WINNING STRATEGIES FOR RESEARCH APPLICATION ADOPTION
WHEN SUCCESS IS THE ONLY OPTION

HURON

TABLE OF CONTENTS

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PRESENTERS

1 **Josh Bisetti**
Title?
University of Washington

2 **Heather Rieck**
Title?
University of Washington

3 **Sarah L. Starr**
Program Operations Specialist
UW OAW

4 **Sally Thompson-Iritani**
DVM/PhD/CPIA – Director
UW Office of Animal Welfare

5 **Scott Weinstein** **Client Services Manager**
Huron Research Solutions

6 **Gary Whitney**
Managing Director
Huron Research Solutions

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ASK US YOUR QUESTIONS:
LEVEL 3 CHAT PANEL

← Ask a Question

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Enter a question in this dialog area at any time.
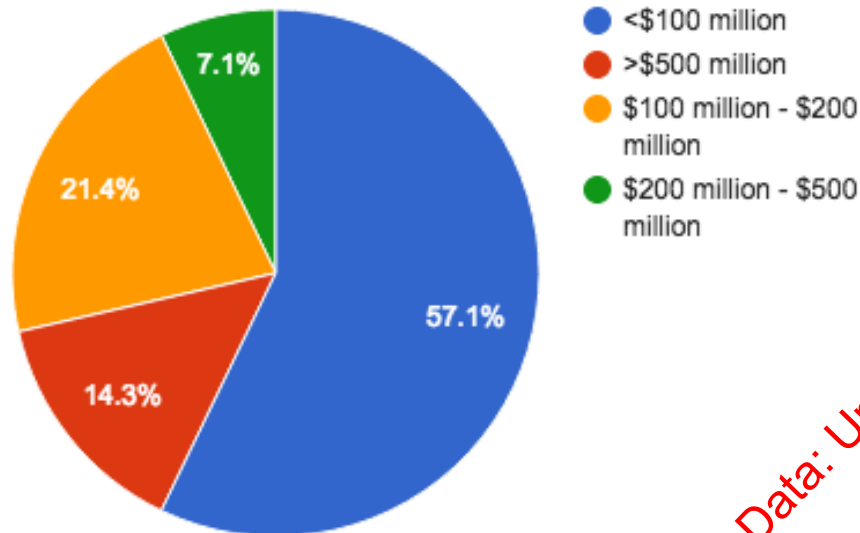
Chat with presenter

Type your question   Send

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JOIN THE CONVERSATION!

#HuronResearchSuite

Keep the conversation going during and after the webinar.

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WHO IS ATTENDING THE WEBINAR TODAY?

What level were your research expenditures last year?

- <$100 million
- >$500 million
- $100 million - $200 million
- $200 million - $500 million

7.1%
21.4%
57.1%
14.3%

Sample Data: Update with Final Registration Data

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WHO IS ATTENDING THE WEBINAR TODAY?

What is your primary job function?
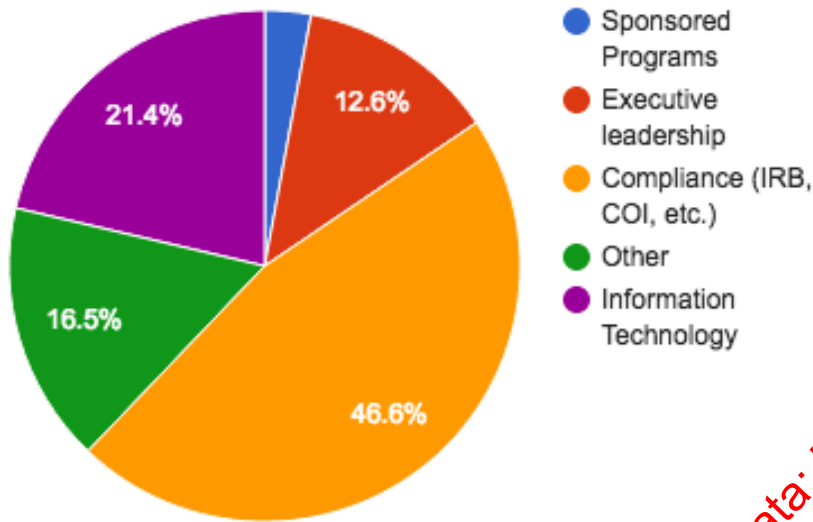
- 21.4% Information Technology
- 12.6% Executive leadership
- 16.5% Other
- 46.6% Compliance (IRB, COI, etc.)

