



OUR VISION A WORLD FREE OF ARTHRITIS

CANADIAN ARTHRITIS NETWORK | LE RÉSEAU CANADIEN DE L'ARTHRITE

# Why is CAN Successful? A Case Study in Organizational Behaviour

Monique Gignac  
Presented at the Annual Scientific Meeting of the  
Canadian Arthritis Network (CAN)  
October 12, 2007, Halifax, NS



Networks of Centres of Excellence  
Réseaux de centres d'excellence



CANADIAN ARTHRITIS NETWORK | LE RÉSEAU CANADIEN DE L'ARTHRITE

OUR VISION A WORLD FREE OF ARTHRITIS

# CAN Core Values

- 1) Multidisciplinary / Transdisciplinary Research
- 2) Partnerships
- 3) Training and Education
  - Give talent a chance to flourish
  - Promote a way of thinking about research

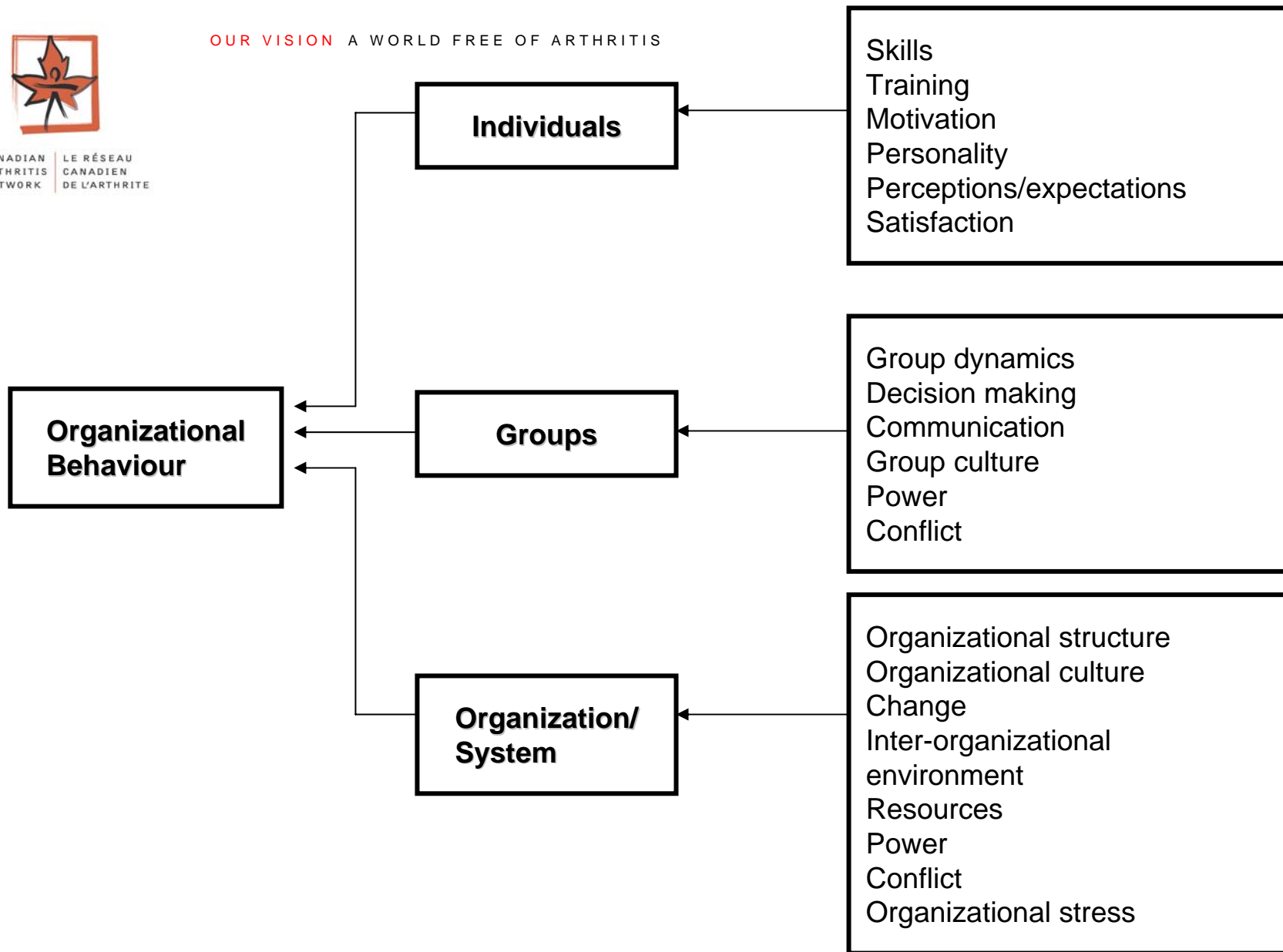


Networks of Centres of Excellence  
Réseaux de centres d'excellence



CANADIAN ARTHRITIS NETWORK | LE RÉSEAU CANADIEN DE L'ARTHRITE

OUR VISION A WORLD FREE OF ARTHRITIS



Networks of Centres of Excellence  
Réseaux de centres d'excellence



