

Crunching numbers not spirits

The importance of research culture for UK mathematics

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Annette Bramley, Executive Director

Executive Director and 'Chief Collaboration Officer' of the N8 Research Partnership- the strongest university research alliance in the UK.

One of the U.Ks foremost experts in research culture, collaboration and place who has made lasting positive contributions to research collaboration, impact and culture within the N8, UK and globally. A regular, compelling and in-demand speaker and author .

I bring people from different backgrounds together so that they can learn, grow and bring out the best in themselves and each other and have a tangible, genuine and long-lasting impact on the world.

I am an artist in the mediums of embroidery and acrylic and have exhibited countrywide.

I hold a Professional Diploma in Group Sound Therapy (BAST).

I was Head of Mathematical Sciences for EPSRC from 2003-2007 and currently Chair the External Advisory Board for the University of Manchester Department of Mathematics

**An exceptionally effective cluster of
research, innovation, and training
excellence;**

**Delivering benefits to the economy and
communities in the North of England and
beyond.**



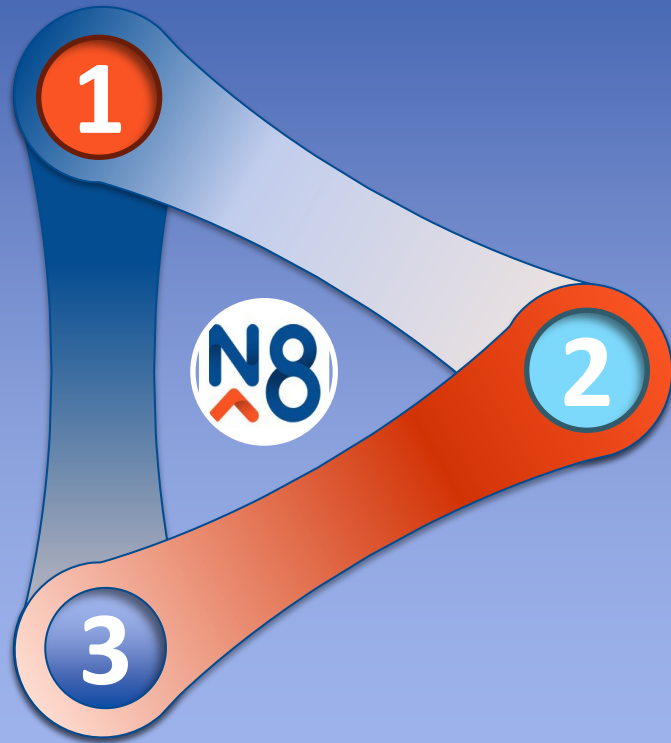
Overview



What research culture is (and what it isn't)

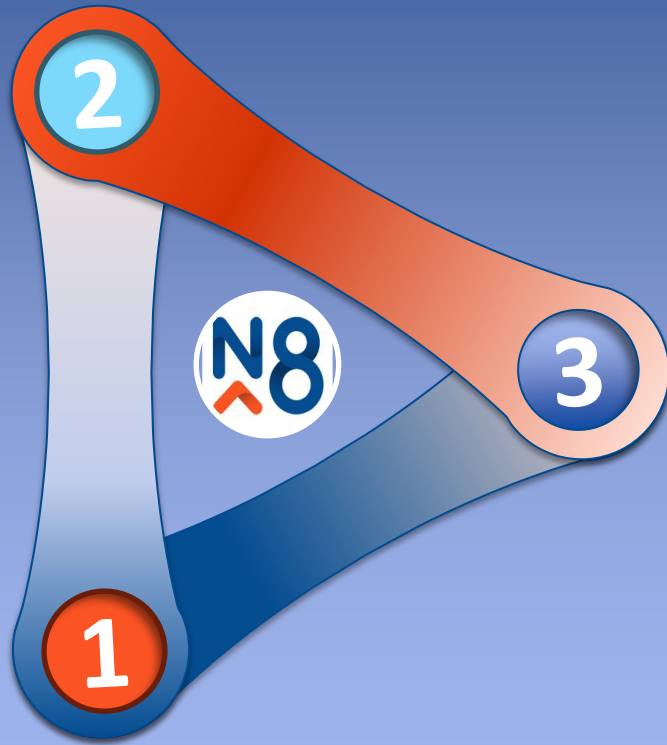
Why and how a healthy research culture supports high quality research

