UNIVERSITY OF LIVERPOOL

THRIVE

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

UKRI Research England

UKRI Arts and Humanities Research Council

AdvanceHE

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

WHAT WE HAVE BEEN DOING

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;

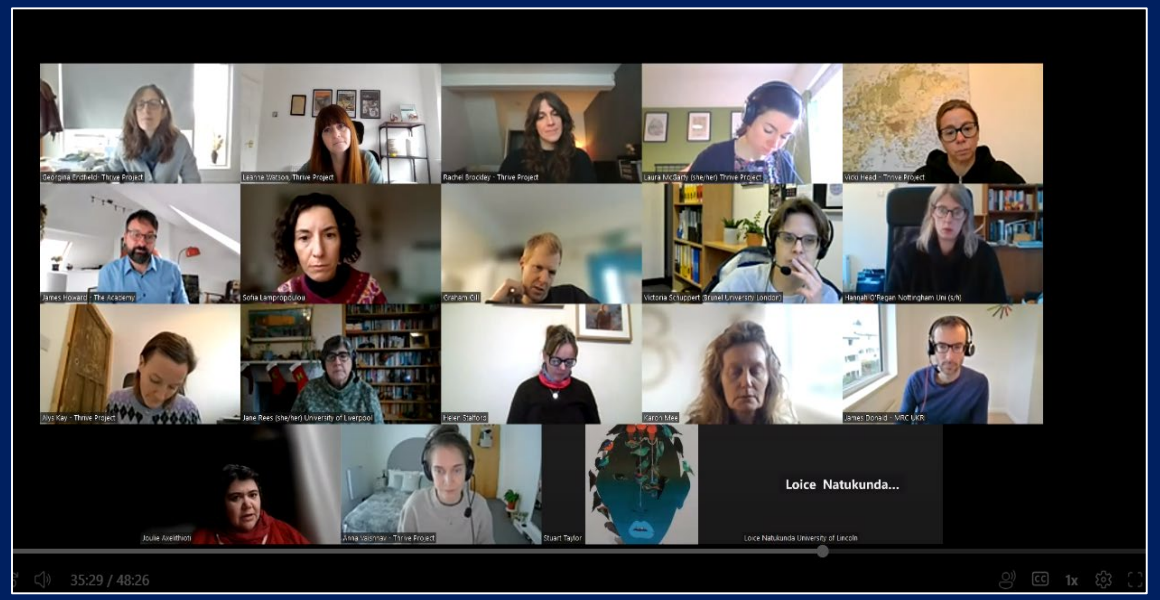
d) ensure **EDI best practice** within a research team, embed inclusive practices and remove barriers to engagement.

