been "Do the math" because she had asked him to pick her up earlier than he was able. I didn't notice others having any kind of a response to him besides paying attention.

Stein Tan's Observations

People warm and welcome. Most would think what they would say before starting. But once momentum is up, people speak more freely.

Mary is a bit detached.

Judi is more vocal, Rick is open

Kerri is observant.

Discuss the problem asap and solution.

Rick suggested they have too many people in meeting.

Mary is more focused on her laptop but not sure what she is doing.

Blue girl (Judi) on laptop also but not talking.

long silence.

Rick breaks the silence. People are stalling on what to discuss while they frame thoughts.

Mary seems to be doing something else on her pc.

meeting feels more like 3 people. But, main conversation among 2 people only it seems.

Very interesting because they talk technical stuff.

Rick is the person that aims for efficiency.

Judy talks more about the tech aspect of things and cost-benefit ratio

Mary on computer to check how studies are asap. She tracks and check what they are talking about.

Odd! No one is taking minutes.

Small talk. They were talking about Jennifer and Ray. Heated talk about the 2. Ok, there is office politics being talked about. Normative claims on how work should be done is being carried out.

Interesting, the way they talk you can actually get a good sense of what they are doing.

Awkward silence again.

Now talk more about some actionable item. Mary seems to be taking some notes, if not replying to email.

Internet here for guest access is not good.

Interesting. Meeting they keep putting signpost and aligning small matters.

They are talking about project definition to get alignment. Timeliness. Rick gave a factor on which timeliness is dependent upon. The definition has not been address. But somehow a scope has been created. Kerri now comes with a definition. However, Judi was unclear about certain words and what they purport to mean.

Mary is the one taking notes. Then, she check type of data that's available.

Judi very frank about her limitations to think abstractly.

Rick gave a vote on how to approach. Judy is concerned about metric, very grounded. But seems they have challenge getting other people outside of this group to be aligned.

They are now talking about resources and delay. But Judi noted reassurance because they know what they are doing.

Talking about creatinine clearance level. Talking about baseline level collection.

SOP - key discussion.

Quite interesting, if you were here, you'd totally understand what they are talking about. Trials, research method items, etc.

Appendix 3: Interviews

Interview with Rick

Interviewer: Sam

Date: November 27, 2012

Question	Response
Who organized the team?	Judi, or possibly an ad hoc out of all being there early and prepping for the 9 am meeting.
Is there a team leader?	No, but the reason they still meet is that it's useful to discuss the issues that are relevant to all of their departments. It's sort of official, but very informal and unstructured. The issues that span and involve their groups makes it a useful meeting.
What is a determining factor for who talks more?	It's very unstructured, and often people are talking over each other. Judi has a tendency to run the show from wherever she is. She is the right-hand man to the group's statistician.
Are some people more likely to talk more /dominate conversation?	This is not a shy group. They don't have to encourage people to speak up. Judi just in terms of making sure things are being tended to and addressed is a little bit of the ring leader but the issues are fairly evenly sprinkled. In other meetings Kerry and Mary are fairly quiet, but in this group they don't hold back.
What stage of the Rave implementation project do you think you are in? Will the team continue to meet / function after Rave implementation is done?	They're over the hump in terms of the implementation. They've done most of the things that are essential. At least in the installation and implementation, but there is a lot of downstream reporting to come. The house is built, and the windows are installed but it still needs to be painted and stuff $\frac{2}{3}$ - $\frac{3}{4}$ of the way done. The integration into the overall operation still needs to be done. The overlap between the 4 different departments is very useful and Judi is good at facilitating the discussion and bring people out of their silos.
Do you think you will continue to interact with current team members after the project? If yes, all or some? If some, who?	Yes, all. A lot of the initial we need to get these studies implemented has come and gone, but there are still a lot of related issues. They spend a fair amount of time discussing things related to Rave and the Rave implementation. Maybe when it comes to an end they might go to bi-weekly instead weekly.
Other Questions:	The team has a homeroom or work study aspect to it. Send out an email and schedule a meeting right in their meeting. Doing other things during a silent period in the meeting. His colleagues are outstanding and that's the reason they are successful.

