earch collaboration, what is the first thing th to mind? (single words please!)

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N-rules for successful research collaboration!?

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Why do we collaborate? (single words please!

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Why do we collaborate?

Given the increasing complex nature of research, collaboration increases the probability that the knowledge, skills and techniques required will be available within the collaborators, and the time spent learning information or skills is minimized.

Benefits of collaboration?

- Explore / get exposed to
  - different research methods
  - specialized equipment
  - data analysis methods
  - reporting techniques
  - data

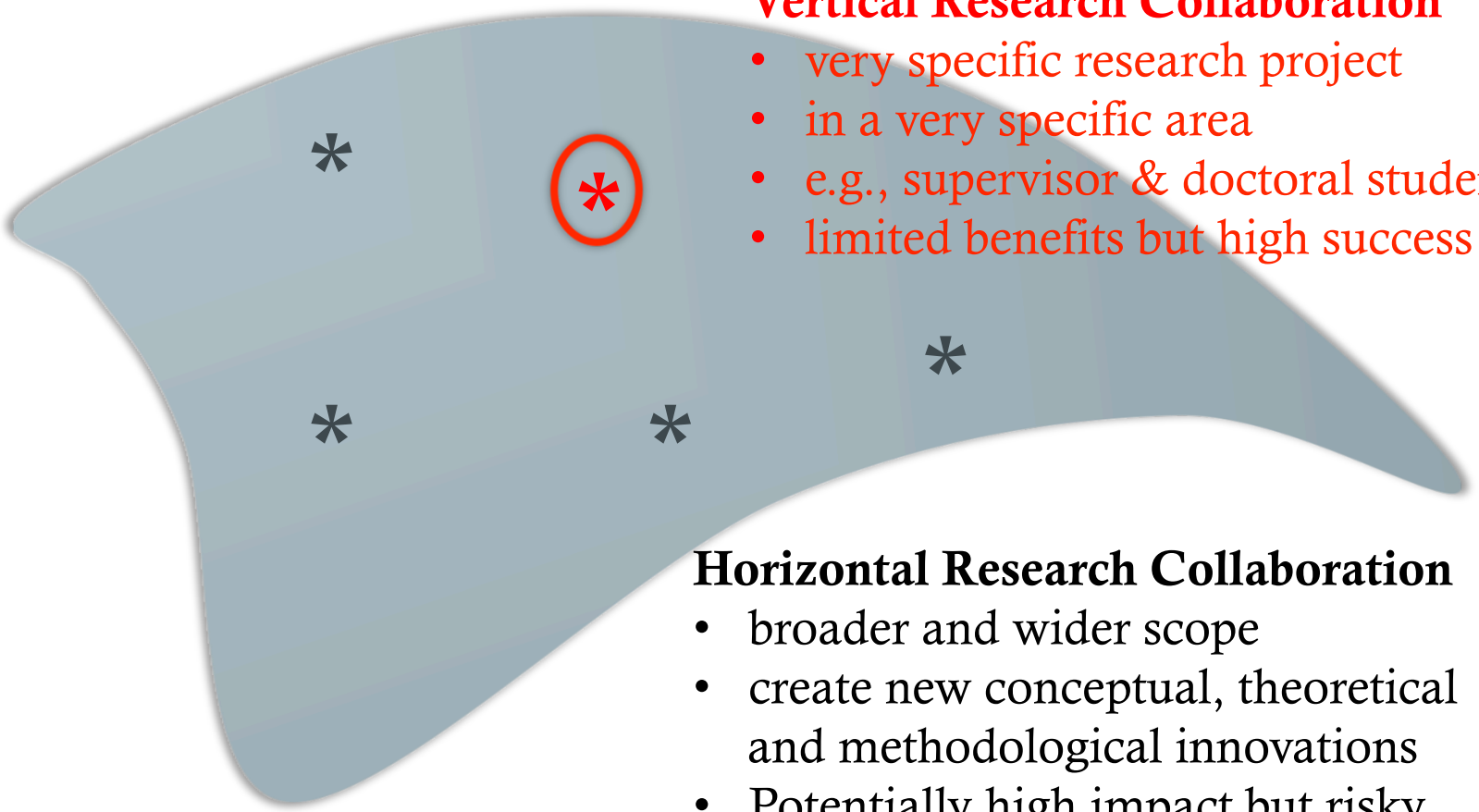
With whom?

