



Team working: collaboration and team building for successful research

17th February 2026
09.30 – 12.30, Online

Team Research Workshop



TEAMS
BUILD
DREAMS



Ruth Norris

Team Research Programme

Founder & Co-director



TEAMS BUILD DREAMS



A University-wide initiative open to all, to support teamworking and interdisciplinary collaboration in research. Get in touch to find out more about what we offer.



Module One:
Introduction and Creating

Module Two:
Team Visioning and Way of

Module Three:
Project

Content

9:30 – 11:30 Collaboration & Team Skills Part I

- Session overview, housekeeping , getting to know you
- I Team vision / mission development
- Team ground rule co-development & Ways of working tools
- Membership roles, responsibilities, accountabilities
- Decision making (diamond of participation / time to think listening model)
- Reflection & application to project/s

Pework may be useful – I need to send through no less than 2 weeks before the session.

Twin-Relect Builds Dreams!

To introduce how a collaborative team-based approach to research can enhance culture, process and impact.

To:

- Introduce the team research model
- Identify features of successful teams and of individuals in teams
- Explore the value of diversity in the team
- Explore ways of working to support teamwork
- Learn the power of having project vision
- Demonstrate the power of followership and team building
- Consider how to practically apply these principles to TWIN-RELECT



Ground Rules/Car Park



- Everyone's input is equally valued. No idea is bad
- Be present. Relax and be yourself.
- Minimise jargon
- No silent disagreement
- Use car park for off topic items
- Listen constructively
- Ask a question when you have one
- Take turns and don't interrupt
- Safe space



Getting to Know You



Get to know your team:

Nominate a scribe and a rapporteur

Take turns to share and record:

- Name
- Role
- Favourite team
- What you're looking forward to;
today: work, personal, anything!
- **Choose a team name!**

Choose Your Team Name to



a

Prize!



Session i. Introduction to Team Research and Team Composition



ACTIVITY: What is a Team?