Interviewer: Stein

Interviewee: Mary

Date: November 29, 2012

Time: 1pm

Question	Response
Who organized the team?	Judi was the main puller and initial glue of the team.
Is there a team leader?	No, everyone brings various items under his/her control to the group and they discuss it as a whole.
What is a determining factor for who talks more?	Depends on urgency of problems and deliverables. Meetings are more reactive to getting things “done” to meet NCI criteria and other related criteria
Are some people more likely to talk more /dominate conversation?	No one purposefully dominate a conversation. However, people do get off track, but conversations are driven by urgency of issues. No formal agenda, more reactive.
What stage of the Rave implementation project do you think you are in? Will the team continue to meet / function after Rave implementation is done?	Rave is there. Doing a lot of the required matters to make sure that Rave works very well and addressing the problems as they come.
Do you think you will continue to interact with current team members after the project? If yes, all or some? If some, who?	Yes, surely will. Loved the team. Expect to be in touch with everyone.
Other Questions:	Felt very valued in the team and team is wonderful to work with. Look forward to doing more projects with the team in future.

Interview with Judi
Interviewer: Emily
Date: 11/28/2012

Question	Response
Who organized the team?	It's a subgroup of the ECOG Leadership Group. The team addresses cross-departmental issues, and was formed spontaneously to manage the implementation of Rave.
Is there a team leader?	No formal leader, but Judi says she's "a loudmouth". Who leads depends on the topics at the time. She keeps Bob Gray in mind because of her role, and may act often as leader.
What is a determining factor for who talks more?	It depends on what is being discussed. Which begs the question of how they decide what to talk about. Each week, the four keep track of the hot issues that come up on working group calls, and important issues with protocols. Judi has an email folder where she puts things that need to be discussed at the meeting. The people who talk are the people who have identified stuff during the week.
Are some people more likely to talk more /dominate conversation?	Judi says she tends to talk a lot (back to the "loudmouth" comment), but it depends on what's being discussed.
What stage of the Rave implementation project do you think you are in? Will the team continue to meet / function after Rave implementation is done?	There are still lots of things going on with Rave implementation, so they're still in the thick of it, but there will always be a benefit to having these people meet.
Do you think you will continue to interact with current team members after the project? If yes, all or some? If some, who?	Yes, frequently because of the importance of keeping each other updated.
Other Comments:	Judi has managerial experience from previous jobs. Recently had title change to Assistant Director of Operations for the Stats Center. They're already beginning to incorporate ACRIN people into the group, but not specifically into the Tues 7am meeting (yet). The two groups can't function in parallel forever.

Interview with Kerry
Interviewer: Emily
Date: 11/28/2012

Question	Response
Who organized the team?	Formed out of necessity. There are more than 20 different working group conference calls for the cooperative groups about Rave implementation. Mary and Kerry are on lots of them, Rick is on others, Judi isn't on many of them, but she keeps Bob Gray (group statistician) informed. Originally the group was going to include Mary Steele and Jean MacDonald (Group Co-Directors), but they came to the first meeting and decided it was unnecessary for them to attend.
Is there a team leader?	There is no formal team leader, but Judi acts as facilitator because of her relationship with Bob Gray, her role as the associate director of operations for the stats center.
What is a determining factor for who talks more?	It depends on what is being discussed that day. Mary's focus is on study build, which hasn't been the focus of the last few meetings. Rick and Judi sometimes will go off on an IT tangent, which is not relevant for Kerry and Mary.
Are some people more likely to talk more /dominate conversation?	See above.
What stage of the Rave implementation project do you think you are in? Will the team continue to meet / function after Rave implementation is done?	There are still lots of work to do with the working groups, and as long as the working groups are going, they'll need to meet. Additionally, it's good time to catch up on each other's projects, and keep discovering new challenges. Will probably keep meeting indefinitely.
Do you think you will continue to interact with current team members after the project? If yes, all or some? If some, who?	Yes, because of the interconnectedness of the departments.
Other Comments:	Kerry really enjoys the meeting and find it to be a good way to get stuff accomplished. Rick, Mary and Kerry are all voting members of the different working groups, so they need to keep each other updated. A challenge to come is integrating ACRIN into the group.

Appendix 4: Summary of Surveys

4 [responses](#)

Summary [See complete responses](#)

Name

Kerry Higgins Mary Vienneau Judi Rick Magnan

How long have you been at ECOG?