Overview



The Cultural Web- a tool

Overview

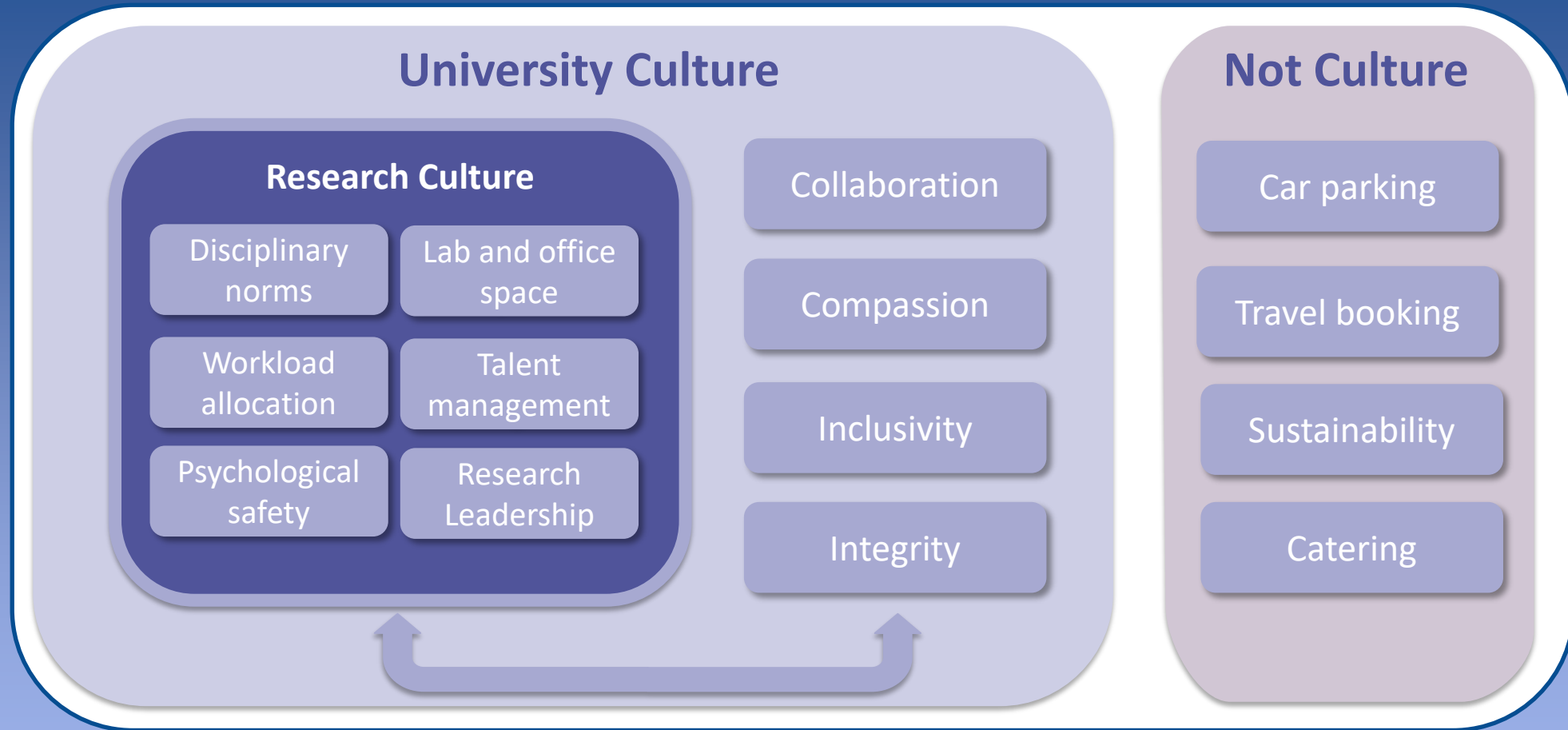


Useful (N8) Resources

Culture is....