Legend:
- Sponsored Programs
- Executive leadership
- Compliance (IRB, COI, etc.)
- Other
- Information Technology

Sample Data: Update with Final Registration Data

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WHO IS ATTENDING THE WEBINAR TODAY?

What is the trend for research funding at your institution?

Legend:
- Unkown
- Increasing
- Staying about the same
- Decreasing

Pie chart values: 35.7%, 28.6%, 28.6%, 7.1%

Sample Data: Update with Final Registration Data

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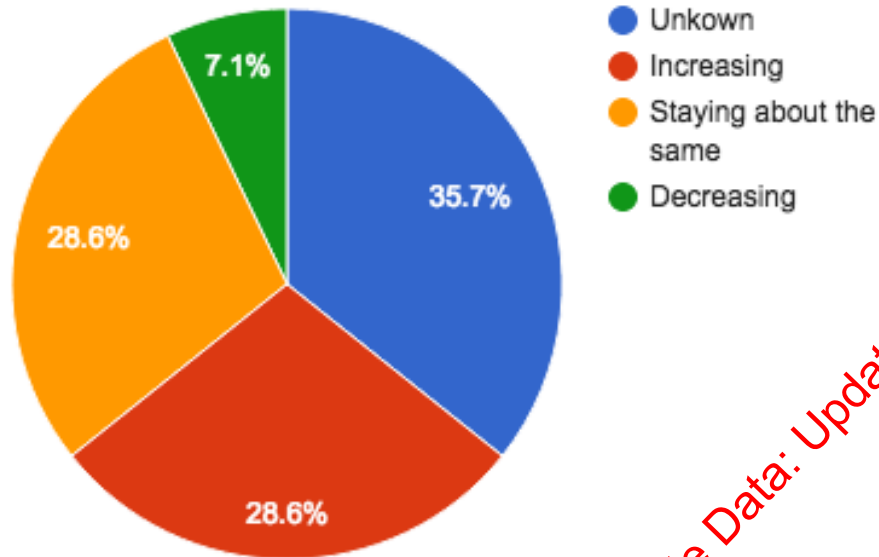
POLLING QUESTION

Has your organization ever had a failed software implementation?

1 | YES

2 | NO

3 | UNKNOWN

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1

BUILDING HIGH FUNCTION CROSS-ORGANIZATIONAL TEAMS
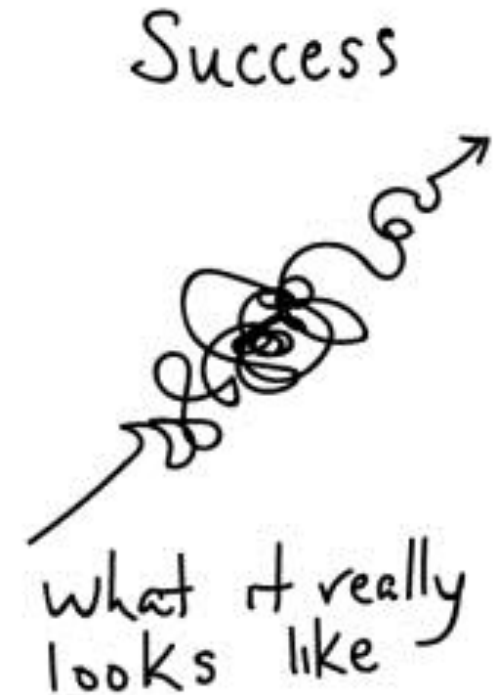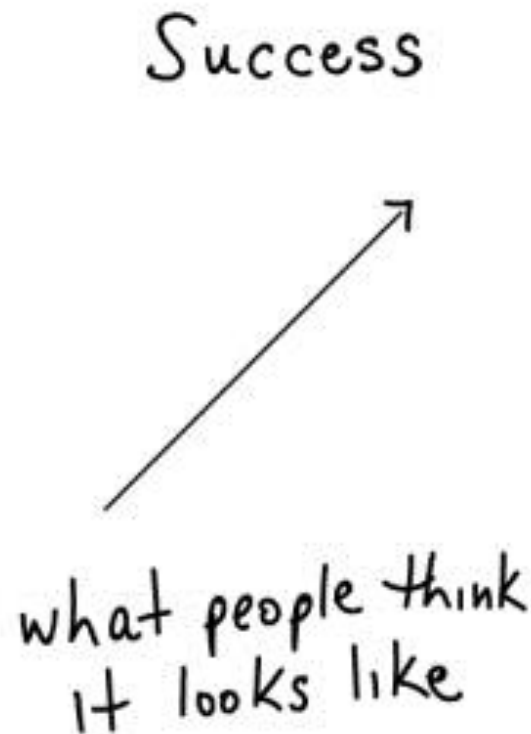
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THE UW IRB EXPERIENCE
SUCCESS FACTORS FROM THE FUNCTIONAL SIDE
HEATHER RIECK