14 years 3.5 years 15 years 28 years

How long have you been a part of this particular team?

June 2011 2.5 years ~2 years Not sure. Less than 2 years.

What is your role on this team?

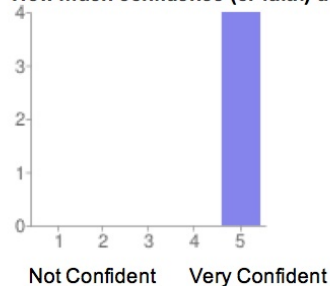
Data Management Manager Manager of Study Setup statistician I represent Information Systems

Aside from the four of you, are there other people involved in this team?

Yes, as needed On occasion we invite guests from time to time, and we report to others and get their feedback Yes and no. Many people are involved. Most do not attend the meeting.

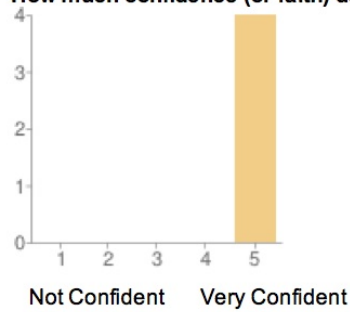
Team Environment/Interactions

How much confidence (or faith) do you have in your team's ability to complete tasks properly?



1 -Not Confident	0	0%
2	0	0%
3	0	0%
4	0	0%
5 -Very Confident	4	100%

How much confidence (or faith) do you have in your team's ability to complete tasks properly?



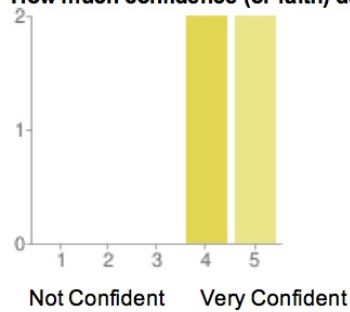
1 -Not Confident	0	0%
2	0	0%
3	0	0%
4	0	0%
5 -Very Confident	4	100%

Is your work valuable to the performance of the team?



1 -Not at All Valuable	0	0%
2	0	0%
3	1	25%
4	1	25%
5 -Highly Valuable	2	50%

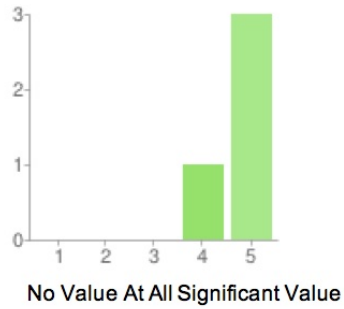
How much confidence (or faith) do you have in your team's ability to complete tasks on time?



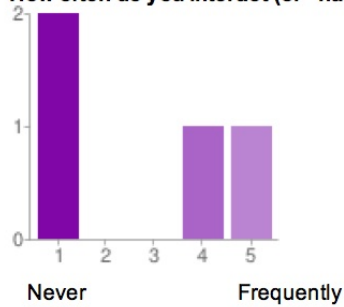
1 - Not Confident	0	0%
2	0	0%
3	0	0%
4	2	50%
5 - Very Confident	2	50%

How much value does your team place on teamwork?

1 -No Value At All	0	0%
2	0	0%
3	0	0%
4	1	25%
5 -Significant Value	3	75%



How often do you interact (or "hang out") with other members of your team outside of work?



1 - Never	2	50%
2	0	0%
3	0	0%
4	1	25%
5 - Frequently	1	25%

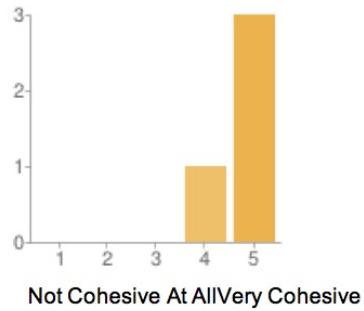
How willing are you to participate in team activities/projects that are outside of work?



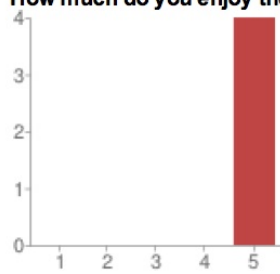
1 -Not Willing At All	1	25%
2	1	25%
3	1	25%
4	0	0%
5 -Very Willing	1	25%

How is the unity (or bond) amongst team members?