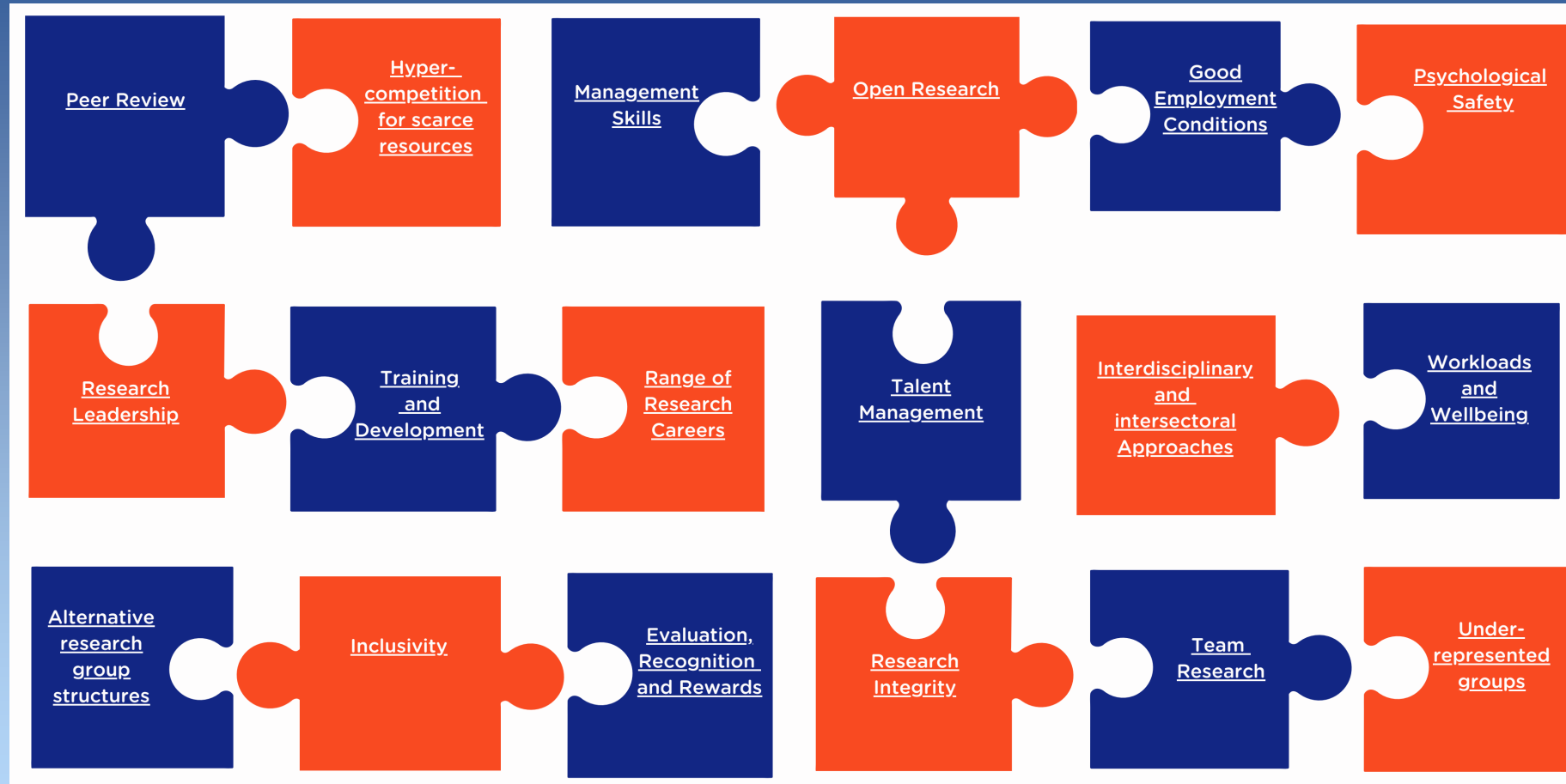
The way we do things
around here...