OUR VISION A WORLD FREE OF ARTHRITIS

CANADIAN ARTHRITIS NETWORK | LE RÉSEAU CANADIEN DE L'ARTHRITE

# S.W.O.T. Analysis

Strengths, Weaknesses, Opportunities, Threats

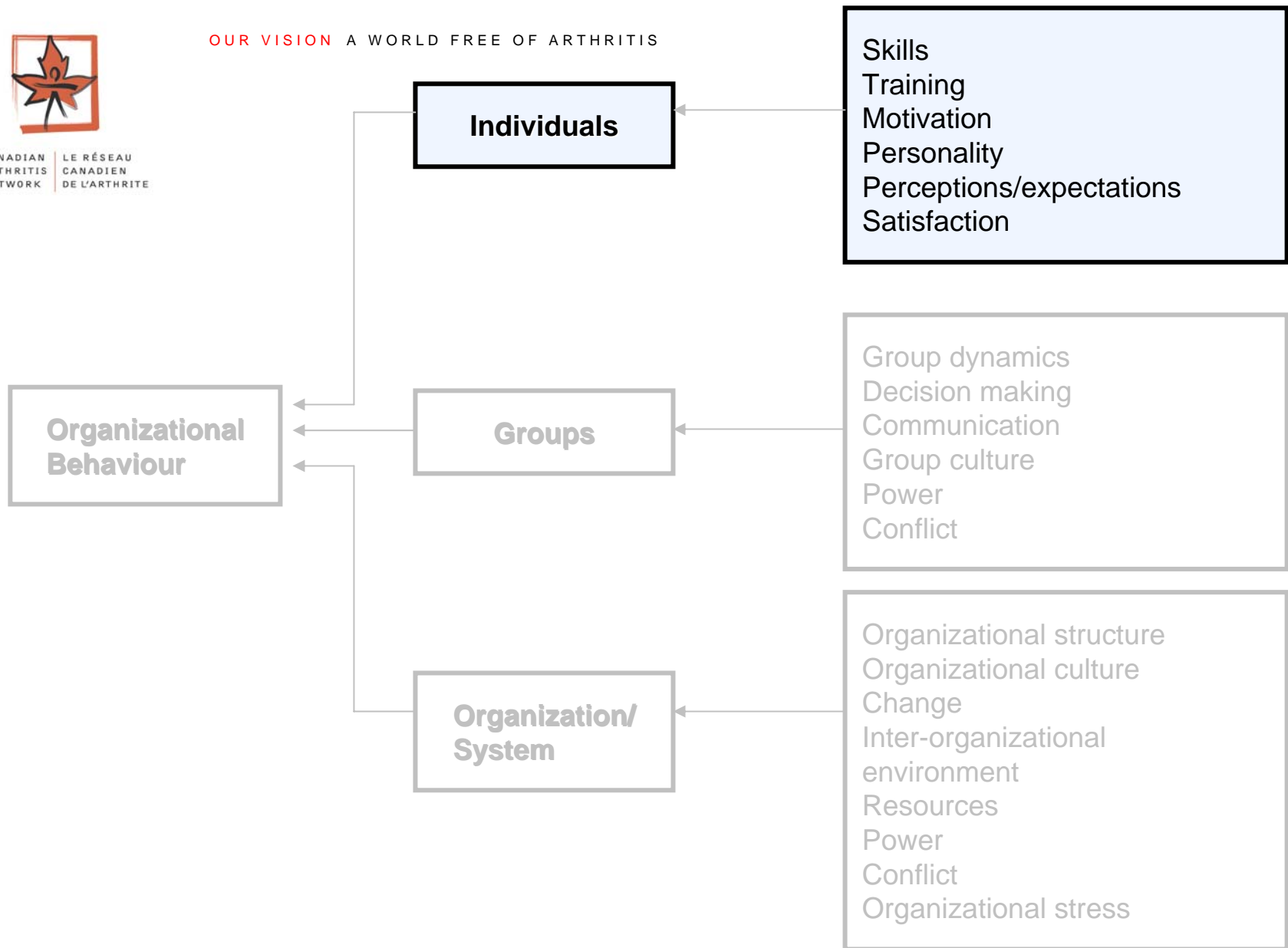


Networks of Centres of Excellence  
Réseaux de centres d'excellence



CANADIAN ARTHRITIS NETWORK | LE RÉSEAU CANADIEN DE L'ARTHRITE

OUR VISION A WORLD FREE OF ARTHRITIS



Networks of Centres of Excellence  
Réseaux de centres d'excellence



# Motivation



- Money
  - Support training
  - High risk research
  - Enhance collaborations
  - Target under-developed research areas
- Shape goal setting
- Access to expertise





CANADIAN  
ARTHRITIS  
NETWORK | LE RÉSEAU  
CANADIEN  
DE L'ARTHRITE

OUR VISION A WORLD FREE OF ARTHRITIS

# Perceptions, Attitudes, Expectations

- Collaborative model
- Perceptions of stress – threat, harm, or challenge?
  - Challenge: control and manage change
  - Threat/Harm: inertia, competition