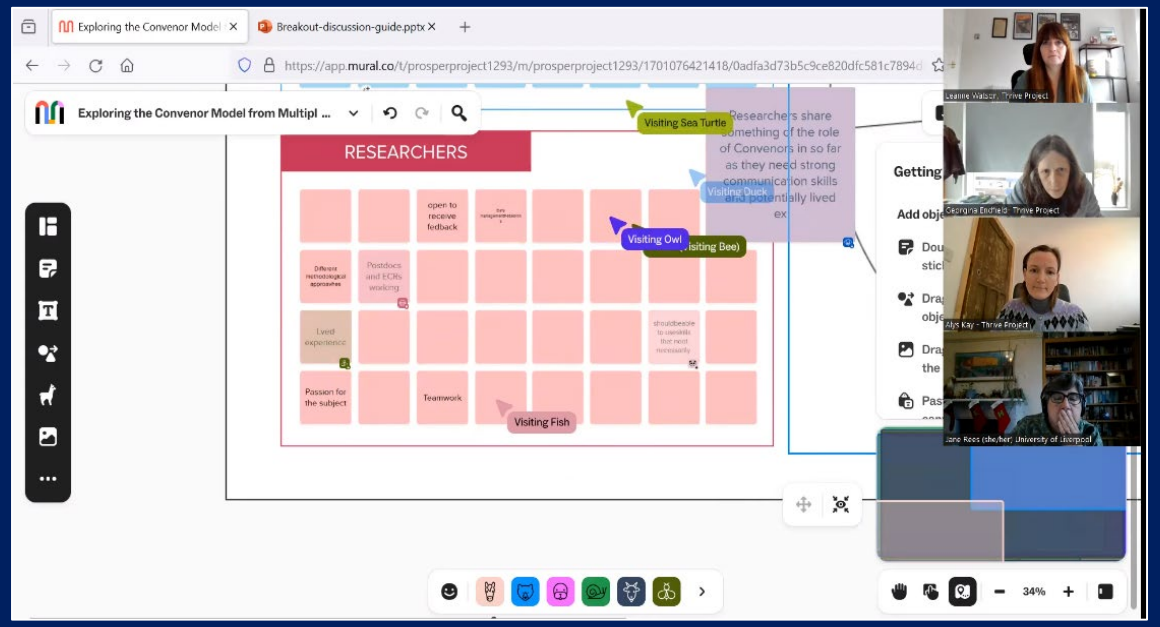
ENGAGEMENT

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

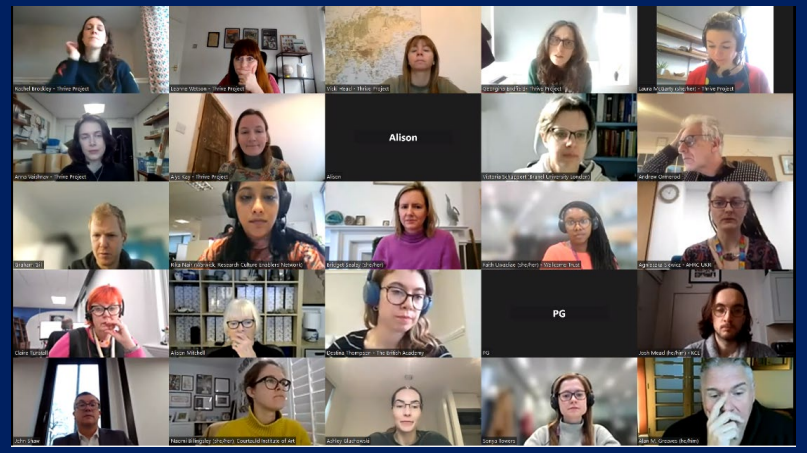
- Different role holders: technicians, academics, research support officers, professional/ research developers, project teams and leads, research culture leads, funding reps and portfolio leads

- National and international engagement



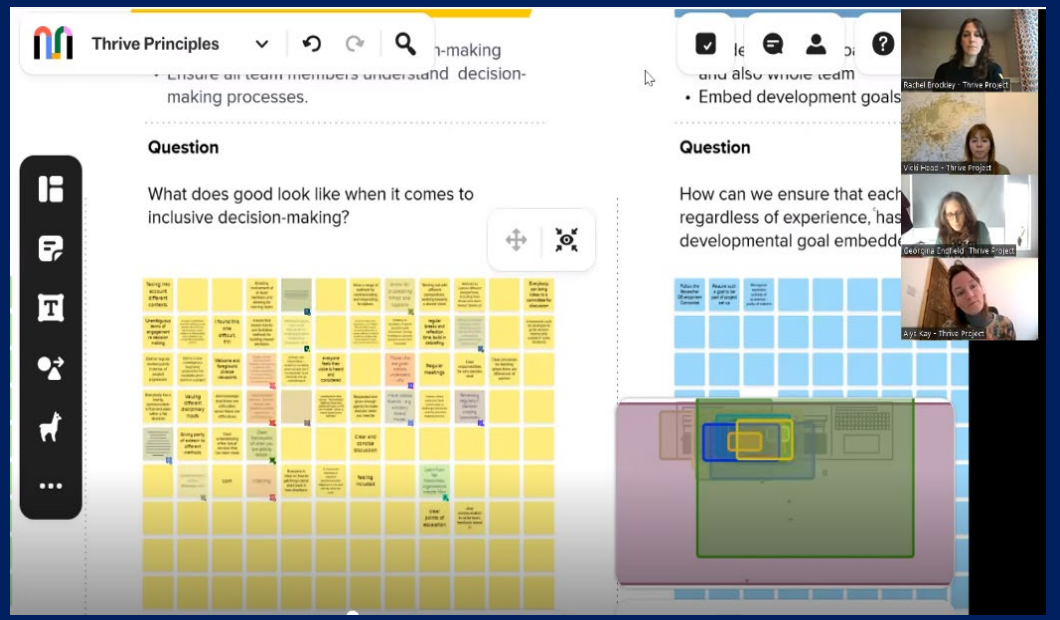


OUR JOURNEY SO FAR



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.

PARTICIPANT VOICES

"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' "

"Common languages are needed for shared understanding... for talking about the team itself, to set tone and expectations"

"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"

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

Thrive Team Convening Principles

Principle	**Process** *How to implement?*	**Change** *Tangible outcomes?*	**Implication** *Wider implications?*	**Protocol** *What would a guideline look like for this principle?*
Appropriate Expertise Project teams should comprise members with specific capabilities to address project objectives effectively, ensuring diversity and varied perspectives.				
Shared/Collective Leadership Responsibilities are distributed among team members, allowing each to lead decision-making within their domain of expertise.				
Inclusive Decision-Making The project's governance structure should facilitate transparent decision-making processes, ensuring all team members can contribute and participate.				
Development for All Every team member should have at least one development goal realised through the project, fostering continuous learning and growth.				
Reflexive Practice Teams should regularly reflect on project progress and methods to enhance subsequent activities, promoting continuous improvement.				

ALL IDEAS ARE WELCOME

Thank you from the Thrive team

Next steps…