Research Culture is....and is not



With thanks to Cat Davies (Leeds) and Miles Padgett (Glasgow)

Research Culture 'jigsaw'



Psychological Safety is:

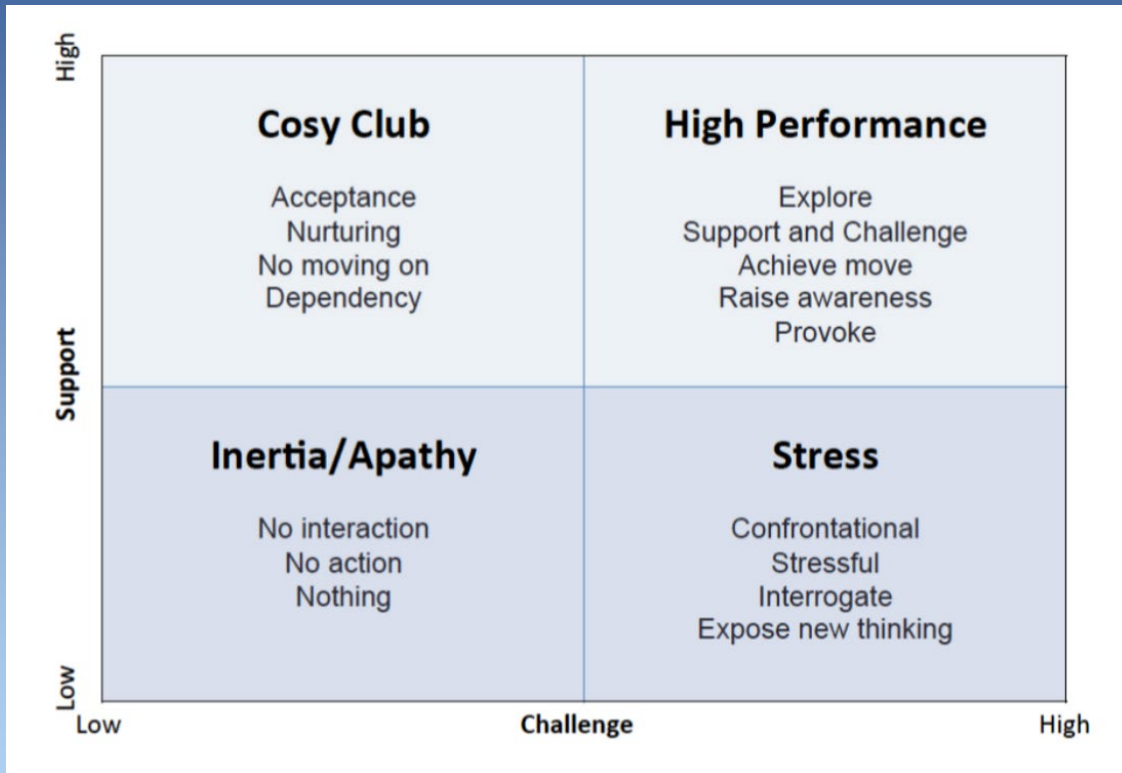
An environment in which people feel safe to

- Voice ideas and disagree constructively with others
- Seek and provide honest feedback
- Collaborate
- Take risks and experiment
- Admit errors
- Ask for help

Psychological Safety is not:

- Soft
- Nice
- Rescuing
- Easy
- Tolerant of poor performance

Won't changing research cultures reduce excellence....?