1 -Not Cohesive At All	0	0%
2	0	0%
3	0	0%
4	1	25%
5 -Very Cohesive	3	75%



How much do you enjoy the interactions between your teammates and yourself?

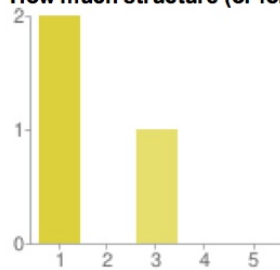


Not at all

A lot

1 - Not at all	0	0%
2	0	0%
3	0	0%
4	0	0%
5 - A lot	4	100%

How much structure (or formality) is present during team meetings?

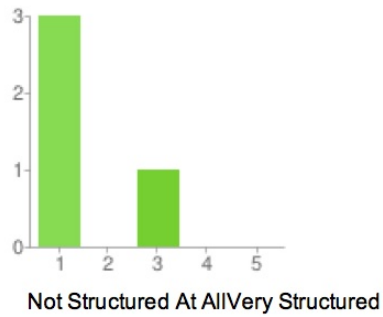


Not Structured At All Very Structured

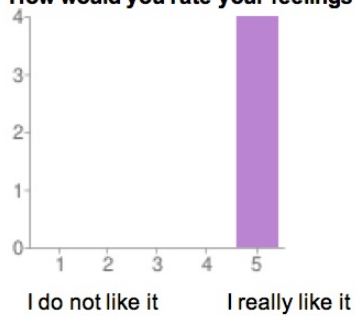
1 -Not Structured At All	2	50%
2	0	0%
3	1	25%
4	0	0%
5 -Very Structured	0	0%

How much structure (or formality) is present outside of team meetings?

1 -Not Structured At All	3	75%
2	0	0%
3	1	25%
4	0	0%
5 -Very Structured	0	0%

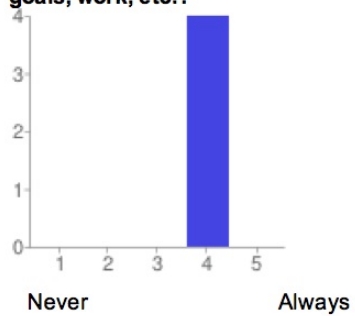


How would you rate your feelings about working on this team?



1 - I do not like it	0	0%
2	0	0%
3	0	0%
4	0	0%
5 - I really like it	4	100%

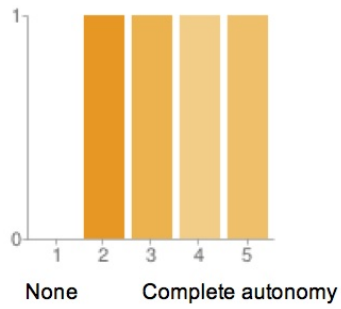
How often would you say you and your teammates are all on the same page about projects, goals, work, etc.?



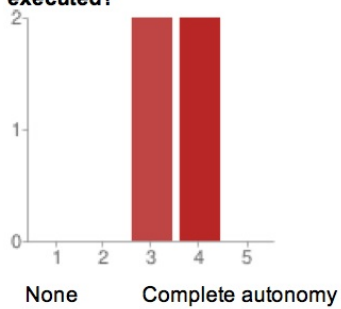
1 - Never	0	0%
2	0	0%
3	0	0%
4	4	100%
5 - Always	0	0%

How much autonomy does the team have when it comes to deciding what project to work on?

1 -None	0	0%
2	1	25%
3	1	25%
4	1	25%
5 -Complete autonomy	1	25%

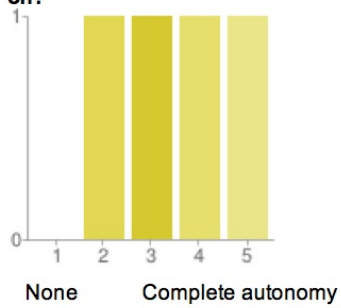


How much autonomy does the team have when it comes to deciding how project work gets executed?



