

## REPORT

ISPOR Regional Chapter Leadership Training Workshop  
May 20, 2019 at ISPOR 2019, New Orleans, LA, USA

ISPOR Global Networks organized a special ISPOR Regional Chapter Leadership Training Workshop that was held on Monday, May 20, 2019, 5:15-7:15 pm during [ISPOR 2019](#) in New Orleans, LA, USA. The workshop was designed to strengthen participants' skills in managing and leading ISPOR regional chapters and ISPOR global groups. The theme of the training, "What Makes a Good Leader and Why it Matters?", was led by a professional leadership speaker Laura Freebairn-Smith, Partner at Organizational Performance Group. This training was part of the broader [ISPOR Chapter Leadership Training Initiative](#), whose aim is to provide resources, support and training to ISPOR regional chapter leaders as well as ISPOR global group leaders, and it as the third in-person training organized.

There were over 40 participants in attendance representing key ISPOR chapters and groups. The session was broken into several sessions, including a presentation from Freebairn-Smith on team performance models as well as ice-breaker games and discussion sessions. The high-level discussion points are included below:

### Keys to moving teams into higher performance

- High performance in teams is greatly dependent upon trust among the members. Team members will not feel as comfortable or willing to commit when they aren't familiar with their team members or leaders. Thus, successful integration depends upon active engagement of leaders among their members through team-building activities. As time passes, teams will inevitably grow closer. But with each new addition to the team or change, the integration process restarts.
- Connecting with people by learning their story – respecting people's time and their backgrounds, gains their respect. Some practical ways to implement include starting meetings on time (as a sign of respect to everyone in attendance), looking people in the eye, not looking at your phone in a meeting setting, and creating an environment for all people to engage in.
- Understand the different personality styles of your team members. Some are extroverts and respond well to public discussions. Introverts should be engaged in a more closed and intimate setting. Leaders should tailor their approaches as necessary.
- From a performance perspective, people are constantly moving in cycles between flow and dissonance. This is a part of the natural cycle of work and learning. It is important to recognize that people are not machines and should be supported both during high output periods and periods of rebuilding or learning. Obviously, change is also very disruptive and should be noted as affecting people differently.

### The team performance model is based on 7 steps which are:

1. Orientation – this is the question "Why am I here?" This pursue the needs of purpose, personal fit, and membership in the team.
2. Trust Building – "Who are you?" How to do you fit in the team? Is there a mutual regard among one another, an honesty and candor and open communication?
3. Goal Clarification – "What are we doing?" This speaks to the necessity for explicit assumptions, clear integrated goals and identified roles.
4. Commitment – "How will we do it?" To fulfill this, there must be a shared vision, allocated resources and organizational decisions.
5. Implementation – "Who does what, when and where?" There must be clear processes, alignment in the team, and disciplined execution.
6. High Performance – this will be accompanied through flexibility, intuitive communication, synergy and prioritization.

7. **Renewal** – “Why continue?” This is the final stage of the cycle which determines in a team will continue in high performance. To be sustainable there must be recognition of members accomplishments, change mastery and staying power. Boredom and burnout remain as key obstacles.

**Conclusion:** As teams meet the needs of each stage, they will move through the seven stages to full engagement and high performance. Key setbacks for progression can include fear and uncertainty, mistrust, apathy, skepticism, harmful competitiveness, resistance to change, miscommunication, overload and burnout. With a change to the team’s competition, this process is set into motion from the beginning again.

#### **Group Discussions and Activities:**

- The training was opened with an ice-breaker session where each table had participants go through the meaning behind their names. This was an interesting way to learn about peoples’ backgrounds and stories, to set the stage for future discussions and sharing.
- Case studies of successful performance – attendees shared their personal experiences on when teams have been successful. Some examples included dealing with conflict situations, as well as managing complex projects across multiple departments.
- A game called “Two truths and a lie” was played among the attendees to demonstrate the importance of reading people and understanding their intentions. Some comical moments ensued, and some interesting facts were learned about people in the diverse group.
- A group game that stretched the team-building capabilities required tablemates to build the tallest tower with nothing more than post-it notes and paperclips. It was interesting to see how different groups approached the problem creatively as well as how they responded under pressure. Group and leadership dynamics were highly variable and the different approaches to the tower design ranged from traditional vertical stacks to complex minarets. After the exercise Freebairn-Smith emphasized how thinking outside of the box can eliminate self-imposed restrictions and limitations toward solving a problem.

The group sections not only livened up the session but allowed participants to gain important perspective on themselves as they learned about others’ experiences. Following the group discussions, there was a conclusion and wrap-up of lessons learned as well as questions and reflections by the participants. A raffle drawing was also conducted with one lucky participant winning a complementary conference registration for a future ISPOR conference.

#### **Evaluation**

At the conclusion of the event, an evaluation survey was sent out to some participants of the training asking them to rank the training, whether they would recommend the training, how relevant it was to their work and what they liked best and least about the training. Among the respondents, the majority listed the training experience as positive with over 80% giving it a favorable rating out of a 5-point scale, and the training received some specific feedback that it was very engaging and relevant, useful for the work environment, and demonstrated ISPOR’s commitment to supporting its regional chapters and groups. Future topics were suggested to cover motivating and engaging volunteers, organizing events and creating sustainable groups.

#### **Future activities**

The [ISPOR Chapter Leadership Training Program](#) will continue with 2 more webinars scheduled for 2019, and additional face to face training planned for 2020. For more information, please visit the ISPOR regional chapter resource center periodically for updates. You are also encouraged to check out the [ISPOR Chapter Leadership Handbook](#).



ISPOR Chapter Leadership Training at ISPOR 2019

**ISPOR Regional Chapters and Groups that participated in the training**

- ISPOR Asia Consortium Industry Committee
- ISPOR Australia Chapter
- ISPOR Boston Chapter
- ISPOR Brazil Chapter
- ISPOR Colombia Chapter
- ISPOR Hong Kong Chapter
- ISPOR Japan Chapter
- ISPOR Latin America Consortium Industry Committee
- ISPOR Mexico Chapter
- ISPOR Midwest Chapter
- ISPOR Shanghai Chapter
- ISPOR Student Network
- ISPOR Taiwan Chapter
- ISPOR Thailand Chapter
- ISPOR Uganda Chapter
- ISPOR Ukraine Chapter
- ISPOR Venezuela Chapter