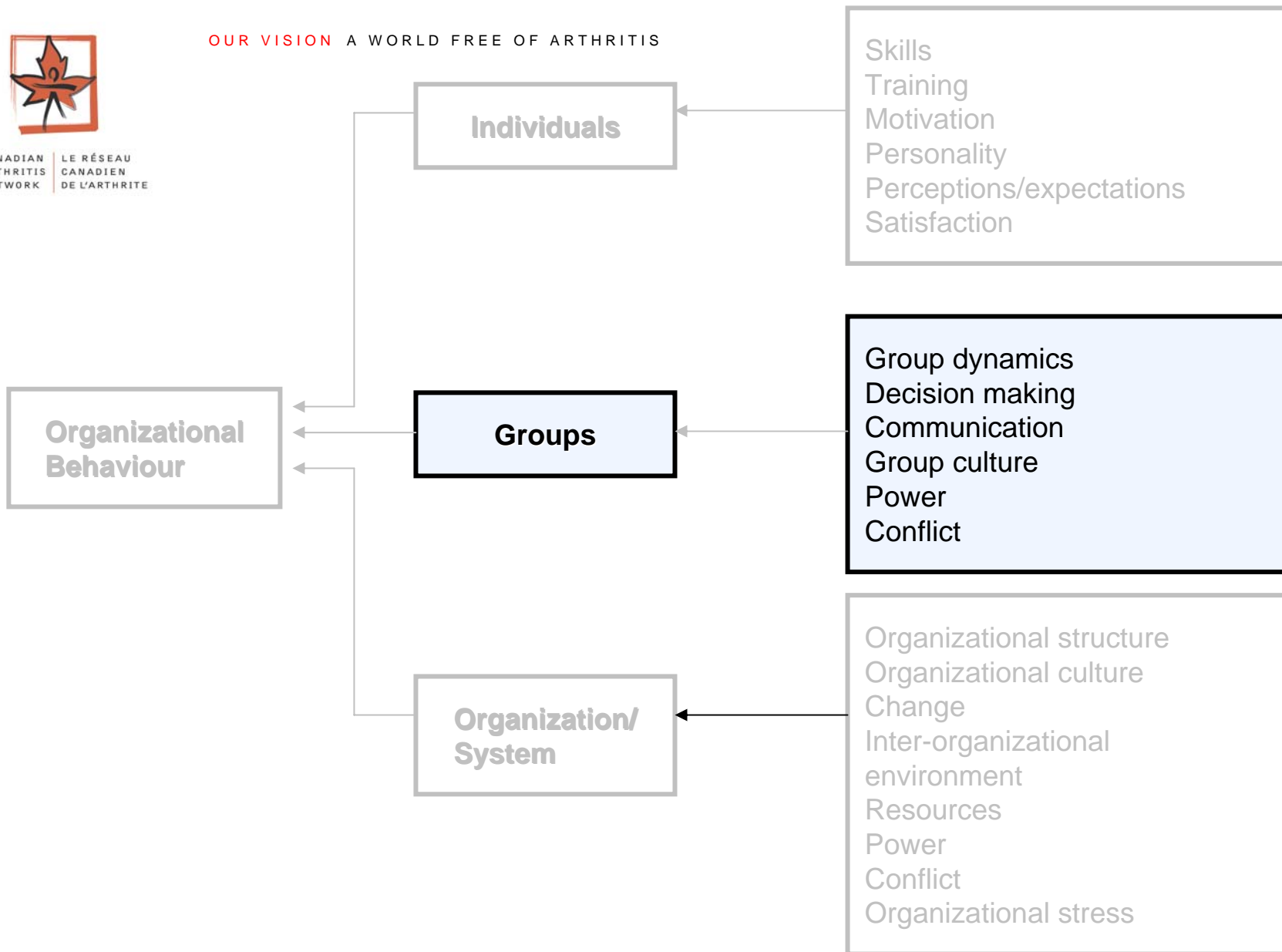


Networks of Centres of Excellence  
Réseaux de centres d'excellence



CANADIAN ARTHRITIS NETWORK | LE RÉSEAU CANADIEN DE L'ARTHRITE

OUR VISION A WORLD FREE OF ARTHRITIS



Networks of Centres of Excellence  
Réseaux de centres d'excellence



CANADIAN  
ARTHRITIS  
NETWORK | LE RÉSEAU  
CANADIEN  
DE L'ARTHRITE

OUR VISION A WORLD FREE OF ARTHRITIS

# Stages of Group Evolution

- Forming
- Storming
- Norming
- Performing



Networks of Centres of Excellence  
Réseaux de centres d'excellence



# Forming: Characterized by Uncertainty

## CAN:

- Encouraged research diversity
- Provided pilot funding open to all investigators
- Created buy-in and time to learn about NCE objectives





# Storming: Characterized by intra-group conflict and negotiation

## CAN:

- Provided funding for cross-institutional research
- Developed theme groups
- Provided funding for cross theme or pillar research with consumer involvement and partnership dollars
- Created standard evaluation procedures – Scientific & Medical Advisory Committee (SMAC) using Progrid





## **Norming** characterized by:

- a) More cohesive group relationships
- b) A common set of expectations

## **Performing** characterized by:

- a) Movement away from interpersonal issues to tasks
- b) Identifying goals and gaps in research and training; maximizing training opportunities and partnerships, larger strategic initiatives, development advancement projects