JOSH BISETTI

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UW IRB OUTLINE

+ Background
+ Challenges
+ UW Factors for successfully building bridges

Success

what people think
it looks like

Success

what it really
looks like

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WEE BIT O' BACKGROUND

+ Our perspective is on the functional side
  - UW: Project Managers, BSA, Data and Metrics Specialist, Information Manager, Trainer, Product Manager
  - Huron: Project Manager, Technical Consultant(s), Hosting Services

+ We chose to rely on Huron Professional Services:
  - UW discovery
    • No existing software in our business
    • Hard to find developers

+ We consider our implementation a success!

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CHALLENGES!

+ Tends to be a 'dividing line' between tech and business teams

+ Physical distance

+ Language
  - Institutional
  - Technical vs. Operations

+ Larger project team of about 8-10 Huron/UW people
 - 3-4 Project Managers

+ Mix of expertise

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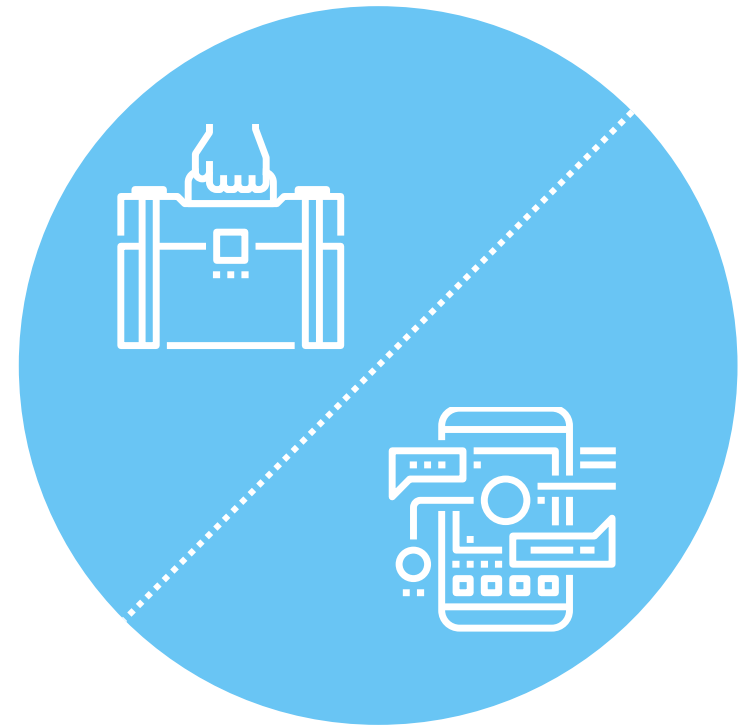
POLLING QUESTION

Which best describes the integration between your functional and technical teams?

1 | We are well integrated and operate as "one"

2 | We do ok, but there is room for improvement

3 | We have distinct silos with limited collaboration

4 | Unknown

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SUCCESS FACTOR:
COMMUNICATION

+ Daily standups with video

+ Engage reviews 1-2x a week

+ Project team meetings 2-4x a month

- Frequent phone calls
- CLEARLY documented business requests

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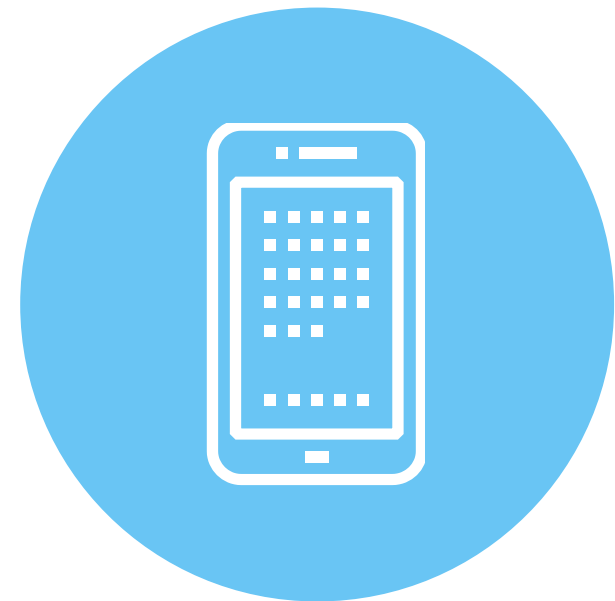
SUCCESS FACTOR: INCLUSIVITY

