ESTABLISHING AND MAINTAINING AN EFFECTIVE COLLABORATIVE RESEARCH TEAM

This presentation was prepared by a collaborative group and Refined Over Time Based on the Team's Experience and Research Gained Over Time:

Frances Chandler, PhD: Director-Research Support Services, Sauder School of Business, UBC;
Michelle McGinn, PhD: Faculty Member/Researcher in Education, Brock University
Maureen Murphy, LLB: Legal Manager, Research, Brock University Office of Research Services
Jennifer Freeman, MSc: Manager, Research Services, Univ. of Ontario Institute of Technology
Lynne Prout, LLB: Manager, Human Rights and Equity, Brock University

PLAN FOR PRESENTATION

Introduction- Grants Facilitator
> Types and benefits of collaboration
> Issues that arise in collaboration
> Teamwork tips

Implementation in a Research Team – Faculty Member
> Planning ahead to avoid problems in the future
> Managing the group and considering roles and responsibilities

Intellectual Property issues – University/Research Lawyer

Conflict Resolution – University Conflict Resolution Person

WHY COLLABORATE?

- *Infrastructure support* – you may not be able to do your proposed research alone!
- *Leverage expertise* and breadth available within the institution
- *Increase your visibility*, have more impact
- *Build your career* – one collaboration may lead to other opportunities
- Have *more fun* – it's very isolating to work alone

TYPES OF COLLABORATION

Internal

+ Peer-to-peer: team projects
+ Collaboration with visiting professors
+ Supervising student interns

External

– Joint research projects with industry, community, businesses, academia that share a common interest (grants, awards, fellowships, contracts, etc.)

COLLABORATION WITH INDUSTRY

* What industry has to offer
  + Grant money
  + Real-life problems and infrastructures
  + Internships and jobs for students

* What you (academic researcher) bring to the collaboration
  + Intellectual property – can afford to work on more esoteric problems and beyond the industry's expertise and time frame.
  + Recruiting potential – exposure of students, visibility

Make sure you understand what you give and what you'll get
Make sure you understand and accept the IP agreement

COLLABORATION WITH COMMUNITY ORGANIZATIONS

- What community organizations have to offer:
  - Money
  - On-site space, and equipment/tools for conducting research
  - Subjects
- What you (academic researcher) bring to the collaboration:
  - Money
  - Up-to-date research expertise
  - Specialized equipment and tools for conducting research

ISSUES & CHALLENGES IN ESTABLISHING AND NURTURING COLLABORATION

Size of the team (small = 2-3 people, large > = 15 people)

- The more people involved the more knowledge and expertise you have;
- But the harder it will be to:
  - Organize and structure the team effort
  - Make everyone feel engaged and in charge

ISSUES & CHALLENGES (CONT.)

