



Vita Global Sciences

FROM RESEARCH TO **REALITY**

PM09 - Beyond Authority: Navigating Challenges, Earning Trust, and Building High-Performance Teams in FSP and Outsourced Delivery Models

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Introduction

Human Centered Approaches in a Global Healthcare Landscape

Technical Expertise Alone Is No Longer Enough

Today's Clinical Trial Environment:

- Globalization of research and development
- Decentralized teams across multiple locations
- FSP partnerships requiring strategic coordination
- Diverse workforces with varied cultural backgrounds

Key Leadership Themes



Earning Trust Without Authority

Building credibility and influence across organizational boundaries and with external partners



Fostering Psychological Safety

Creating environments where team members feel comfortable taking risks and expressing concerns



Resolving Conflict Effectively

Transforming disagreements into productive discussions that drive innovation and better outcomes

Leadership Without Authority: Challenges

Navigating influence in complex clinical trial environments

Key Challenges



Communication Gaps

Inconsistent messaging lowers morale and strains relationships



Low Visibility

Behind-the-scenes leadership makes issues surface late, risking partnerships



Securing Buy-in

Difficult with inherited teams and entrenched habits

Leadership Imperatives



Lead through influence, not control

Focus on inspiring action rather than directing it



Build trust, credibility, and connection

Establish relationships based on authenticity and reliability



Foster collaboration and transparency

Create open environments where all stakeholders feel included



Communicate the purpose behind processes

Help teams understand the "why" behind the "what"

“

"The key is not to command, but to connect."

Earning Trust – Strategies

Building credibility in clinical trial leadership



Establish a Cadence of 1:1s

- ★ Most powerful communication tool—focused on connection, not status updates
- ★ Offered insights into professional roadblocks and personal motivators



Recognition & Documentation

- Celebrate wins—big or small to boost morale
- Provide specific, kind, and constructive feedback to guide behavior change



Create a Safe Environment

- ✓ Use anonymous surveys and open-door policies to foster honest dialogue
- ✓ Proactively engage quieter or non-expressive team members, especially when morale dips



Understand Cultural Nuances

- ✓ Recognize that dissatisfaction may appear differently across cultures
- ✓ Prevent misinterpretation and tailor support effectively



Visible Leadership

- ♦ Show up—physically or virtually to demonstrate presence and care
- ♦ Join team huddles, informal chats, or 1:1s to signal, "You matter. I'm here."



Balance Optimism with Realism

- ♥ Avoid sugarcoating in tough times—transparency builds credibility
- ♥ Pair difficult news with clear action steps and ongoing support

Building High Performance Teams

Strategies for effective team leadership in clinical trials



Invest in Training & Planning

- ✓ High performance isn't accidental—it's designed
- ✓ Use clear trackers, SOPs, communication plans, and training modules



Frequent Feedback

- ✓ Regular feedback enables early course correction
- ✓ Prevents issues from escalating and builds continuous improvement



Development Plans with Accountability

- ✓ Co-create action plans for those struggling and follow through
- ✓ Credibility erodes when promises aren't revisited



Play to Strengths, Not Just Roles

- ✓ Align tasks with individual strengths and neurodiversity
- ✓ Example: an ADHD team member thrived under pressure—adjusting roles boosted performance



Tailored Leadership

- ✓ One size doesn't fit all—adapt your leadership style to each team member
- ✓ Match your approach to each person's comfort with autonomy



Shared Goals and Clarity

- ✓ Vague goals kill momentum—define purpose, roles, and deliverables clearly
- ✓ When everyone understands the "why," performance skyrockets

Conflict Resolution

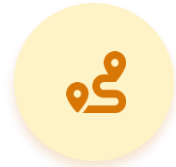
Transforming challenges into opportunities for growth



Start with Heart



Restoring Psychological Safety



STATE Your Path

- S** – Share facts
- T** – Tell your story
- A** – Ask for other paths
- T** – Talk tentatively
- E** – Encourage testing



Move to Action

Conflict Resolution in the Context of High-Performance Teams

Leveraging differences for innovative solutions and stronger collaborations



Sustain Clear Communication

Maintain strong collaboration channels even during disagreements, ensuring information continues to flow effectively across the team



Prevent Productivity Loss

Address interpersonal friction before it impacts performance, timeline adherence, and quality of deliverables



Promote Healthy Debate

Encourage constructive disagreement that fuels creativity, innovation, and more robust decision-making processes



Transform disagreements into opportunities for growth, enhancing overall team effectiveness and output while strengthening relationships and commitment to shared goals

Conflict Resolution in the Context of Resilience

Building strength through constructive dialogue



Preserves psychological safety

After conflict or setbacks



Stress Management

Manages stress and promotes recovery from interpersonal tension



Prevents lasting damage

From unresolved disputes



Enhances team recovery and cohesion during or after challenging situations

Neurodiversity vs Neurotypical: Lessons Learned

Adapting leadership approaches for inclusive team environments



What Neurodiversity Means

- ✓ Includes ADHD, autism spectrum, dyslexia, and more
- ✓ These are differences, not deficits, in processing and perception



Tailor Communication

- ✓ "ASAP" may motivate one person but trigger anxiety in another
- ✓ Be specific, structured, and contextual with timelines and expectations



Praise Specifically

- ✓ Replace vague praise ("Good job") with detailed recognition
- ✓ Example: "Your audit prep flagged all five protocol deviations—great work!"



Mindfulness ≠ One Size Fits All

- ✓ Meditation may help some but overwhelm others
- ✓ Encourage individualized self-regulation strategies



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Neurodiversity vs Neurotypical: Lessons Learned

Creating inclusive environments that support all thinking styles



Safe Space First, Self-Advocacy Later

- ✓ Disclosure only happens when people feel psychologically safe
- ✓ Build trust and inclusion before expecting openness



View Differences as Strengths

- ✓ Neurodivergent perspectives often bring unique problem-solving and attention to detail
- ✓ Example: spotting data inconsistencies that saved an entire study arm



Avoid Ableist Language

- ✓ Words like "crazy," "slow," or "normal" alienate and exclude
- ✓ Use inclusive language that reflects respect and belonging



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Conclusion – Take Home Messages

From hierarchical authority to cultivated influence

Keys to Influence



Deep Listening

to understand team needs



Continual Adaptation

to evolving contexts



Clear, Compassionate Vision

to guide action

Actionable Practices



Transform Conflict

by creating psychological safety



Address Underperformance

through coaching, not condemnation



Customize Management

for neurodiverse talent

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“Caring for and connecting to the people we lead is an irreducible prerequisite to effective leadership.”

Brené Brown

Contact Information

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