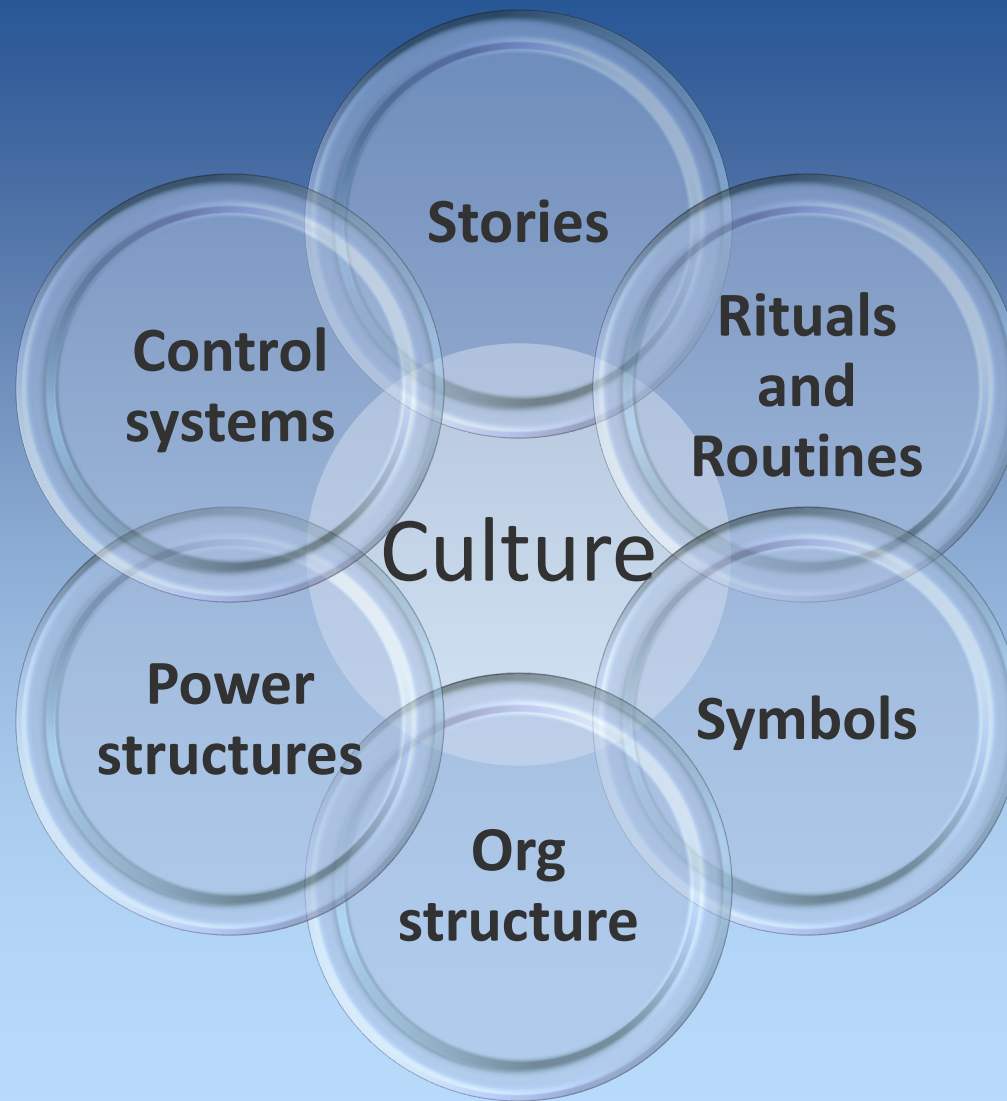
High performance:

greater achievements, productivity, and happiness.

encourages growth and development, teamwork, trust, and open communication.

Ian Day and John Blakey





Johnson and Scholes



Stories

Iain Gordon:

- The way we publish is more like the humanities
- Teams tend to be small
- Grants tend to be small
- Mathematics IS different
- We tend to have a collective way of thinking