+ Everyone has a seat at the table
+ Technical Consultant (Joe!) leads our engage reviews
+ TC's input sought and strongly weighted
+ Mentoring sessions for UW

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POLLING QUESTION

What best describes your relationships with your software vendors?

1 | They are in integral part of our teams

2 | We leverage them where it makes sense

3 | We only engage them when we absolutely have to

4 | Unknown

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SUCCESS FACTOR: ROLE EMPATHY

+ Emphasis on mutual goals

+ Defining the business case and technical specifications for each issue
  - Understanding constraints and motivations around a problem
  - Taking responsibility for the team's understanding of each issue

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TAKEAWAYS

+ Err on the side of more interaction (OVER-communicate)

+ Prioritize relationship-building

+ Keep the bigger picture in mind at all times

+ Take accountability for others' understanding

+ Assume positive intent!

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2

CREATING A CULTURE OF POSITIVE CHANGE

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UW IACUC OUTLINE

+ Learn about the University of Washington's approach to creating a culture of positive change.

+ Challenges

+ Embrace your elephant!

Goal: Share new ideas and an excitement about how to more effectively prepare for change at your organization.

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WHAT'S THE BIG DEAL ABOUT CHANGE?

Simple in Principle:

- New information provided → Acknowledge and adjust

"Go that way, really fast. If something gets in your way, Turn!"

– Charles De Mar

Difficult in reality:

- New information provided → Ignore – Resist – Tremble in Fear – Delay – Avoid → Acknowledge and adjust

"The only thing we have to fear is fear itself…. and change!"

– Franklin D. Roosevelt (poetic license taken)

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CHALLENGES

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FIRST STEPS

Figure out the landscape

Prepare for REACTIONS

Recognize what is working

What is GOOD

Establish momentum

Make it NORMAL

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WIIFM?

+ **WIIFM?** What's in it for me?

+ **Start small to build momentum, confidence, and trust – people *will* notice.**

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POLLING QUESTION

Who is most resistant to change at your organization?

