



Stanford eCorner

Rewarding Team Achievement

Susan Desmond-Hellmann, *UCSF*

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Video URL: <http://ecorner.stanford.edu/videos/2630/Rewarding-Team-Achievement>

UCSF Chancellor Susan Desmond-Hellmann explains the growing need to incentivize and reward team achievements. While principal investigators in scientific fields have historically been rewarded for solo achievements, many of the today's goals and projects facing science and technology require team efforts, says Desmond-Hellmann. Moreover, she believes the question of how to best encourage and reward team-supportive behavior is crucial for leaders in these fields.



Transcript

The other thing that I took from private industry and brought to UCSF is the whole question of, "How do you incent the kind of behavior you want?" So, principal investigators tend to be rewarded for solo behavior. Are you first author or last author on a paper? Are you going to win a prize-the Nobel Prize? Are you going to publish? Are you going to get you a grant? Many of the things we need to accomplish in science and medicine today are team-driven. What if you made a huge contribution to the team and you didn't get on the paper or you were third author over and over? Can you progress? Can you get promoted? Can you win prizes and be recognized? A huge issue across all team-based science and something that I'm passionate about, rewarding team behavior. So pushing to team prizes and making sure that collaboration is rewarded in a system that has for a long time rewarded individual behavior. Something that as Chancellor, I can promote and celebrate that kind of team behavior that's good for patients and good for the kinds of outcomes that we want.