

Professional Development Opportunities in Research Management

PRESENTED BY

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ABOUT ARMS



Founded
1999



3000+
members



9 chapters
10 SIGS



Australia, NZ,
Singapore, Pacific



Universities, funders,
research institutes, govt
agencies



- Development of research professionals
- Promotion of the profession
- Advancement of the research enterprise

ARMS NZ/Pacific Island Chapter



Maxine Bryant (Convenor)
Director Research Services, University of Canterbury



Simon Lovatt (Treasurer)
Director Research Services, Waikato University



Elizabeth Visser
Ethics and Integrity Manager, University of Auckland



Martin Gagnon
Research and Enterprise Director, University of Otago



Ian McIntosh
Associate Director, Research Development, Victoria University of Wellington

ARMS Development Opportunities



Annual
conference



PD sessions
@Zoom



Accreditation
programme



Chapter
events



Study
tours



Why ARMS Accreditation?



- An opportunity to learn
- Access to the body of knowledge
- Independent verification of your skills & knowledge
- Connection to a network of colleagues
- Improved leadership skills



Foundation
Level



Advanced
Level

Foundation Level



5 modules

- 3 compulsory
- 2 elective



≥75% pass rate for module assessments



Completion of a case study



60 hours continuing professional education over 3 years

Foundation Level Courses



- 1.1 NZ national research & innovation system
- 1.2 Legislation as it affects research in NZ
- 1.3 Understanding research & researchers

compulsory



- 2.1 Pre-award grants processes
- 2.2 Post-award processes

elective



- 3.1 Post-graduate scholarships
- 3.2 Post-graduate international partnerships
- 3.3 Post-graduate candidature management
- 3.4 Post-graduate admissions & completions



- 4.1 Research ethics
- 4.2 Research integrity



- 5.1 Research information & analytics
- 6.1 Working with industry

Advanced Level



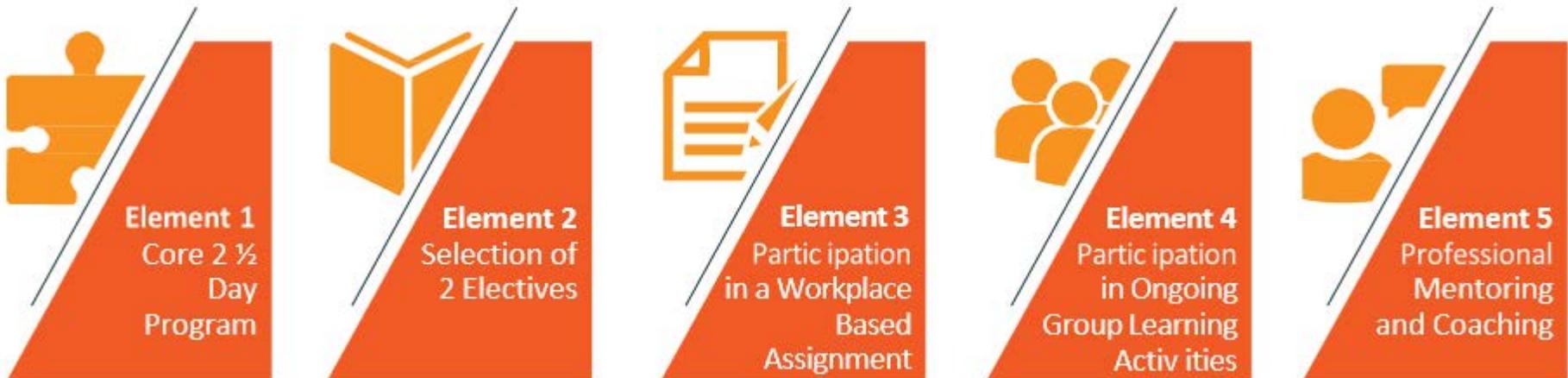
8 month intensive programme, 90 hours + 90 hours



Up to 20 person per cohort



Includes 5 elements:



Advanced Level Electives



Understanding international research funding



Evidence based analysis of research performance



Assessing the societal benefit of research



Development of institutional research talent



Research governance



**Christiane's experience
ARMS Accreditation Programme (Advanced)**



Motivation

- To step outside my comfort zone
- An opportunity to add new perspectives



**Cohort 2017
ARMS Accreditation Programme (Advanced)**



**In my view
the Advanced Accreditation Programme
is a great opportunity to...**

Sharpen our knowledge and skills to operate strategically

✓ Learn about the trends in the field

✓ Expose oneself to new ideas

✓ Think outside the box

✓ Engage with people who bring experiences from other areas

✓ Get input from others about challenging stuff

A photograph of a fish jumping out of a stream in a forest. The fish is in mid-air, with its body curved and its tail visible. The background shows lush green foliage and a wooden post. The text is overlaid on the image in a bright green color.