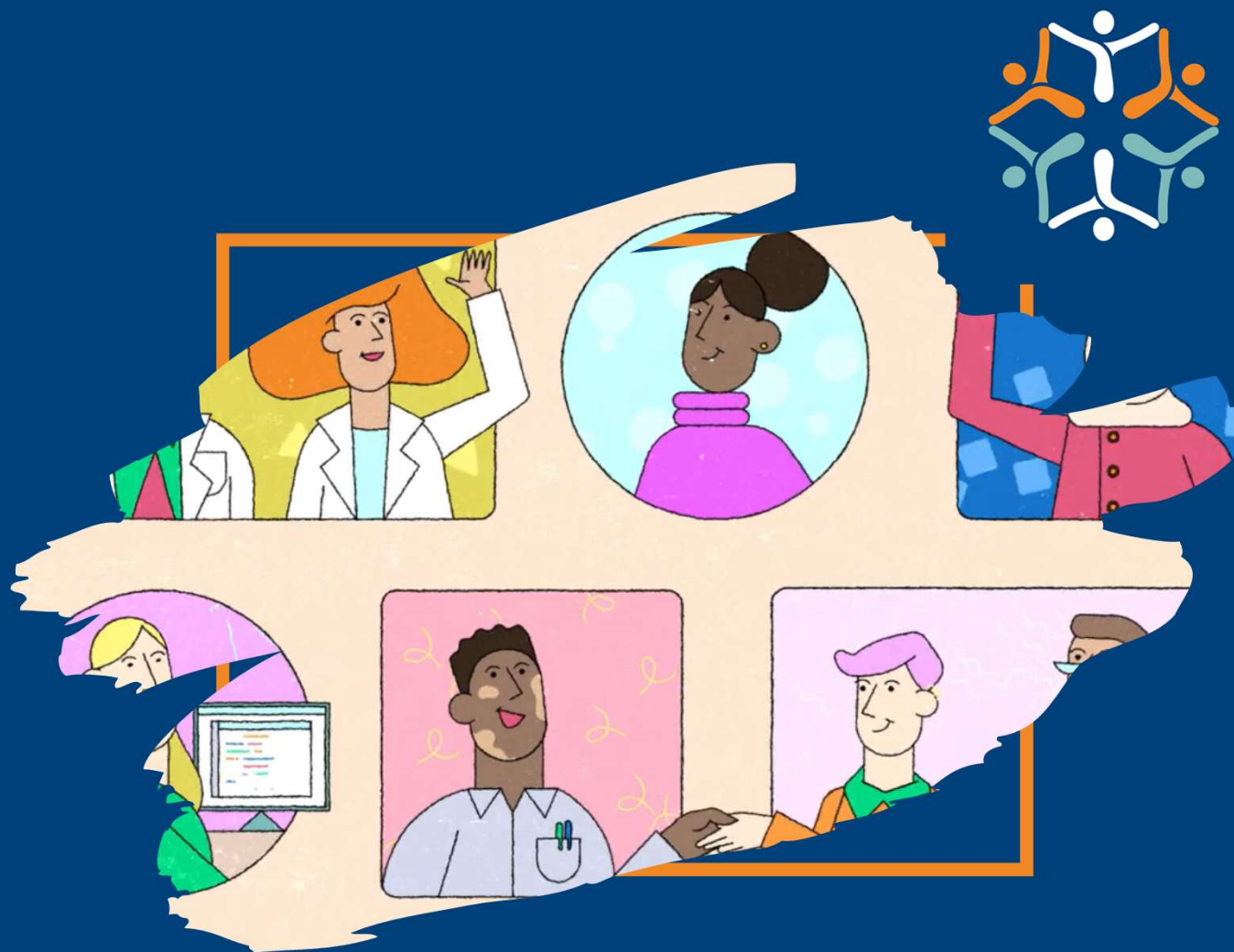


Shout out!

What words do you
associate with teams/ teamwork?

Positive? Negative?

Team Research Animation





Traditional Vs Team Approach

Aspect	Traditional Science Approach	Team Science Approach
Research Structure	Hierarchical	Collaborative, distributed, flatter
Disciplinary Focus	Single-discipline	Multi/, inter/, or transdisciplinary
Goal Orientation	Knowledge generation within field	Complex, Crossfield real-world problems
Communication	Limited, discipline-specific	Frequent, open, cross-disciplinary
Authorship & Credit	Non-inclusive, academic focus	More inclusive
Decision-Making	Top-down/Centralized	Shared or distributed
Project Planning	Individual-driven	Co-designed
Conflict Resolution	Often informal or hierarchical	Structured, with negotiation and consensus
Training & Skills	Specialized in one field	Broader and cross training
Impact/Innovation	Incremental, discipline-specific	Potential for novel, cross-cutting solutions

Elements of Successful Teams



*"HOW a team works together is more important
that WHO is on a team"*

(Love et al., 2021; Rozovsky, 2015)

- Psychological safety - **Better retention: more revenue: more effective; better use of diverse ideas**
- Dependability
- Role, structure, decision making
- Meaningful work



"How can you say we're not behaving like a team?
We're all wearing the same color shirts, aren't we?"

Goal-setting, role clarity, interpersonal relationships and problem-solving have positive effects on team outcomes, especially first two (Klein et al., 2009).

Your team needs YOU!



- Build and create networks for knowledge and access
- Find a mentor
- Take advantage of training
- Schedule meeting times for reflection
- Check in with the team and team members
- Set boundaries and priorities
- Never make assumptions
- Be respectful and present; Practice humanity
- Participate

Nuggets
of
Success³



ACTIVITY: Wait...There is an I in team?!

- *Build and create networks for knowledge and access*
- *Find a mentor*
- *Take advantage of training*
- *Schedule meeting times for reflection*
- *Check in with the team and team members*
- *Set boundaries and priorities*
- *Never make assumptions*
- *Be respectful and present; Practice humanity*
- *Participate*

Looking at Helm's Nuggets:
5m individual/partner reflection, 5m feedback

- Do you practice these?
- Do you see them modelled?
- Where could you strengthen?
- What barriers/challenges exist to using them?
- How might you prioritise them?
- Any other reflections?