- Scholars with
  - different skillsets
  - vast research experience
  - diverse academic backgrounds

Different levels of research collaboration

- Joint research
- Research partnership
- Research networking
- Co-authorship

How should a collaboration be arranged?



Vertical Research Collaboration

- very specific research project
- in a very specific area
- e.g., supervisor & doctoral students
- limited benefits but high success rate

Horizontal Research Collaboration

- broader and wider scope
- create new conceptual, theoretical and methodological innovations
- Potentially high impact but risky

Domain/discipline/knowledge space

Key components of collaboration

ould you approach a person to initiate collab
(single words please!)

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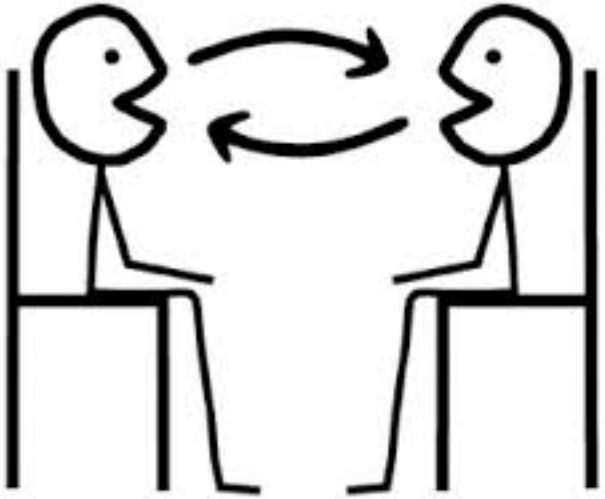
How should you approach a person to initiate collaboration?



How are researchers' contributions managed in academic collaboration?

How to divide the research work or contribution parameters?

Vertical research collaboration between research scholars

- Tasks are divided in light of
  - Educational backgrounds
  - Distinct skill sets
  - Available resources
- Straight forward and less risky
- Rule of thumb
  - Scholar initiating the project normally holds the 1st authorship
  - His/her contribution is more central

Vertical research collaboration between a research scholar and a senior researcher or supervisor

- Research scholar
  - Holds 1st authorship – privilege
- Senior researcher / supervisor
  - Facilitator
  - Motivator
  - Guide

Horizontal research collaborations

- Inter-disciplinary / inter-organizational
- A complete research protocol
  - Division of work / roles / responsibilities
  - Administrative tasks
  - Coordination tasks
  - Documentation tasks

he failure rate of inter-organizational collabo

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Between 50% and 75% of all inter-organizational / disciplinary collaborations fail.

Failure is expensive…

Make sure you actually need to collaborate

- Could your goal be achieved another way?
  - building in-house expertise
  - hiring new staff with the skills you need
  - contracting another party, such as a consultant

Understand that collaboration is risky

- Cost/benefit assessment
  - What might you lose and what are you willing to hand over?
  - Is the time and effort likely to pay dividends?

Find the right partners

- There's no point in collaborating with partners who don't bring additional expertise and resources to the table.
- Chemistry matters!
- Set up a trial phase…
- You need to trust and verify!!!

Leverage your existing relationships

- Collaborations often work best when you work with people you know well and trust, and where time has been invested in building relational capital.

Find common ground with the other parties

- It is vital to put ground rules in place at the earliest opportunity, and to continue to communicate throughout the collaboration.
  - Discuss your mutual expectations of what the work will be about
  - Be clear about what skills you're bringing to the collaboration and what skills you think the other people are going to be able to bring
  - Define a very clear division of labor
  - Decide who needs to be in charge
  - Keep minutes from all key discussions
- This doesn't mean reaching for the rule book each time problems arise, but it is important for parties to fully understand everyone's interests and responsibilities.