Symbols



UCL Ventura

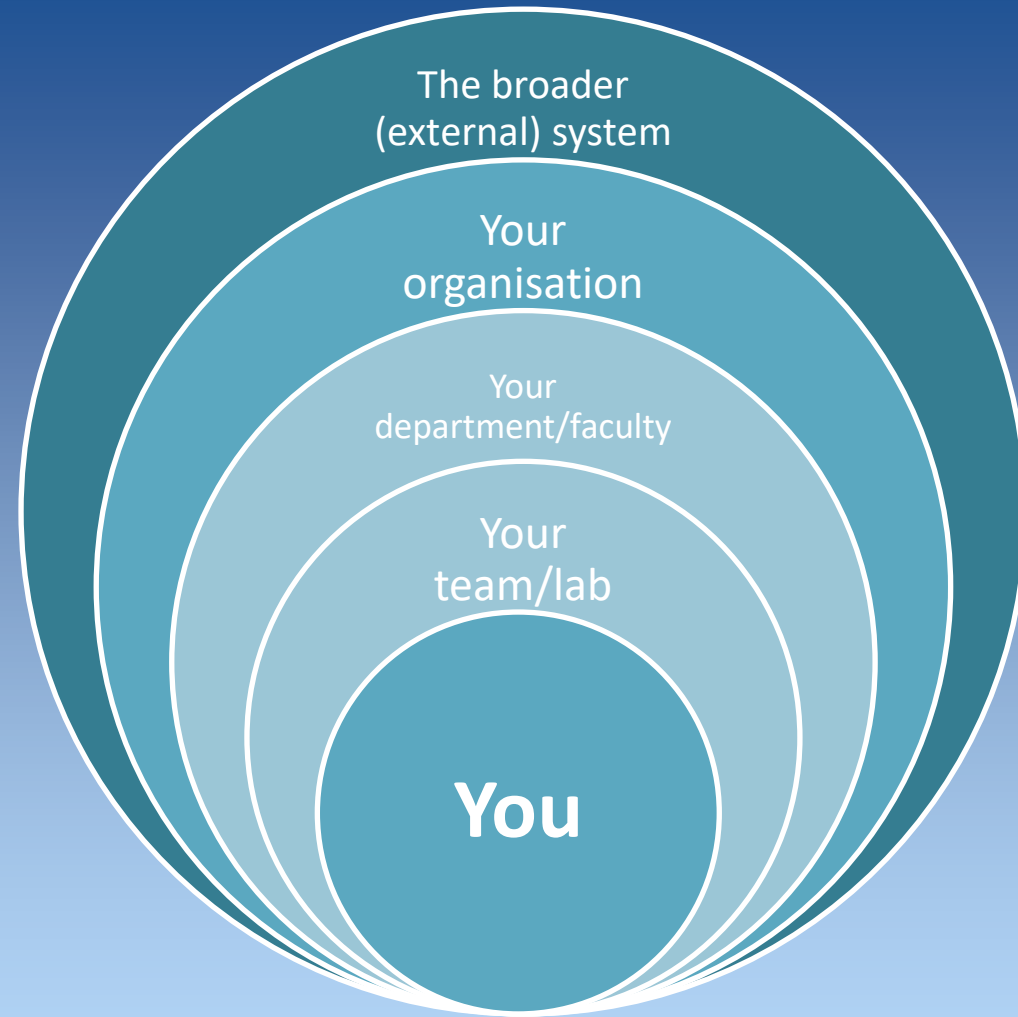
Extraordinary challenge in early days of Covid-19 pandemic

Voluntary dress code and in-joke

Cemented sense of 'all being in it together'

Gave the name to the product.

Power structure



How can YOU create a healthy research culture where YOU are?



Does everyone in this team feel a sense of belonging- or do they have to 'fit in'?

How do I behave around this team so that others know they belong?

How could I make it safe for people in this team to bring their whole selves to work?