Leadership and individual contribution

- ✖ **Can vary dramatically**
  - ✚ In larger teams some members may only take on a consulting role, others may do all the ground work.
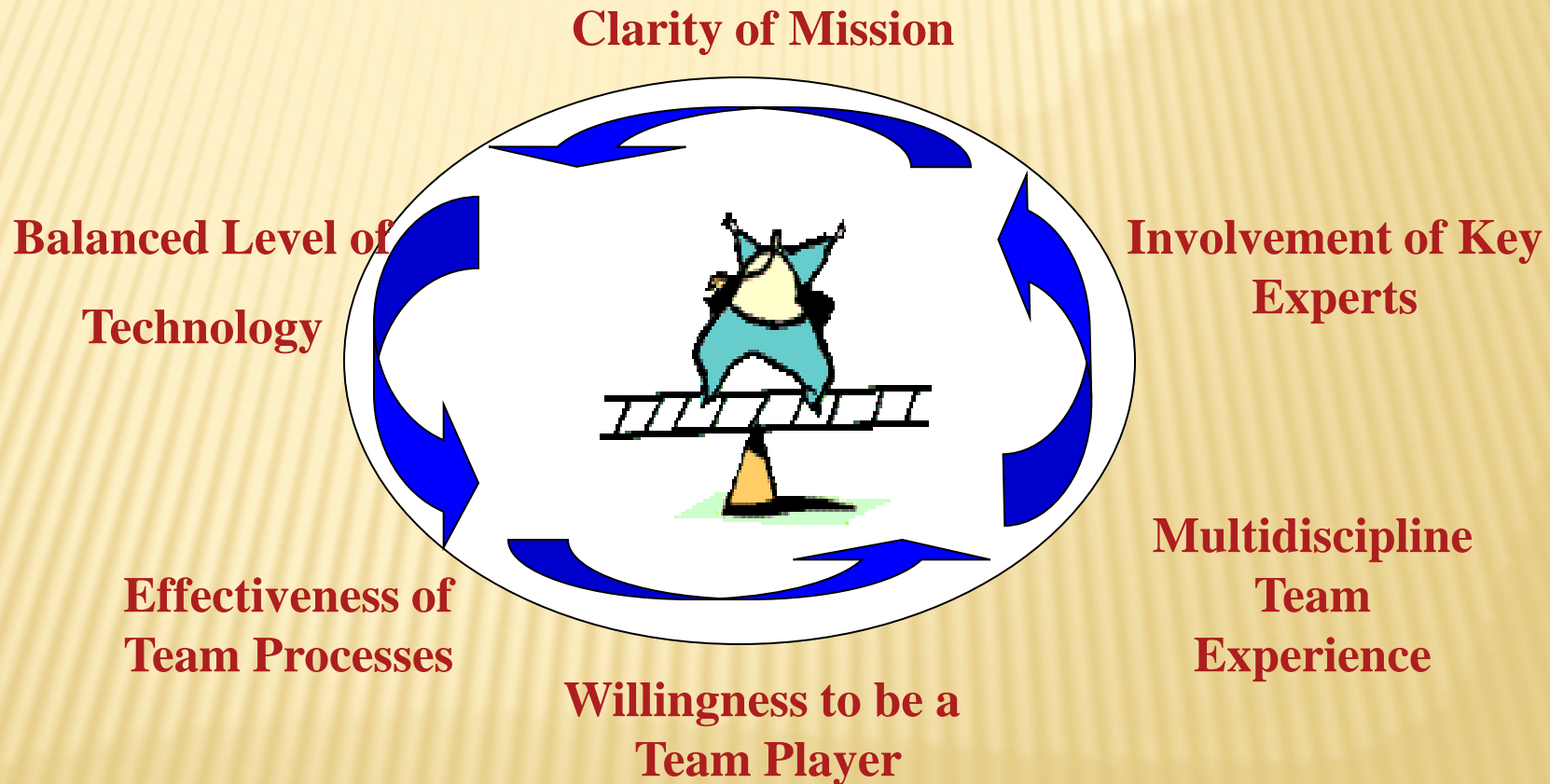

- ✖ **Multiple and varying leadership**
  - ✚ You may have intellectual leaders that set the research vision, others lead the implementation effort

HOW TO ESTABLISH COLLABORATIONS?

* Build your credibility first
  + Make your work known
  + Promote yourself
  + Publish and attend conferences
    * Sometimes the best way to create internal recognition is to go external first
* Be pro-active
  + Have a research plan
  + Approach people that can bring in the expertise you need
  + Be explicit about looking for collaborators
* Always be open to share your results

EFFECTIVE INTERDISCIPLINARY COLLABORATIVE RESEARCH

Clarity of Mission

Balanced Level of Technology

Involvement of Key Experts

Effectiveness of Team Processes

Multidiscipline Team Experience

Willingness to be a Team Player

Waszak et al. (1998)

TIPS FOR TEAMWORK

- **Hire competent and experienced staff**, to take some of the administrative load off the principal investigators
- **Establish protocols for dissemination of information** - what information is shared and what's restricted within separate research teams.