1 -None	0	0%
2	0	0%
3	2	50%
4	2	50%
5 -Complete autonomy	0	0%

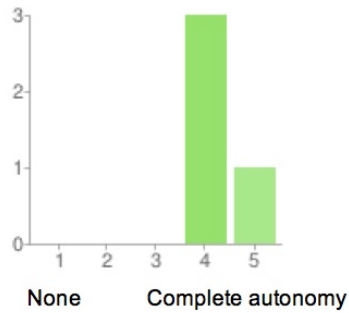
How much autonomy does team members have when it comes to deciding what projects to work on?



1 -None	0	0%
2	1	25%
3	1	25%
4	1	25%
5 -Complete autonomy	1	25%

How much autonomy does team members have when it comes to deciding how project work gets executed?

1 -None	0	0%
2	0	0%
3	0	0%
4	3	75%



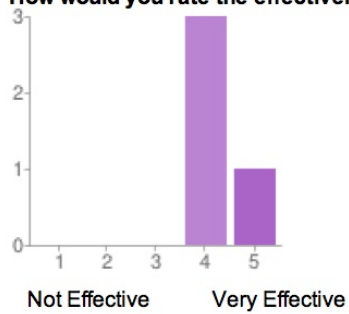
5 -Complete autonomy 1 25%

Comments

I do not like tiny comment boxes. The role of this "team" has sort of morphed beyond the original purpose. We have management representatives from 4 different, interrelated departments and there a ...

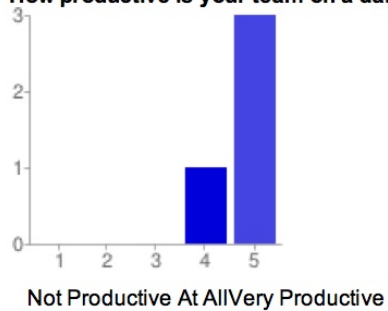
Productivity

How would you rate the effectiveness of your team meetings?



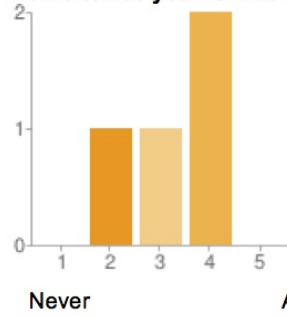
1 - Not Effective	0	0%
2	0	0%
3	0	0%
4	3	75%
5 - Very Effective	1	25%

How productive is your team on a daily basis?



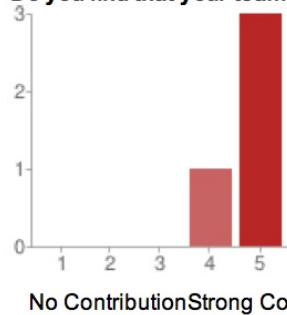
1 -Not Productive At All	0	0%
2	0	0%
3	0	0%
4	1	25%
5 -Very Productive	3	75%

How often do you work as a team?



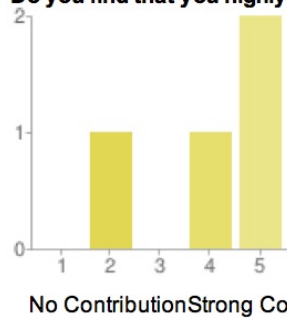
1 - Never	0	0%
2	1	25%
3	1	25%
4	2	50%
5 - Always	0	0%

Do you find that your teammates contribute highly to your individual success?



1 -No Contribution	0	0%
2	0	0%
3	0	0%
4	1	25%
5 -Strong Contribution	3	75%

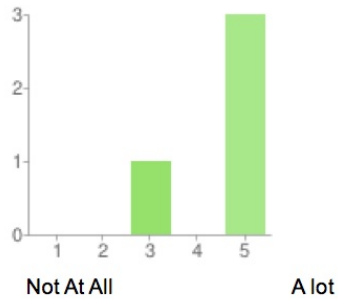
Do you find that you highly contribute to the individual success of your fellow teammates?



1 -No Contribution	0	0%
2	1	25%
3	0	0%
4	1	25%
5 -Strong Contribution	2	50%

How much does working as a team contribute to the overall success of your organization?