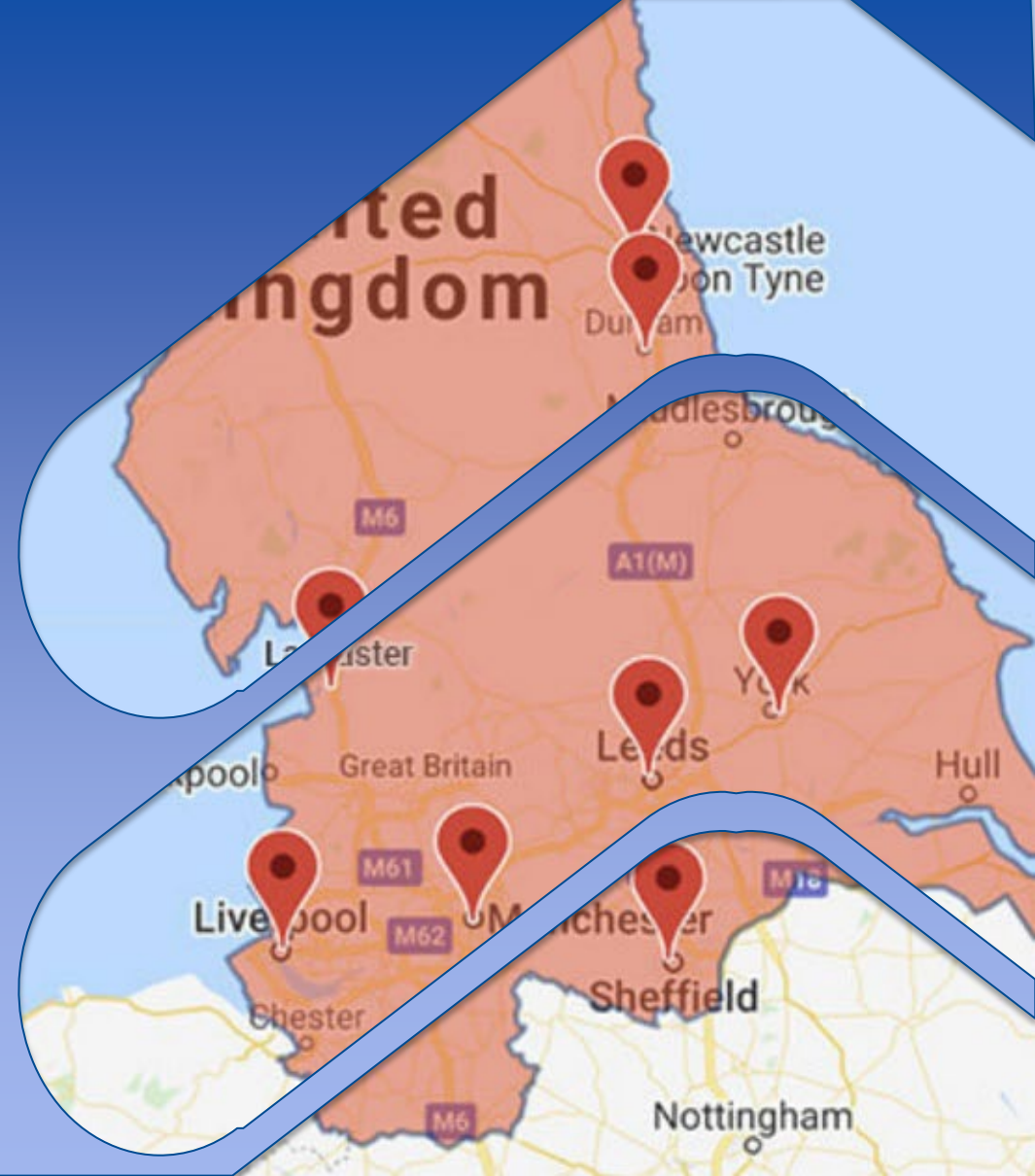
Do we exclude anyone accidentally through our team rituals, routines or symbols?

Resources from N8:

#N8ResearchCulture
case studies, tools, videos etc.

Leeds Research Culture Uncovered Podcast

N8- European Research Culture
Observatory



N8-EUROPEAN RESEARCH CULTURE OBSERVATORY

A forum and repository for sharing learning about organisational change for healthier research cultures.



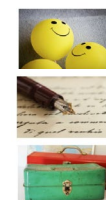
Driving improved research quality and impacts by sharing good practice on healthy, productive research cultures across the UK and Europe

Best Practice and Case Studies



A joint venture supported by the N8 Research Partnership and the Science and Innovation Network that is bringing together researchers, funders, mission groups and learned societies from across the UK and Europe.

Literature and Resources



Evidencing the Value of a Positive Research Culture

Concordats, Agreements, Frameworks, Statements

Toolkits



Our vision is for a European Research Culture that

- embeds common values and principles and is open and inclusive in its funding schemes, impact routes, researcher profiles, career trajectories and international networks; and
- is open to sharing research and innovation practice, explicitly acknowledging challenges.

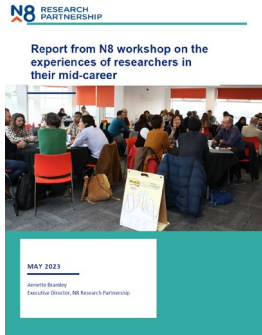
So that we:

- ✓ have a more original, productive, transformative, collaborative and impactful research and innovation system; and
- ✓ can attract talented people and enable them to flourish.

To contribute your literature, resources, best practice and/or case studies email :
info@N8research.org.uk



Established (mid-career)researcher needs



- Realistic workloads
- Promotion pathways and processes
- Effective line management
- Structured mentorship
- Career coaching
- Peer-to-peer support
- Learning and development
- Protected time for research activity
- Equitable allocation of opportunity to get involved with the leadership of the department and faculty
- Collaboration building and Team Research
- Mental health and wellbeing support
- Signposted funding opportunities

Research Collaboration

A step-by-step guide to success

Annette Bramley
Liz Ogilvie



THANK YOU....