In my view the Advanced Accreditation Programme is a great opportunity to...

Get new insights on leadership, communication, influence styles

✓ Increase one's "the fish does not know that it is wet" awareness

✓ Get feedback on the work one does

✓ Change as things change, methodologies change

✓ Engage with people who bring experiences from other areas

✓ Connect with others who face similar challenges



In my view the Advanced Accreditation Programme is a great opportunity to...

Be part of a community of like-minded professionals

✓ Network with both peers and people more senior than oneself

✓ Make contact with gate openers and learn about gate keepers

✓ Have time away from work to devoted to ideas, let the mind drift

✓ Look at one's work and career from a wider perspective

✓ Get an independent assessment on where you are at professionally

- The workplace-based assignment is a written piece of work that focuses on some aspect of change, development and implementation of an institutional strategy.
- The poster shown here is based on my workplace-based assignment.
- I strongly recommend the Advanced Accreditation Programme to mid-senior and senior research managers looking for an interesting challenge.

Christiane

A premortem is anticipating failure in order to prevent it.

Original plan set, team briefed → Premortem session with sponsors, stakeholders, customers → Result: list of issues to be prioritised → Original plan adjusted, risk mitigated, awareness raised → Plan is re-approved, confirmed and implemented

What is the premortem?
A method of risk assessment and strategic planning widely used in business and management teams.

How does the premortem work?
Instead of conducting an autopsy in a postmortem examination, the premortem moves the 'autopsy' forward in time to the planning stage. It is a team exercise where the team imagines that their project has failed, and works backward to determine what went wrong and how to deal with the potential issues.

What is the point of the premortem?
The goal of the premortem method of risk assessment is to increase project success rate by minimising the effects of cognitive biases.

HERE LIES Project Inspiration

Original Goals
① _____
② _____
③ _____

Original Plan
① _____
② _____
③ _____
④ _____
⑤ _____
⑥ _____

What went wrong?

Gary Klein, research psychologist, developed the premortem method in 2007.
"The premortem doesn't just help teams to identify potential problems early on. It also reduces the kind of damn-the-torndados attitude often assumed by people who are overinvested in a project."

Daniel Kahneman, psychologist, won the 2002 Nobel Prize and pioneered the science of behavioural economics.
"I think that the notion of the premortem is brilliant because it legitimises dissent, it rewards people for being imaginative in finding flaws."

Richard Thaler, economist, won the 2017 Nobel Memorial Prize in Economic Sciences for contributions to behavioural economics.
"How many wars might not have been started if someone had first asked: 'We lost. How?'"

The premortem sensitises decision-makers to cognitive biases

Ambiguity effect, anchoring, attentional bias, automation, availability, backfire effect, belief bias, bias blind spot, confirmation, conjunction, courtesy, curse of knowledge, certainty, choice overload, decision fatigue, diversification, focusing, framing, gambler's fallacy, groupthink, halo effect, herd behaviour, hindsight effect, illusion of control, information, implicit association, less-is-better effect, loss aversion, pessimism, present bias, priming, Polyanina principle, optimism, overconfidence, overjustification, reactive devaluation, risk compensation, status quo bias, stereotyping, sunk cost fallacy, and many more.

My case studies

Improving Research Support Programme
A premortem was conducted and the project successfully adjusted.
2017

Ethics Management System Project
A premortem was conducted and the project successfully adjusted.
2019

Management Project
A premortem was conducted and the project successfully adjusted.

Computer-based Exams Project
A premortem was conducted and the project successfully adjusted.
2019

Conclusions

- Feedback from three case studies confirmed that conducting a premortem was interesting and made sense to the teams, it legitimised critical thinking and dissent, dealt with the invisible nature of concerns team members have that would not be addressed unless through the application of this exercise in prospective hindsight, it taught the teams about the existence of subconscious cognitive biases that lock us into decisions and can cloud our awareness of error, and it increased the teams' confidence in the success rate of the project.
- For an optimised result, it is important that the sponsors of the project take part in the premortem exercise.
- Planning in the field of research management could greatly benefit from this simple, cost-effective and evidence-based technique.