1 - Not At All	0	0%
2	0	0%
3	1	25%
4	0	0%
5 - A lot	3	75%

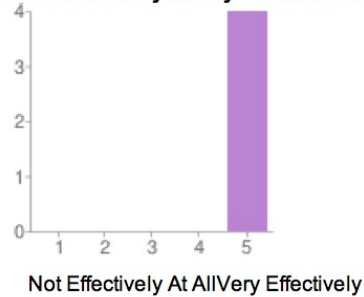


Comments

Very difficult to measure. But avoiding even a single bad problem would make this worthwhile and so much more than that gets accomplished.

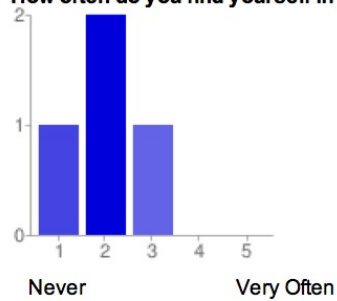
Conflict Management

How effectively does your team handle conflict?



1 -Not Effectively At All	0	0%
2	0	0%
3	0	0%
4	0	0%
5 -Very Effectively	4	100%

How often do you find yourself in productive conflict with other members of your team?



1 - Never	1	25%
2	2	50%
3	1	25%
4	0	0%
5 - Very Often	0	0%

How often do you find yourself in unproductive conflict with other members of your team?



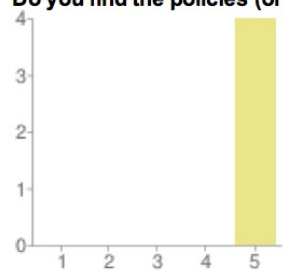
1 - Never	4	100%
2	0	0%
3	0	0%
4	0	0%
5 - Very Often	0	0%

How honest is your team with each other?



1 -Not Honest At All	0	0%
2	0	0%
3	0	0%
4	0	0%
5 -Very Honest	4	100%

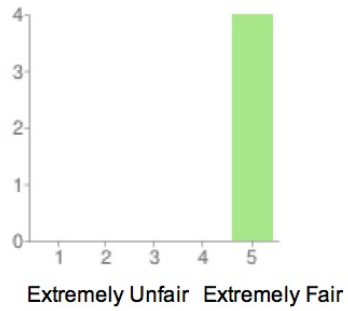
Do you find the policies (or rules and norms) of the team to individual members to be fair?



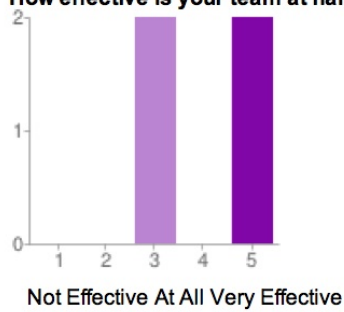
1 -Extremely Unfair	0	0%
2	0	0%
3	0	0%
4	0	0%
5 -Extremely Fair	4	100%

Do you find the treatment of the team to individual members to be fair?

1 -Extremely Unfair	0	0%
2	0	0%
3	0	0%
4	0	0%
5 -Extremely Fair	4	100%

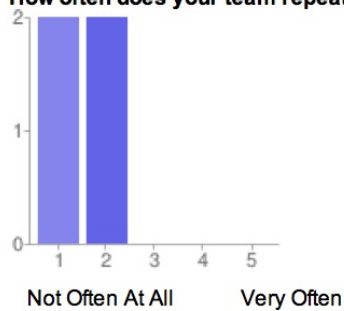


How effective is your team at handling failure?



1 -Not Effective At All	0	0%
2	0	0%
3	2	50%
4	0	0%
5 -Very Effective	2	50%

How often does your team repeat past mistakes?



1 - Not Often At All	2	50%
2	2	50%
3	0	0%
4	0	0%
5 - Very Often	0	0%

Comments

We do not really have conflict with one another. We do address conflict with outside agencies.

Strengths/Weaknesses

What is your team's greatest strength?

Dedication We are each responsible for different aspects of the Rave implementation. We bring in different perspectives to come up with the best solution. We genuinely enjoy working together Intelligent ...

What is your team's greatest weakness?

Distractions None. Kerry says we are easily distracted - that's probably correct Factors beyond our control. Either that or me, this is a great group of people to work with.

Please add any questions or comments below.

Thanks for this opportunity! :)