1 | Institutional Leadership

2 | Research Admin Leadership

3 | Research Admin Staff

4 | Researchers

5 | Unknown

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CHANGE IS GOOD

+ Transforming OAW's culture – started internally

+ Practice makes perfect

+ Good communication is key

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EMBRACE YOUR ELEPHANT

1. Recognize your Elephant
What are the challenges that hold your back?

2. Own your Elephant
Take ownership of those weaknesses that cause
your challenges.

3. Transform your Elephant
Make the changes necessary to address and solve your challenges!

4. Move your Elephant

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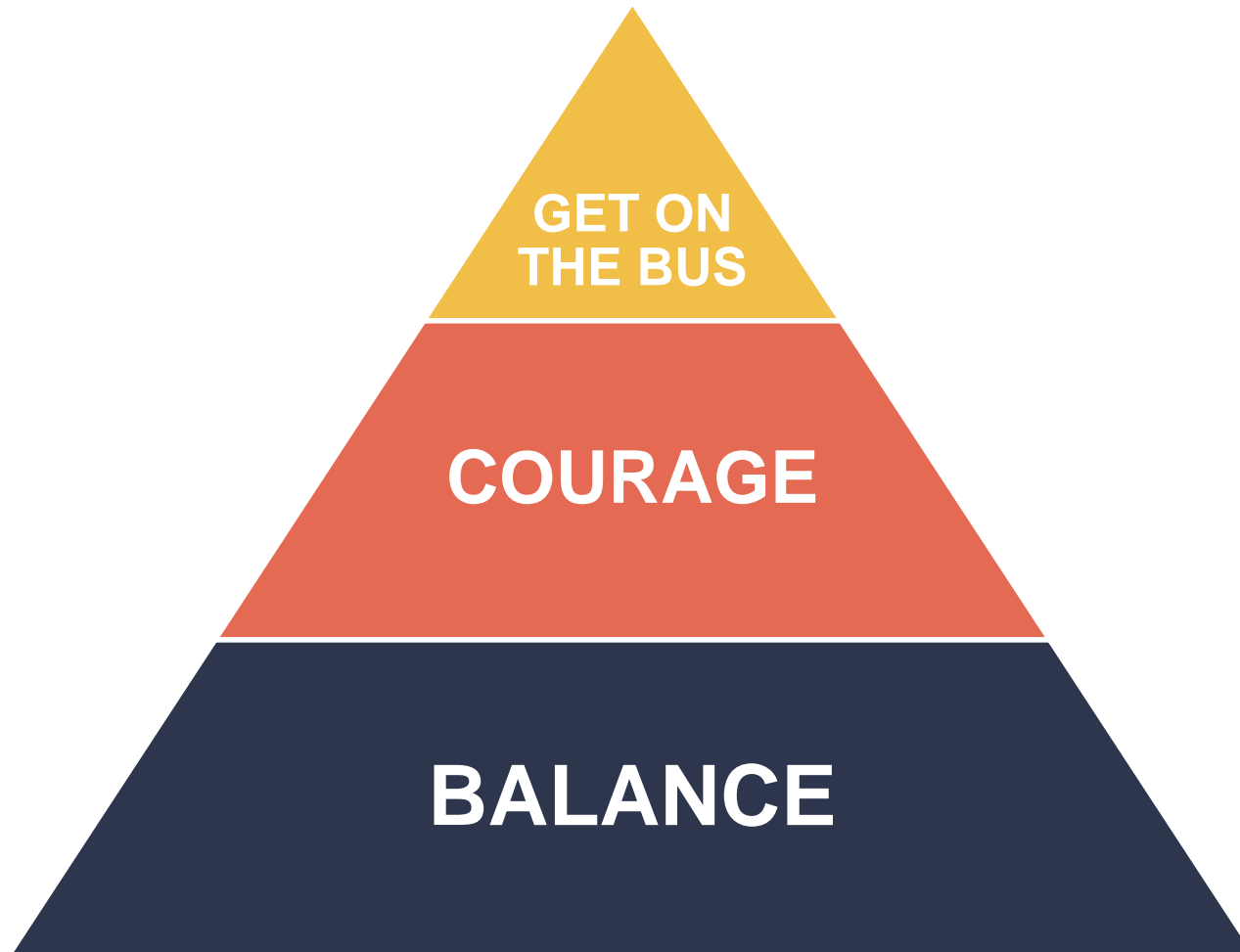2 Footnote goes here
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SO HOW DID WE MOVE OUR ELEPHANT?

+ Hoverboard!

+ Identify Champions

+ Acknowledge pain points

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OAW TEAM CULTURE

GET ON THE BUS

COURAGE

BALANCE

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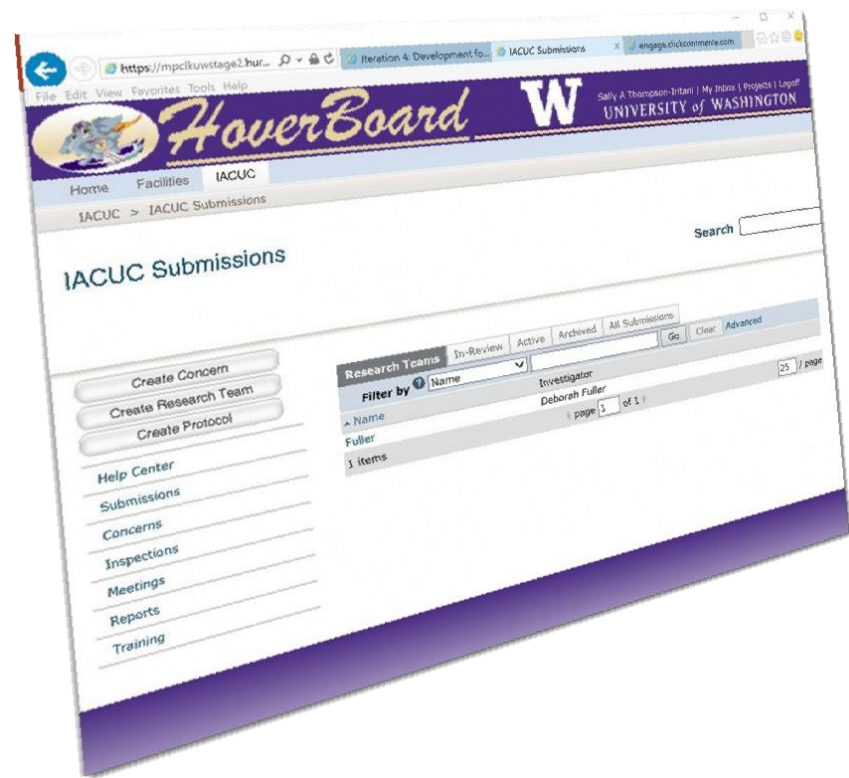
POLLING QUESTION

Do you have a formal change management function?