What is Team Composition?



Team composition refers to the overall mix of characteristics among people in a team.

“Coming together is a beginning; staying together is progress; working together is success”

Henry Ford

How to Strengthen a Team



Recognise strengths of each member: Self-awareness and assessments

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Co

“Interpersonal relationships help to strengthen social ties on a science team, which can help both launch and sustain collaborations over the long term (Smith et al., 2016). “ (1)

“By strengthening team bonds, team-building can foster team cohesion and trust and a team climate that promotes perseverance and constructive conflict resolution” (National Research Council, 2015)” (1).

“...positive connection between interpersonal relationships and science team productivity (Love et al., 2021)”

(1) National Academies of Sciences, Engineering, and Medicine; Division of Behavioral and Social Sciences and Education; Board on Human-Systems Integration; Board on Behavioral, Cognitive, and Sensory Sciences; Committee on Research and Application in Team Science. The Science and Practice of Team Science. Washington (DC): National Academies Press (US); 2025 Sep 8. 3, Best Practices. Available from: <https://www.ncbi.nlm.nih.gov/books/NBK617881/>

“Hey, who’s got the ‘Glue’?”

‘Glue Players’ (Levy)

High emotional intelligence. “Quiet” leaders.

They multiply results,

Rarely hold the biggest titles,

Prefer to lead from behind, letting stars shine.

Facilitate ideas from all – including quieter members



“They anticipate needs, take actions no one asked them to and help teammates perform at their best, often without seeking recognition.”

ACTIVITY: Diversity in the room



In threes, share:

1. Your Name
2. Your journey
 - educational
 - geographical
 - professional and work
3. Experiences of being part of team
4. Feedback

Summary

Aim: an understanding of the basic principles of
Team Research and team composition principles

Reflections



Personal reflection:

- What was the team strategy?
- What was your role?
- What worked well?
- What would you improve in the team's work next time?

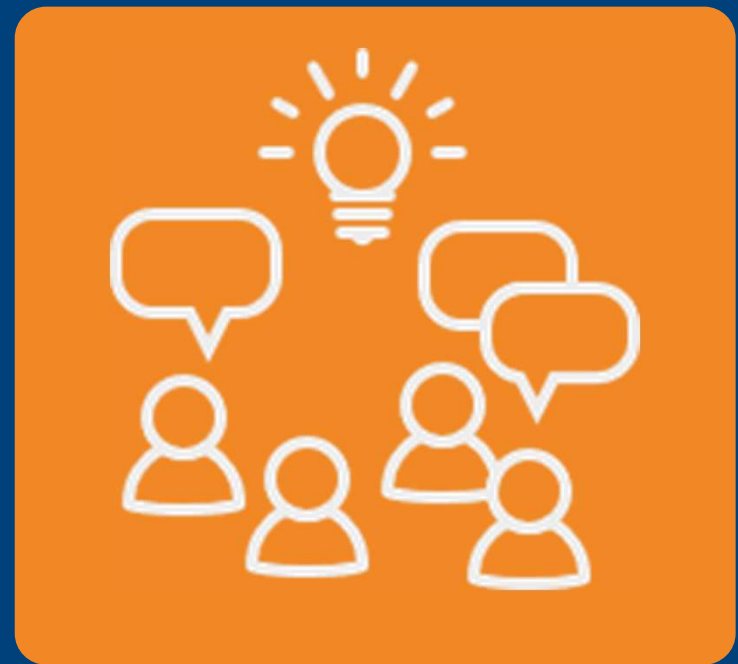
What worked well about the team & would you improve next time?

Feedback:

- Thoughts?
- What learning would you take away from this exercise?



Team visioning and ways of working





Team visioning and ways of working



Aim

Understand team visioning principles, team agreements, and effective ways of team working

Intended Learning Outcomes

Explore practical ideas of how to organise a team, encourage discussions in their team, and to create team agreements and ways of working.

Team Visioning



“A short paragraph that inspires team members to work together and connect, and describes the future state if your team is successful.”