CANADIAN  
ARTHRITIS  
NETWORK | LE RÉSEAU  
CANADIEN  
DE L'ARTHRITE

OUR VISION A WORLD FREE OF ARTHRITIS

# Stages of Group Evolution

- Forming
- Storming
- Norming
- Performing
- ***Adjourning***



Networks of Centres of Excellence  
Réseaux de centres d'excellence



CANADIAN  
ARTHRITIS  
NETWORK | LE RÉSEAU  
CANADIEN  
DE L'ARTHRITE

OUR VISION A WORLD FREE OF ARTHRITIS

# Adjourning Characteristics

- Task focused
- Wrapping up activities
- Potentially volatile interpersonal relationships



Networks of Centres of Excellence  
Réseaux de centres d'excellence



# Recommendations for Managing Organizational Stress

- Strategic selection and placement of individuals
- Participatory decision making
- Enhanced organizational communication
- Goal setting, including discussion of changing goals





OUR VISION A WORLD FREE OF ARTHRITIS

CANADIAN  
ARTHRITIS  
NETWORK

LE RÉSEAU  
CANADIEN  
DE L'ARTHRITE

# Organizational/System-level Successes

- CAN has adopted a collaborative, win-win approach
- Previous partnerships highly successful (e.g., TAS, IMHA)
- Pooled interdependence; smaller groups function relatively independently to contribute to overall goals



Networks of Centres of Excellence  
Réseaux de centres d'excellence



OUR VISION A WORLD FREE OF ARTHRITIS

CANADIAN ARTHRITIS NETWORK | LE RÉSEAU CANADIEN DE L'ARTHRITE

# Thank you



Networks of Centres of Excellence  
Réseaux de centres d'excellence