THRIVE

DEVELOPING A NEW APPROACH TO INCLUSIVE TEAMWORK IN RESEARCH AND IMPACT LEADERSHIP
INTRODUCTION TO THE DAY

Now: Welcome and introduction to Thrive and the Thrive team

• 10:30-11:30am: Interactive Thrive Principles Session 1
• 11:30-12:30pm: Panel Discussion - Promoting Parity of Recognition in Research Culture: Jan Brett, Paul Gilbert, and Dr Ruth Norris. Q&A session
• 12:30-13:30pm: Lunch Break and Networking
• 13:30-14:30pm: Co-Design Workshop – Thrive Principles Session 2
• 14:30-15:00pm: Collective Leadership – Hilary Clarke. Q&A session
• 15:00-15:15pm: Coffee break
• 15:15-16:00pm: Closing summary of the day, Q&A, and closing remarks.
WHAT/WHO IS THRIVE?

A two-year research project funded by Research England, working in partnership with AHRC and Advance HE to:

• Co-develop a new model of team working – encouraging greater diversity and inclusivity in research collaboration

• Pilot the model through a live funding call with AHRC (2024)

• Understand the challenges and opportunities of this approach
INCLUSIVE TEAMWORK

• Co-creating **alternative** to traditional PI approach in research projects

• More **collaborative**: all team members contribute to a project's success (shared/collective leadership)

• More **inclusive**: breaking down silos; fostering diversity of voices and nurturing a culture of collaboration, trust and open communication

• Contributes to a positive **research culture** that encourages inclusive and collegiate behaviours
Work with a **cross-section of representatives** from universities, funding bodies and industry to co-develop a model of team working which will:

a) enable **equitable** and **transparent** distribution of activities and workload;

b) **reward** and **recognise** both individual and collective achievements;

c) identify the **engagement** and **collaboration tools** and **techniques** required for effective teamworking;

d) ensure **EDI best practice** within a research team, embed inclusive practices and remove barriers to engagement.
ENGAGEMENT

• Broad level of engagement from across HEIs, funders, charity sector, industry and business partners

• Different role holders: technicians, academics, research support officers, professional/research developers, project teams and leads, research culture leads, funding reps and portfolio leads

• National and international engagement
OUR JOURNEY SO FAR

6 x sector wide workshops addressing the following themes

- Team working and effective collaboration
- The convening approach - benefits and challenges
- Co-designing the principles of team convening
- Understanding the principles in practice - principles as process
SHAPING THE CONVENOR CONCEPT

• **A living research ecosystem:** more than the sum of its parts - builds on the skills/ experiences of the whole team; an adaptive space for new thinking; collective wisdom for innovative breakthroughs.

• **Leaderful:** open team culture; different members of the team take on responsibility for leading on different aspects of the work; role sharing/ buddying and mentoring.

• **Authentic engagement:** ways of working that embrace challenge, value relationships; development in a context of inclusion, belonging and trust.

• **Diverse, equitable and inclusive:** diverse team; team members are valued for what they bring to research practices; clear roles, responsibilities and recognition.
"Plays into people’s strengths, not expecting the PI to do everything – it makes you think much more carefully about who is involved and what they’re bringing to the team and how to value that".

"People may feel more able to take on ‘leading’ in their domains, without being ‘at the top’ "

"We should anticipate institutional resistance… with institutions preferring clear accountability".

"Nothing exciting in research is easy…. It’s reliant on PIs, who need to change"

"Common languages are needed for shared understanding... for talking about the team itself, to set tone and expectations"
Model focuses on convening a team with a strong, shared vision, creating a safe, trusting and enabling space in which everyone’s talents can be brought forward and shared for the benefit of all.

Principles to enable team convening
CONVENING A TEAM: PRINCIPLES AS PROCESS

- Appropriate expertise
- Shared/collective leadership
- Development for all
- Inclusive decision making
- Reflexive practice
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<td>Appropriate Expertise</td>
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<td>Project teams should compose members with specific capabilities to address project objectives effectively, ensuring diversity and varied perspectives.</td>
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<td>Shared/Collective Leadership</td>
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<td>Responsibilities are distributed among team members, allowing each to lead decision-making within their domains of expertise.</td>
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<td>Inclusive Decision-Making</td>
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<td>The project governance structure should facilitate transparent decision-making processes, ensuring all team members can contribute and participate.</td>
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<td>Development for All</td>
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<td>Every team member should have at least one development goal realised through the project, fostering continuous learning and growth.</td>
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<td>Reflective Practice</td>
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<td>Teams should regularly reflect on present progress and methods to enhance subsequent outcomes, promoting continuous improvement.</td>
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Thank you from the Thrive team

Next steps…