(Bennett & Gadlin, 2012; Martin, 2021)



Mission and Vision

Fitting the Pieces Together



Mission

Who we are and what value we provide

Offer a wide range of well-designed, functional home furnishing products at prices so low that as many people as possible will be able to afford them.



Vision

What we want to become

To create a better everyday life for the many people.



Strategy

The steps we'll take to realize our vision

1. Offering the lowest prices.
2. Increasing variety of products.
3. International market expansion strategy.
4. Benefiting from strategic alliances.



Goals

How we track and measure our success

1. Reduce prices by 5%.
2. Increase variety of products by 10%.
3. Invest more than 3 billion euros in its stores by the end of next year.
4. Collaborate with strategic alliances to...



Vision examples



To challenge the status quo.
To think differently.



To refresh the world and inspire
moments of optimism and happiness.

facebook.

To give people the power to build
community so that we can bring
the world closer together.



To create happiness for people
of all ages, everywhere.



To accelerate the world's transition
to sustainable energy.



To inspire and nurture the human spirit
– one person and one cup at a time.

ACTIVITY: Whose Vision is this...



Guess the following visions.



We have taken the visions of some global organisations. Take a few minutes to see if you can guess which vision belongs to which organisation.



Guess the Vision

“To inspire and develop the builders of tomorrow”



“To inspire and develop the builders of tomorrow”



Guess the Vision

“Capture and share the world’s moments”



“Capture and share the world’s moments”



Guess the Vision

“To build a future in which people live in
harmony with nature.”



“To build a future in which people live in
harmony with nature.”

Team Visioning



- Can be done at ANY stage of a project
- Can accompany a larger vision (University level vision, etc.)
- Should be a live document: amended / assessed regularly to see whether goals are being reached.
- Key is to develop it with stakeholders
- Doesn't need to be perfect or onerous

HF1 interactive text

Holly Fairburn; 2024-11-19T10:45:11.333

ACTIVITY: Vision Reflection



What is the TWIN-RELECT vision?
Mission statement?

Discussion and Brainstorm!

TWINRELECT

Twinning for excellence in reliable electronics

SSSShhhhh...line up!

Ways of Working: Team Values/Ground Rules



- *Build together, agree together, review together use to*
- *Use to keep on track and on board – creates culture*
- *Everyone's input is equally valued*
- *No idea is bad*
- *Minimise jargon*
- *No silent disagreement*
- *Be prepared*
- *Relax and be yourself*
- *Find an ally - be an ally*
- *Respect one another's time*
- *Identify problems and questions.....*
- *.....*

Ways of Working: Team Agreements



Team agreements (definition)

A set of principles and behaviours that provide the social contract framework for how teams will work together in the context of a specific area like publications (authorship), data management (ownership, sharing), or expenditures (fiscal arrangements)

(Ceccarelli, 2020; Norman et al., 2021)

- Publications/Authorship
- Communications
- Professional Development
- Meetings

Team Agreement Example (Authorship)

Responsibilities

	Lead authors	writing group
Inform whole team of intention to develop and submit a paper to ensure all relevant persons who may have made contributions have opportunity to co-author based on relevance and where significant contribution has been made. - <i>*Assume inclusive approach to co-authorship - evidence reason not to include rather than to include. Be agnostic of role/contract type – ie PS/academic/technical/public contributors etc.</i>	X	
Contribute in a way related to the manuscript	X	X
Draft paper outline/ideas/concept sheet and share with team	X	
Identify journal/s and audience	X	
Organize writing team	X	
Attend meetings about manuscript	X	X
Draft manuscript	X	
Might contribute to drafting manuscript		X
Provide guidance and at least 2 weeks notice to writing group to review and provide comments	X	
Review, edit/comment on drafts		X
Make editorial decisions	X	
Approve final version	X	X
Submit manuscript to journal	X	
Respond to reviewer comments	X	X



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provide

another
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or on all

n all

VA

I am currently out of the office on holiday

I am out on PTO. I do not check email or teams while I'm out and encourage you to do the same. By doing so, you will help foster a workplace that is people first, respects paid time off, promotes balance, and dismantles always-on culture. If this is urgent, take a deep breath because few things truly are.