Acknowledgements
Special thanks to those who mentored and supported me in various ways on this journey:
Barry Hughes, Lisa Gonzalez, Michael Gray, Nicola Vere-Criker and Snežina Michalouva

Costs

- Foundation
 - For members: AUD\$1,875
 - For non-members: AUD\$2,375
- Advanced
 - For members: AUD\$4,950
 - For non-members: AUD\$6,600
- Plus any travel costs

Options



Australian based training



ARMS pre-conference offering



URONZ pre-conference offering?



More NZ based training?

What do you want?



NZ based training?



Preferred courses?



Other activities



Early December?



More NZ trainers?



Bring Aus trainers to NZ?



Offer courses centrally or vary venues?



Training course spread across 3 days?



Training days spread across the year



New courses?



Online training



Cross crediting

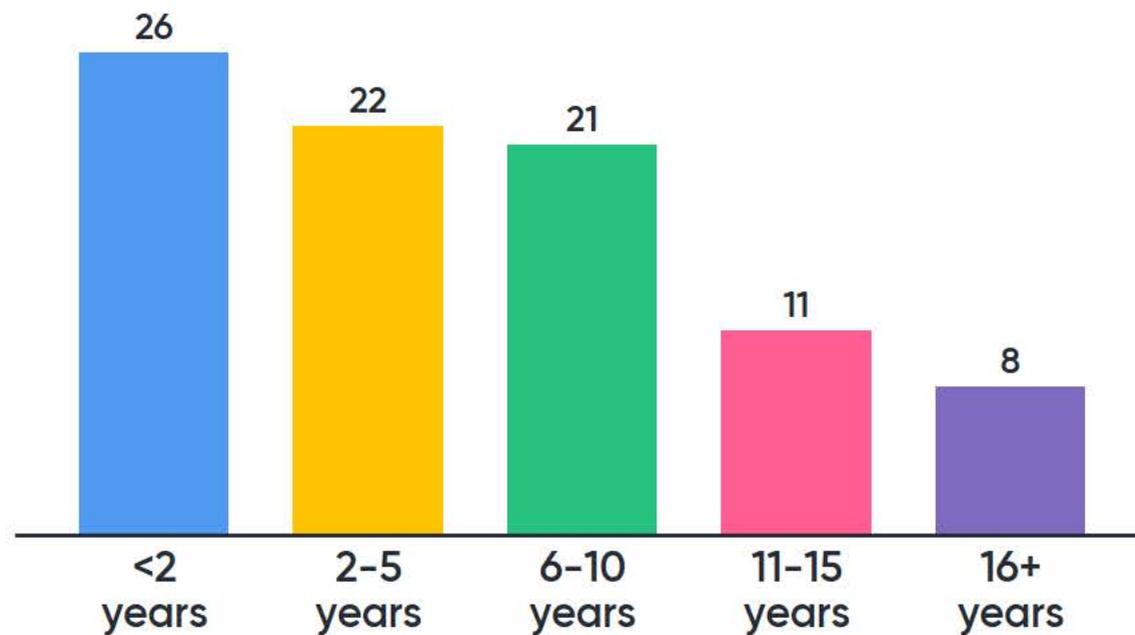


Go to www.menti.com and use the code 23 20 06

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Mentimeter

How long have you worked in research management?



88

How do you want ARMS NZ to support you?

Online courses	Scholarships	On
Bring trainers to NZ	Online training please	Online training
Online	Online courses	Online training or Auckland based training is preferred
Online training	Scholarships for the advanced course	More courses in NZ
Nz wide and regional events	More NZ specific training	Online
Online and on demand	Courses online and in NZ. More things with a NZ context.	Online courses
Online training	A mix of online and in-person would be good	More courses or cross-credit according to interests
Online courses	online courses	#uronz2019
<3	Online or self learning modules	Online Easier to send staff Cheaper
Online training, occasional social events for networking	Online training	Intermediate level between foundation and advanced
Online training	Online training. Opportunity to apply for funding for the courses. NZ relevance	Accessible training opportunities - online learning, together with NZ based learning, to enable relationship building & knowledge sharing.
Advanced courses on a standalone basis	Make modules cheaper and easier	Online courses, that can be done in our own time, but ideally linked with online working groups that could meet monthly to discuss issues and approaches. Once a year, linked to URONZ we meet in person. Thanks for asking.