



# HIGH- PERFORMANCE TEAMS

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# WORKBOOK



## DIVERSITY IN TEAMS

The following workbook accompanies the High-Performance Teams 'Diversity in Teams' module. Contained in this workbook are spaces to complete reflection questions from the module when prompted, and to track your progress. You can use the responses from this workbook to create a professional development plan to help lead your own high-performing team to success.

### Module 3: Diversity in Teams

**Reflection Question:** As highlighted in this section, every person's *journey* in life is unique, and we each have a story to tell. What strengths do you bring to the team, given your life story? What can you do to ensure that your teammates stories are each heard and valued?

**Reflection Question:** More diverse teams tend to be more innovative. Reflecting on your own team(s), how might you better leverage the diversity within your team to be more innovative within your sector?

**Reflection Question:** Can you identify your team(s)' shared superordinate goals? How might you improve ways to ensure that everyone's unique traits and strengths can help the team achieve those goals?

Reflection Question: What will you do today to help foster inclusivity within, and better understand the diversity of, your team?

### Scenario

You are a Communications Specialist at a large medical equipment manufacturing company. The company is headquartered in Atlanta, Georgia, and you work at one of its large manufacturing, sales and distribution facilities in Toronto, Canada. You graduated from a top-tiered Canadian university three years ago, with a degree in English and Psychology, and your primary responsibility is preparing external communications for your supervisor’s review—she is the Manager of Public Relations for Canada.

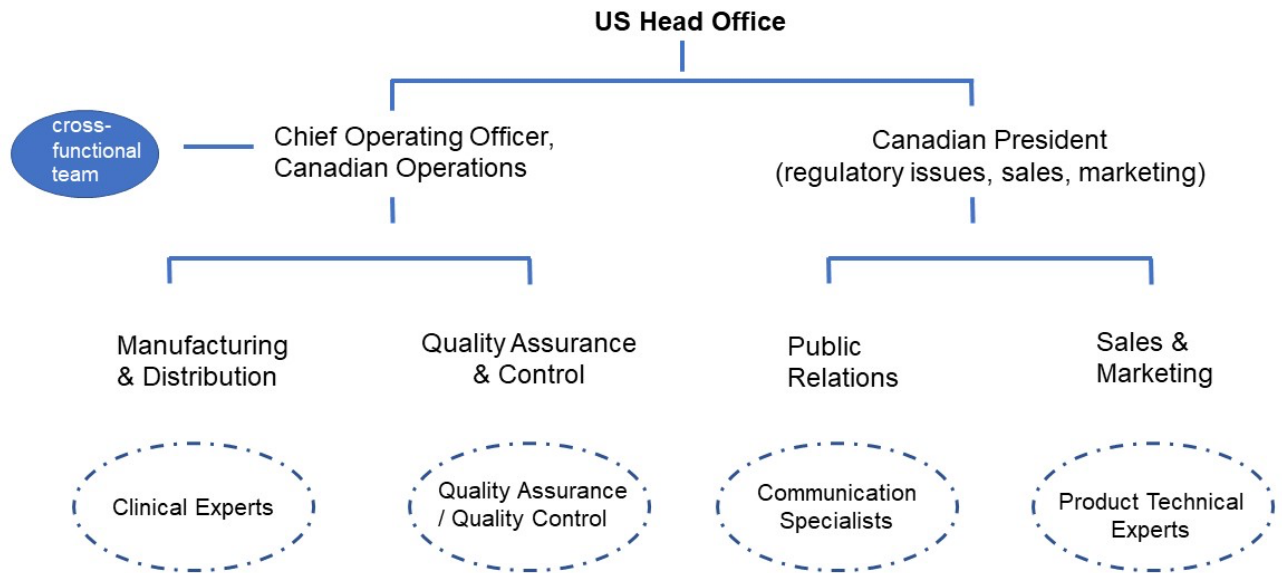
You generally enjoy your role and the challenges it comes with, but feel as though you are progressing through the ranks more slowly than you would like. It seems to you that the company promotes more on the basis of seniority than performance and education, who are not as skilled and up-to-date on modern communications as you are.

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Recently, there have been reported incidents of harm to patients who were using one of your company’s devices—an innovative, non-invasive glucose monitoring system, coupled with a mobile app for diabetes self-care. You were involved in writing some of the promotional and approval documents for the system when it was first launched in the Canadian market last year.

Preliminary reports allege that the device and associated app are not performing adequately, resulting in some patients developing diabetic hypoglycemia (low blood sugar) and requiring medical intervention.

In response, your company has decided to implement a cross-functional team to lead all aspects of managing this issue (see graphic below for the hierarchy). The team will be reporting to the COO, Canadian Operations. He reports directly into the US Head Office. There is also a Canadian President based in Toronto who is responsible for Canadian regulatory issues, and sales and marketing in Canada. Your boss reports to the Canadian President.