"I am currently hiking and eating chips on an leave. For urgent is please note 'urgent' subject and I will pri on my return. For T Research contact at

respond if I need to. I recognise that I'll probably need to interrupt my break from

Greetings,

I'm in the desert screaming out of tune until April 18.

If this is urgent, take a deep breath because few things really are. Or cite URGENT in the subject line and I'll get back to you soon.

If your email truly is urgent and you need a

I am recently returned from maternity leave and catching up on significant backlog. Thank you for your patience with my delayed replies.



- <https://8661>

Ways of Working: Meetings and agendas



Team Research Team Meeting. Monday 16th December 2024 11am

<https://tinyurl.com/m3r3tw3c>

1	Checking in: What positive thing can you recall from your week so far?	Outcome: to settle in	all
2	Has each of us gone through the action log and updated it?	Outcome: To make sure we all know if we have work to do and to share general feedback	all
3	Training update: What updates/news do we have about the training?	Outcome: to provide a de-brief of the training	Holly
4	Where are we with moving the website over? The meeting for this is not until 17 th December, so suggest we add this to the next meeting	Outcome: to go through details of timelines and what is needed <u>in order for us</u> to move the website over	Charlie
5	How is Wellbeing & workload for all?	Outcome: to check in	Charlie
6	<u>Microcatalyst</u> Funding. Is there anything to update on at this meeting?	Outcome: to provide an opportunity to raise any issues or questions about the funding call so far	Karon
5	AOB: Does anyone have anything else to discuss? Karon - Feedback on RSG proposals to Manchester 2035 & Duncan Ivison Charlie	Outcome: For everyone to have the opportunity to bring anything else to the meeting	

User manual - Hera

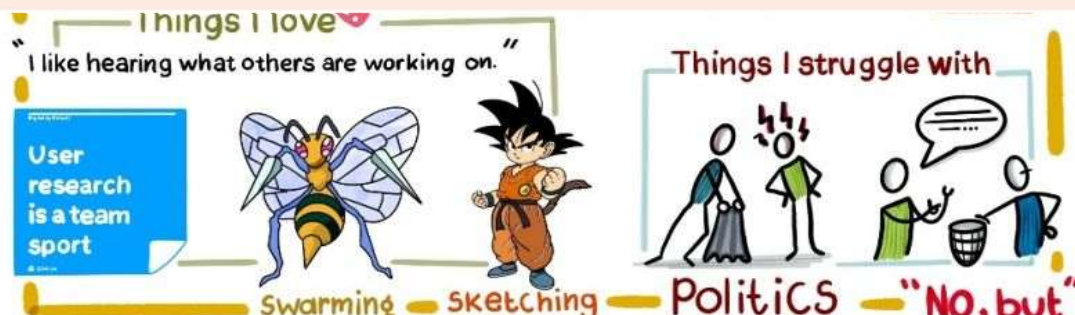


Conditions I like to work in A mix of quiet and vibrant environments. If I'm trying to concentrate on a task, I find it hard to work alongside noise Love a fixed desk but will move around different spaces. Need access to daylight, and a view. When stuck for ideas, I go on walks or work from a cafe for a short time.	Times & hours I like to work Start work at 10 or 11 am as I wake up late, get ready, feed the cats and plants. Then I go for a walk. My most productive hours are morning and evening. I try to do calls and emails in the afternoon.. I don't mind being contacted at any time. I work S, M, T, and W.	Communicate with me Whatsapp and Messenger - followed by Slack and email.. I don't mind jumping on a call you calling me directly. I reply to emails quickly. If you not heard from me within a day follow up. I love reminders.	I like to receive feedback Direct, constructive feedback to help me grow.
Things I need I love open-minded and warm conversations. Can't generate ideas in negative discussions. I like brainstorming, can think on my feet and give quick ideas but I prefer an agenda & purpose. Sometimes I need time to reflect and come back. Honesty, accountability and transparency.	Things I struggle with Unstructured meetings or projects that don't have a clear intention. I like critical thinking but being contrarian for the sake of it is soul-sucking. People not respecting time by either speaking too much or dominating a conversation. Rigid plans and bureaucracy.	Things I love Paying people quickly. Accountability. Learning from others, crediting people for the work and getting the same in return. Socials and team banter.	