1 | YES

2 | NO

3 | We are building one

4 | Unknown

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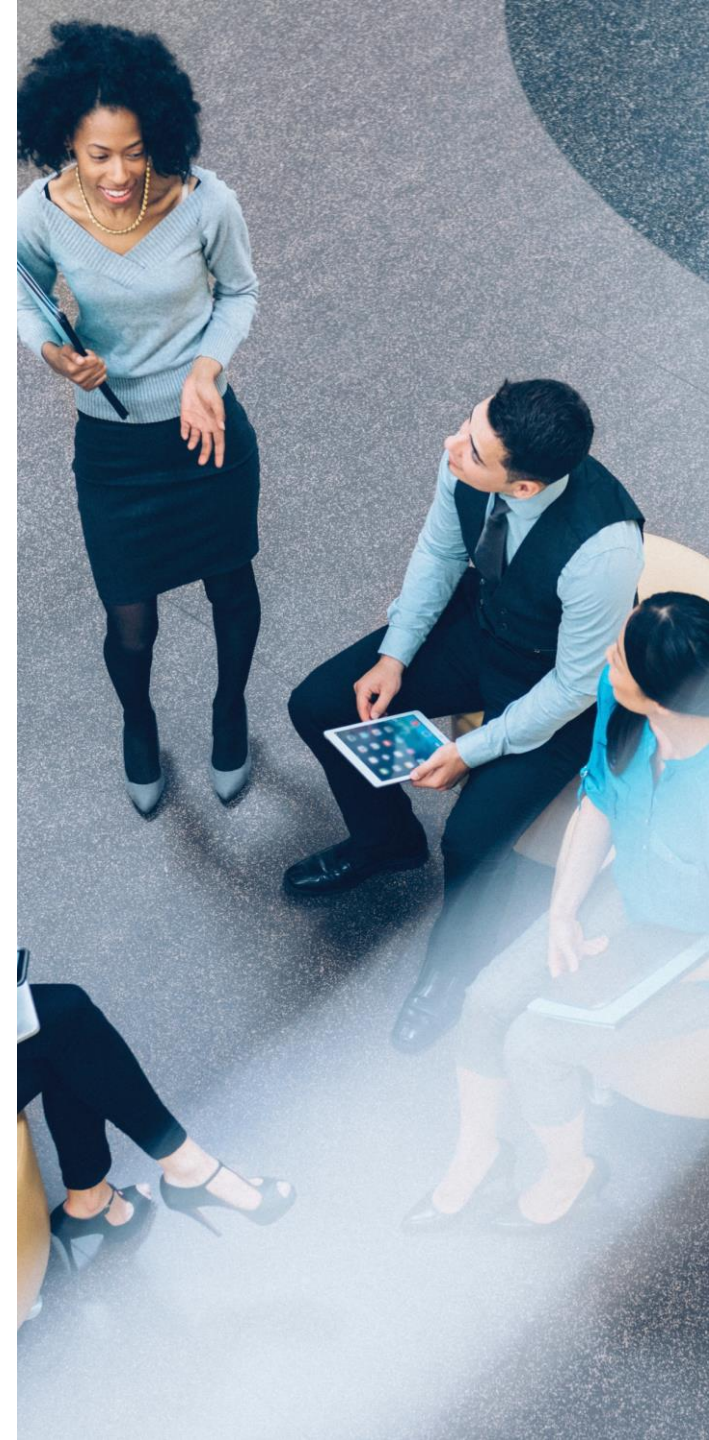
CONCLUSION

+ Change is uncomfortable, uncertain, scary… and so we tend to avoid it.

+ Whether we like it or not, change is going to happen.

+ So how can we minimize the risks and stay in control?

Embrace it – Plan for it – Cultivate a positive attitude.

In essence:

Create a Culture of Positive Change

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QUESTIONS?

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