Make it work!

Invest in relationships

- Collaboration is based on relationships, not programs or institutes.
  - Establish face-to-face relationships initially to build relational strength.
  - Reliability is a great asset for collaboration.
  - In a friendly, non-confrontational way help the collaborator identify and deal with whatever barriers are holding things back.
  - Be patient and willing to bend.

Resolving disagreements

- Be prepared to share the rewards but also the problems and the issues!
- Convey your own point of view clearly and pleasantly
- Listen respectfully to your collaborators
- Decide which compromises you can live with and which you should not accept (e.g. violations of research ethics)
- Ask for independent arbitration

“Champions” and “Sponsors”

- Get the work done!
- Secure legitimacy, funding and access to resources!

No room for the ineffectual or toxic

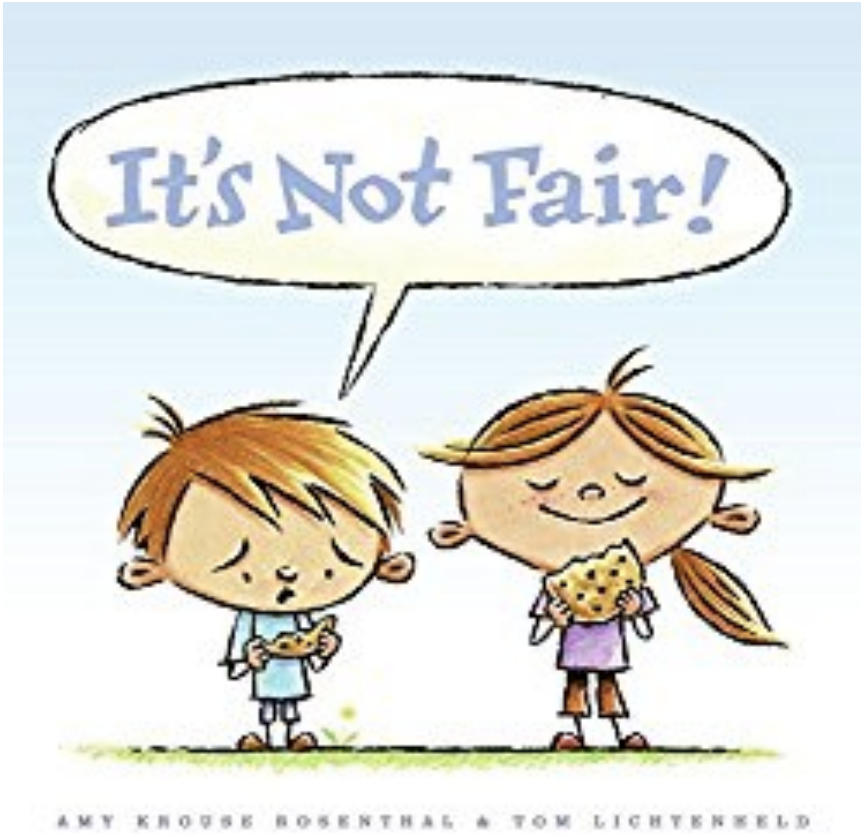
1. Give a chance to redeem themselves
2. Look for alternative ways of getting their input
3. Revise agreements
4. Do not reward shirking behaviors

Protect

- Keep the magic alive, work hard to keep a successful collaboration going
- Add parties as the need arises
- New parties need to
  - understand the culture of the collaboration
  - fit in with its values, norms and behaviors

Measure, monitor and communicate success

- Essential to keeping a collaboration going
- Essential to working out whether it's on the right path, or needs work
- Establish a clear way to measure how you're tracking against previously agreed objectives
- Crucial to be able to demonstrate clearly and unambiguously whether the project was a success, or whether it fell short in some areas…


It's Not Fair!
AMY KROUSE ROSENTHAL & TOM LICHTENHELD