How would your Manual of Me look?

Individually complete sections

- Time & working hours
- Comms preferences
- Conditions I like
- How to give me feedback
- Things I love
- Things I struggle with
- Things I need
- Other things to know





01

Creating a
collaborative Team
Vision

02

Team agreements

03

Team values/ground
rules

04

Elements of successful
teams

05

Meetings & agendas

Summary

Aim: To inform Team Visioning and share effective
ways of team working



Followership





Followership



Aim

To understand how Followers
can add value to teams and
Team Research culture

Intended Learning Outcomes

Individuals and teams can
understand how their role
changes and therefore, influence
better outcomes and flexibility



Leadership (2%)

“The ability to understand people's motivations and leverage them to achieve a shared goal.

”(https://www.cipd.org/)

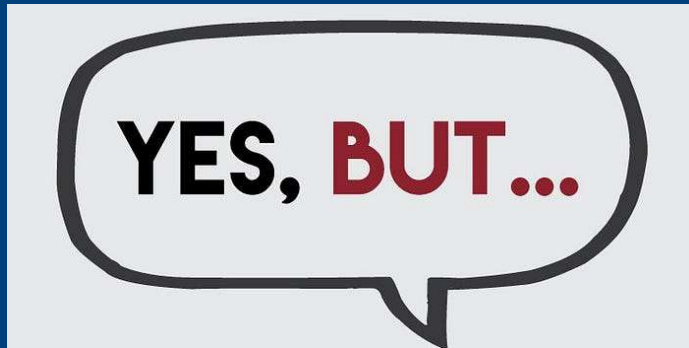
Followership (the other 98%)

*“A reciprocal process of leadership”
(Kelly, 1988; Schwab, 2017)*

The best teams tend to have a continual rotation of leaders, followers and observers.



Followership activity:
But me no Buts...



- Pair up. 2mins

- Task We can fail to follow

- Take

- The We can choose to **accept** or **reject** what others offer

- for di

- Ever We can build on or close down the possibility of building on

- but...

Sometimes we're do this without even realising or intending to

- How

- Wh

- Wh

Exercises and changes of language can demonstrate this

s,

er

Tom Rath, Strengths Based leadership



Followers have a very clear picture of what they want and need from their leadership:

- Trust
- Compassion
- Stability
- Hope

The best teams tend to **continually rotate** leaders, followers and observers.

Followers can **courageously influence** the direction of the team to support leaders.

