

## Rockefeller University Team Science Leadership Competencies Survey

### I. Leadership:

#### A. Foundational leadership competencies

1. Establishes a compelling vision and sets appropriate goals
2. Creates a culture that values and supports diversity
3. Fosters an environment of mutual trust
4. Develops and nurtures collaborations and external relationships
5. Explores opportunities for growth and development on a continuous basis
6. Anticipates obstacles and devises strategies to overcome them
7. Supports and mentors all members of the team
8. Anticipates the need for resources to carry out initiatives and obtains them in a timely manner
9. Establishes and oversees a communication structure and processes that insure that both oral and written communication with and among all team members and other stakeholders is timely and effective.

#### B. Professionalism

1. Accepts responsibility as PI for the conduct of all aspects of the study
2. Serves as a model of the highest professional and ethical standards
3. Commits to continuing education
4. Commits to transparency, invites feedback from all team members, and implements ideas that garner broad support
5. Recognizes and rewards contributions of all team members

### II. Management:

#### A. Team Building and Team Sustainability

1. Invites participation in building vision.
2. Articulates vision and goals clearly and unambiguously.
3. Insures timely and effective bidirectional communication with all team members and among team members.
4. Demonstrates respect for team members via active listening and rapid follow up, and sensitivity to both verbal and nonverbal communication.
5. Leads team meetings effectively, with defined agenda, adequate time for discussion, and adherence to starting and stopping times. Summarizes meeting and creates action plan with clear assignment of responsibility and expected completion dates.
6. Celebrates milestones and accomplishments.
7. Recognizes and acknowledges strengths of team members.
8. Takes responsibility for all team errors and immediately develops corrective action plan based on detailed analysis of system failures leading to error.

9. Intervenes as rapidly as possible to resolve conflicts, listening carefully and in confidence to all parties, and mediating resolution via building out fairly and equitably from shared values and goals.
10. Seeks assistance from more senior investigator(s) and administrators when unable to successfully address problems.
11. Communicates with, and is available to, clinical staff in labs and Hospital participating in the study.

B. Appropriate Use of Resources and Execution of Study

1. Takes initiative in planning for appropriate staffing and identifying appropriate space, equipment, and other resources needed to conduct study.
2. Formulates with the help of others effective and innovative strategies to achieve goals and reformulates strategy as appropriate to address unexpected obstacles and/or new opportunities.
3. Monitors results and team function continuously and makes adjustments when necessary as rapidly as possible.
4. Delegates responsibilities appropriately while still maintaining oversight and performing systematic review of actions taken by others.
5. Provides constructive critical feedback to members of the team discretely and at appropriate intervals.

C. Regulatory Accountability

1. Knows, understands, and transmits to team members information about applicable regulations related to hospital accreditation, protection of human subjects, Good Clinical Practice (GCP), research sponsor requirements, FDA, New York State Department of Health, and Rockefeller University policies, as well as local, state, and federal laws.
2. Knows acceptable methods of data analysis and proper methods of transmission of data to regulatory agencies and to appropriate databases to comply with data sharing responsibilities.
3. Creates financial plan in accord with University and sponsor requirements and oversees budget and payments.
4. Understands responsibilities in protecting intellectual property and complies with University and sponsor requirements for invention disclosures.