QUICK TIPS - TEAMWORK

✖ Within the first six months, **establish ground rules** for how to balance and disseminate papers to both the public and peer-reviewed journals.

TEAM COMMITMENTS

* Collaborate fully
* Provide educational opportunities for graduate students
* Draw upon individual strengths of each team member
* Meet regularly as a team
* Contribute to career development for new researchers

PRINCIPLES FOR RESEARCH TEAMS

www.ed.brocku.ca/becomingresearchers

INTELLECTUAL PROPERTY

What is Intellectual Property (IP)?

- any form of knowledge or expression created using (your) intellect

- includes inventions; trademarks; literary, artistic, musical or visual works; computer software; expertise or know-how

IP can be legally protected – for example, through patents, copyright or trademarks

IP - COPYRIGHT

* To be protected by law, a "work" must:
  * Be an original creation
  * Be a specific expression of an idea, not the idea itself
  * Be fixed in a physical form

* Ownership rests initially with the creator of the work - unless the creator has been employed to create a work - in which case the copyright rests with the employer

INTELLECTUAL PROPERTY

As a faculty member do I own my IP?

- Different in each university – insert your own policy here.

Does a graduate student own his/her IP?

- Different in each university – insert your own policy here.

INTELLECTUAL PROPERTY

Keep meeting notes and records

Clarity of communication is key

Be aware of moral rights

Still confused about IP … call ORS, we'll help!

CONFLICT RESOLUTION

- Understanding conflict as a natural part of team work and the creative process.
- Overcoming fear of conflict.
- Understanding the impact of conflict.
- Identifying the source of conflict.
- Communicating through conflict.
- Getting help with conflict resolution.

THE IMPACT OF CONFLICT

- Breakdown of teamwork and team dynamics.
- Slow down or cessation of work; decreased productivity.
- Stress, fatigue, illness, absenteeism, depression, anger.
- Loss of collegial relations, conflict can spread within team/department.

SOURCES OF CONFLICT

Common sources of conflict within teams:

* Differences in expectations.
* Personality conflict.
* Inequities in the team.
* Poor communication.

SOURCES OF CONFLICT

Differences in expectations:

* Clarify up front; stop and revisit expectations.
  + Research styles, scope of work, division of work, intellectual property, timeframes, roles and responsibilities...
* State your expectations; avoid assumptions.
* Look for agreement.
* Get it in writing.

SOURCES OF CONFLICT

Personality conflict.

- ✖ Understanding differences in personality type, leadership styles, learning style, etc.
- ✖ Sharing information about yourself, what you need and why you need it.
- ✖ Staying aware of personality differences.
- ✖ Giving the benefit of the doubt.
- ✖ Asking questions to clarify.

SOURCES OF CONFLICT

Inequities in the team.

* Clarify expectations up front.
* Equitable division of work, meeting your responsibilities.
* Speaking up and sharing information.
* Revisiting expectations when necessary.

SOURCES OF CONFLICT

Poor communication:

* No time for effective communication.
* Differences in communication style.
* Leaving things unsaid – conflict avoidance.
* Choosing your words.
* Failing to clarify – relying on assumptions.
* Handling emotions.
* Missing cues that tension/conflict is developing.

EFFECTIVE COMMUNICATION

* Regular meetings with minutes.
* Using active listening to ensure shared understanding.
* Use of email to follow up and clarify.
* Knowing your style when in conflict – adapt for effective communication.
* Addressing issues directly and in a timely manner – overcoming fear of conflict.
* Choosing the right time and manner to address conflict.
* Ensuring all perspectives are offered and everyone has a voice.

CONFLICT RESOLUTION RESOURCES

- ORS, Human Resources, Deans, Chairs and colleagues may offer advice and assistance

- University Offices: Human Rights and Equity Services offers mediation and conflict resolution services

- Counselling services to assist with impact