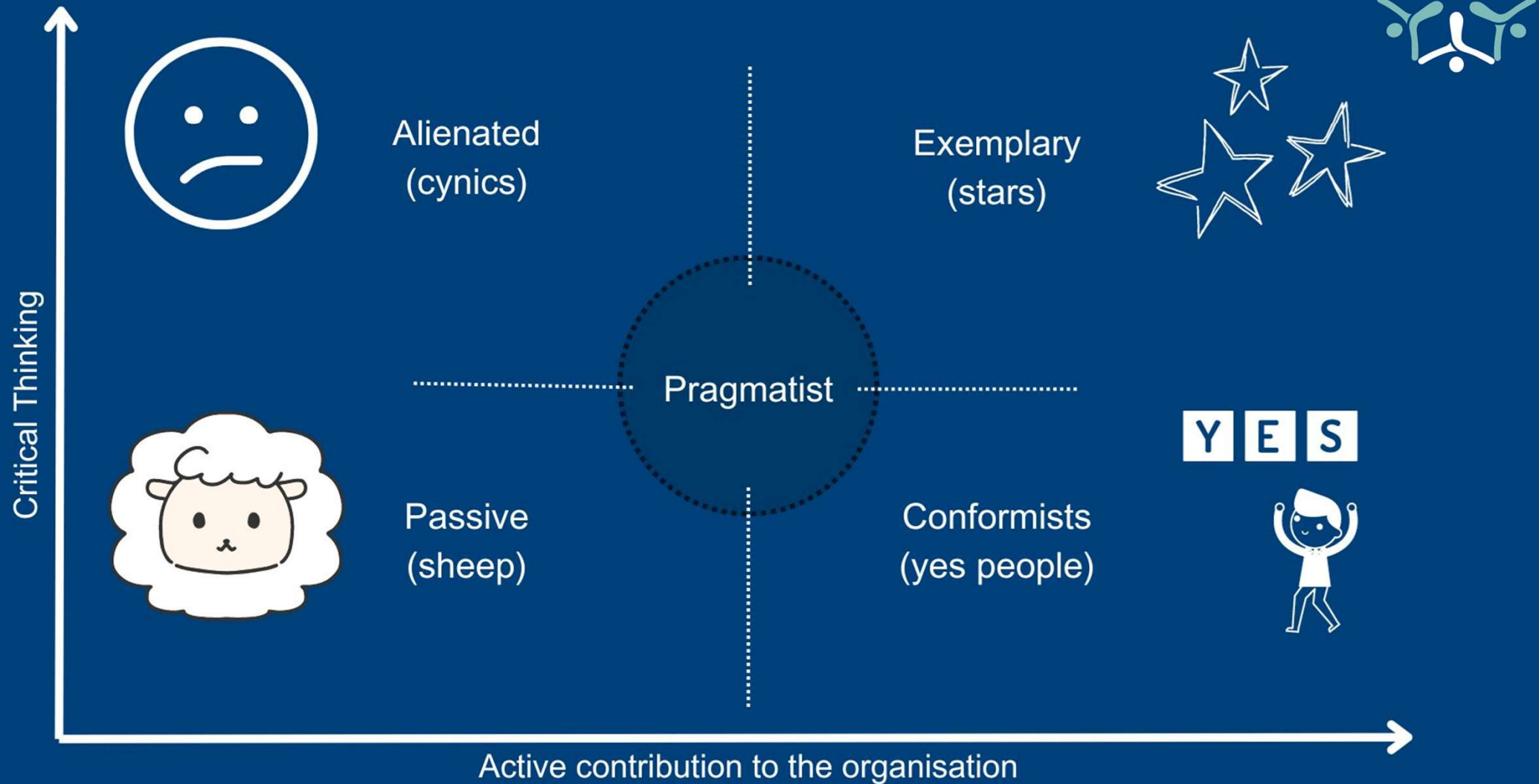
Followers **assume characteristics** based on past experience.

Effective followership can be developed in many ways.