The COO has asked for the team to include the following members:

- An internal Clinical Expert
- An internal Product Technical Expert
- A Government Relations employee
- The Head of Sales and Marketing, Canada
- An external Clinical Expert Consultant
- An internal Quality Control and Assurance Expert
- A Communications Specialist

**Problem to be solved:** Everyone on the team is very aware of the seriousness of the device not working properly. Both the internal and external Clinical Experts believe that the initial test results clearly indicated the limitations of the product, and that the real issue is the responsibility of the Public Relations team who, quite simply, overpromised what the product could deliver.

Your Supervisor approached you to be the **Team Lead** for this project, and you agreed, because you feel it will be a great opportunity to show off your capabilities to the COO and to your supervisor.

#### Next steps:

As the Team Lead, you have called a meeting to discuss potential reasons for the device not performing as it should. You have discussed the issue with a friend who works for Health Canada (who oversees the safety and efficacy of medical devices) and you feel fairly confident about your understanding of the issues and the actions that the company needs to be taking.

As people arrive for the meeting, you can see that everyone appears to be quite concerned. You ask people to take a seat and then have team members introduce themselves and to describe their current position and experience. You take notes during this introductory discussion (see the 'Notes' section in the table of roles that you will now be shown).

Role	Key Duties	Experience	Notes
Internal Clinical Expert	Responsible for all planning, coordination, and implementation of clinical evaluations to ensure clinical acceptance of all technological devices. Works closely with the Quality Assurance & Control team.	Industry – 15 years Company – 5 years  Education: Masters	Very experienced with clinical evaluations and the level of detail required.  Would like to see more time devoted to the design & development phases.
Internal Product Technical Expert	Responsible for providing all technical support for the sales process of the organization. Plays a key role in generating new business from potential customers.	Industry – 10 years Company – 3 years  Education: Community College	Quite skeptical of the work that the Manufacturing & Quality Assurance teams have been doing. Is quite worried about not earning as much as he should be.
External Government Relations Advisor	Ensures manufacturers are complying with rules & regulations, issues compliance orders, ensures medical devices work and meet safety standards.	Industry – 25 years Education: BA	Has worked for the government and/or public sector for entire career. Incentivized by case resolution rate and safety standard adoption rate.
Internal Head of Sales and Marketing, Canada	Responsible for all product marketing, sales lead/generation programs, sales team commission plans, and customer retention.	Industry – 25 years Company – 15 years  Education: Masters	Recently launched a new incentive program that coincided with the launch of this device.
External Clinical Expert Consultant	Works with manufacturers to advise on product development, regulatory updates, training & development.	Industry – 20 years Education: PhD	Very experienced with advising manufacturers about time-to-market, product 'value' propositions, and current regulations. Semi-retired and usually spends winters in the Bahamas.
Internal Quality Control and Assurance Expert	Responsible for final product testing, compliance with both internal quality standards & external government regulations, and recommendations for final product release dates.	Industry – 15 years Company – 5 years  Education: Masters	Very experienced with ISO standards and government regulations. Acknowledges the need to not take short cuts, and that more time needs to be allocated to the QA process.

Internal Communications Specialist	Responsible for designing, writing and planning information tools, conducting and/or reviewing research, ensuring information is accurate and up-to-date.	Industry – 3 years Company – 3 years  Education: BA	Although a recent graduate, finds the job quite easy and not very challenging. Would prefer a communications role that was more dynamic and analytics driven.
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**After the meeting ends, you overhear individuals engaging in small casual discussions as they gather their belongings and leave. There is one group of 4 individuals that catches your attention in particular, as they start to discuss the role of the users in the app’s performance. One individual states, “well Diabetes is more common among older individuals, I wonder whether they just simply have difficulties using the app? I wonder if we would not be in this situation with younger users?”. Another replies, “You make a good point, and isn’t Diabetes associated with poor diet? I wonder whether the problematic cases are in those that are of a lower socioeconomic status and therefore might have more difficulties understanding the user instructions?”. Finally, a third replies “Thinking about users with difficulties understanding the device’s proper use, I have to wonder about the role of culture or English as a first language? I agree, I wonder whether the company is not ruling out issues on the user end. I hope that the team lead has thought about this.” You then notice others glancing at this group, who appear to be noticeably uncomfortable.**

Scenario Reflection Questions:

1. Using empathy as your guiding principle, how would you navigate this scenario? Do you think that this small group discussion is worth addressing to either those involved, or to the larger team? Why?

2. What are some connections that you can make between the Ted Talk given by Chimamanda Ngozi Adichie called *The Danger of a Single Story* and the statements made by some group members after the meeting?

3. What are the implications of this conversation to the team in terms of belongingness and inclusion? Have you considered the perspective of all team members in this analysis?

4. What are some strategies that you could use to help restore or maintain inclusivity within the team?