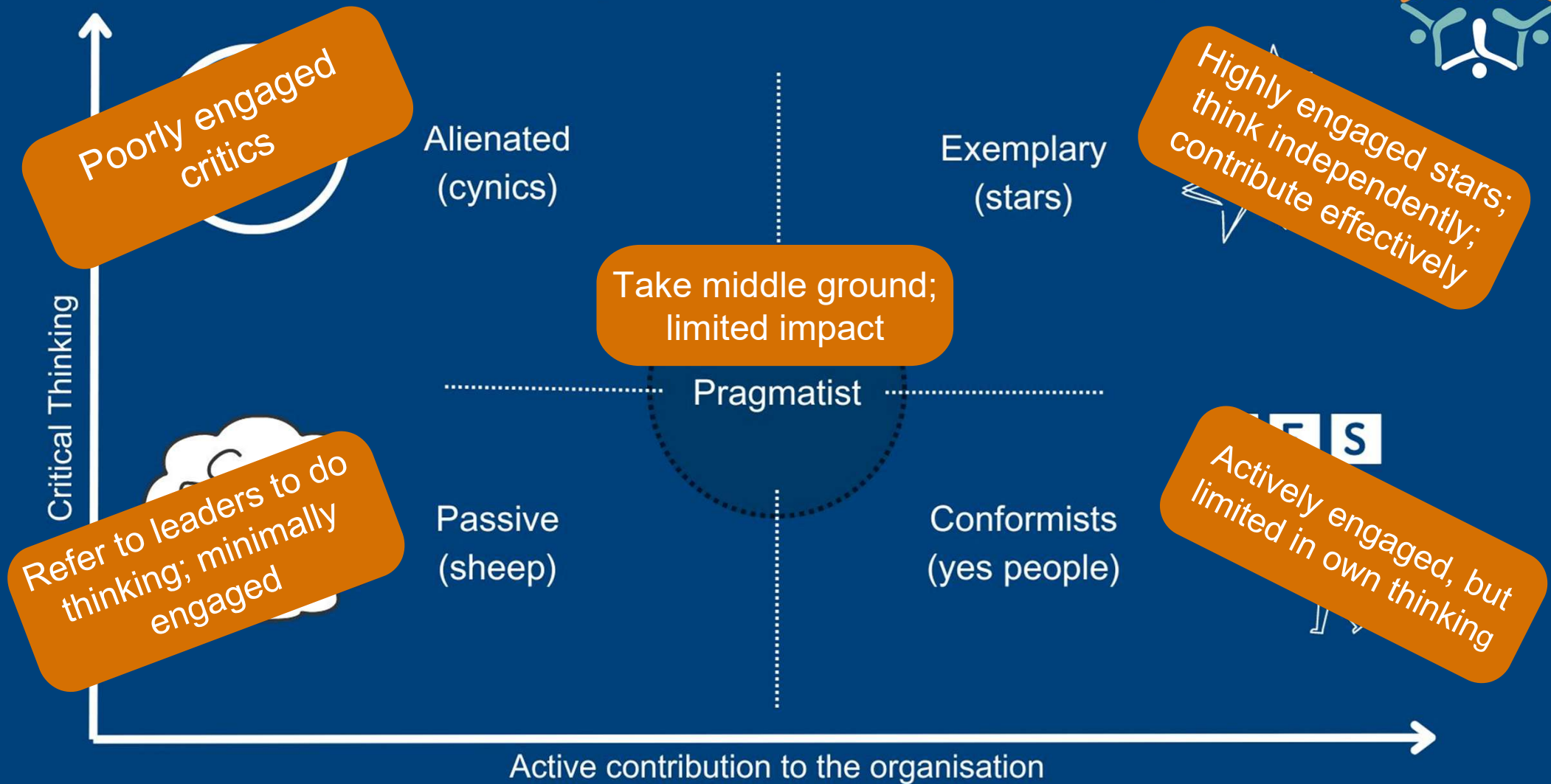
Without followers, a leader is just a person taking a walk... or *dancing alone*



Robert Kelley's Follower Behaviour Model



Robert Kelley's Follower Behaviour Model



Robert Kelley's Follower Behaviour Model



Exemplary
(stars)



Passive
(sheep)



Conformists
(yes people)



Active contribution to the organisation

Individual Activity



1. Can you think of when you are an alienated, exemplary, passive and conformist follower?

2. Why?

3. Discuss with a partner and reflect on what this has brought up for you.

How to Promote Effective Followership



- Flexible agendas
 - Various leaders
 - Team visioning
 - Graceful exits
 - Know your team as individuals
 - Training shift???
-Any others?



Take Aways

Training Pack will be sent out



01

Free Course



Optional free!!
follow-on activity

The Open University free course on
Leadership & Followership

<https://www.open.edu/openlearn/education-development/learning/leadership-and-followership/content-section-overview?active-tab=description-tab>

Recap



Session Aim

To provide you with a strong foundation to enable you to use the principles of Team Research.

Session Objectives

- Introduce the team research model
- Identify features of successful teams and of individuals in teams
- Explore the value of diversity in the team
- Explore ways of working to support teamwork
- Explore the power of having project vision
- Demonstrate the power of followership on outcomes
- Team building and planning
- Consider how to practically apply these principles to TWIN-RELECT

Reflection



- Reflections - what is your one word summary of today?
- Any questions, reflections or thoughts?
- Prizes!
 - Special Contribution
 - Team Name

Website >>>



Photo
time!