i2S News

September/December 2021, #58

Welcome to the September to December i2S News! This news covers 4 months of new additions to the resources on the i2S website (http://i2s.anu.edu.au/resources), along with new blog posts (provided here as a list) on the Integration and Implementation Insights (i2Insights) blog (https://i2insights.org). Although we aim to publish i2S News bimonthly, September and October got away from us.

In good news from the Integration and Implementation Insights blog:
- in the first 8 months of 2021 the blog surpassed the total number of views and viewers achieved in 2020
- the median number of views of blog posts over their lifetime is now more than 700 (https://i2insights.org/blog-statistics/)
- we now have a primer series on stakeholder engagement, with 10 blog posts being published between October and December 2021. The aims are to provide an introduction to stakeholder engagement, to foster the building of an agreed body of knowledge and to minimise the occurrence of poorly conducted stakeholder engagement. As these blog posts are published, they are available at: https://i2insights.org/tag/primer-stakeholder-engagement/.

It seems too early to send an end of year message, but as this will be our last News for 2021, we hope you sail through to the end of the year effortlessly and that we can all look forward to a healthy, safe and sustainable 2022.

Gabriele Bammer and Peter Deane

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FEATURED TOOLS

Collaboration: team role skills

Purpose: To provide an understanding of the different kinds of skills that individuals bring to team-work, along with the strengths and weaknesses associated with each skill.

Description: The basis of this tool is that, for a team to be effective, team members need to have complementary behaviours. The Belbin team roles identify nine clusters of such behaviours and they are described below.

Individuals can bring more than one cluster of behaviours to the team and evidence suggests most people have two or three Belbin team roles that they are most comfortable with. Each role is considered to be equally important and each has strengths and weaknesses. Different roles are likely to be required at different times during a team's work and this will be determined by the objectives of the teamwork.

The nine Belbin team roles (taken from https://www.belbin.com/about/belbin-team-roles/) are:

"*Resource Investigator*
- Uses their inquisitive nature to find ideas to bring back to the team.
- Strengths: Outgoing, enthusiastic. Explores opportunities and develops contacts.
- Allowable weaknesses: Might be over-optimistic, and can lose interest once the initial enthusiasm has passed.
- Don't be surprised to find that: They might forget to follow up on a lead."

"*Teamworker*
- Helps the team to gel, using their versatility to identify the work required and complete it on behalf of the team.
- Strengths: Co-operative, perceptive and diplomatic. Listens and averts friction.
- Allowable weaknesses: Can be indecisive in crunch situations and tends to avoid confrontation.
- Don't be surprised to find that: They might be hesitant to make unpopular decisions."

"*Co-ordinator*
- Needed to focus on the team's objectives, draw out team members and delegate work appropriately.
- Strengths: Mature, confident, identifies talent. Clarifies goals.

- Allowable weaknesses: Can be seen as manipulative and might offload their own share of the work.
- Don't be surprised to find that: They might over-delegate, leaving themselves little work to do."

"*Plant*
- Tends to be highly creative and good at solving problems in unconventional ways.
- Strengths: Creative, imaginative, free-thinking, generates ideas and solves difficult problems.
- Allowable weaknesses: Might ignore incidentals, and may be too preoccupied to communicate effectively.
- Don't be surprised to find that: They could be absent-minded or forgetful."

"*Monitor Evaluator*
- Provides a logical eye, making impartial judgements where required and weighs up the team's options in a dispassionate way.
- Strengths: Sober, strategic and discerning. Sees all options and judges accurately.
- Allowable weaknesses: Sometimes lacks the drive and ability to inspire others and can be overly critical.
- Don't be surprised to find that: They could be slow to come to decisions."

"*Specialist*
- Brings in-depth knowledge of a key area to the team.
- Strengths: Single-minded, self-starting and dedicated. They provide specialist knowledge and skills.
- Allowable weaknesses: Tends to contribute on a narrow front and can dwell on the technicalities.
- Don't be surprised to find that: They overload you with information."

"*Shaper*
- Provides the necessary drive to ensure that the team keeps moving and does not lose focus or momentum.
- Strengths: Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.
- Allowable weaknesses: Can be prone to provocation, and may sometimes offend people's feelings.
- Don't be surprised to find that: They could risk becoming aggressive and bad-humoured in their attempts to get things done."

"*Implementer*
- Needed to plan a workable strategy and carry it out as efficiently as possible.
- Strengths: Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.
- Allowable weaknesses: Can be a bit inflexible and slow to respond to new possibilities.
- Don't be surprised to find that: They might be slow to relinquish their plans in favour of positive changes."

"*Completer Finisher*
- Most effectively used at the end of tasks to polish and scrutinise the work for errors, subjecting it to the highest standards of quality control.
- Strengths: Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.
- Allowable weaknesses: Can be inclined to worry unduly, and reluctant to delegate.
- Don't be surprised to find that: They could be accused of taking their perfectionism to extremes."

Understanding these skills can help teams choose appropriate members and understand some sources of friction.

Source:
- Team role skills were originally developed by Meredith Belbin and colleagues in investigating how business management teams functioned. Commercial psychometric tests are available to enable teams to assess the team role skills of their members. For more information see:
  - https://www.belbin.com/.

Location of this resource on the i2S website:
https://i2s.anu.edu.au/resources/collaboration-team-role-skills

Powercube: understanding power for social change (updated tool)

Purpose: To provide a way of understanding power that is useful for analysis, strategy and action, and facilitating discussion.

Description: The powercube encompasses power in three dimensions: forms, spaces and levels, with each to be seen as a set of relationships, rather than a static set of categories.

Forms of power involves:
- "Visible power – focuses on who participates and predominates in observable decisionmaking. Contests over interests are assumed to be visible in political institutions and policymaking processes, which in turn are presumed to be relatively open.
- Hidden power – focuses on how certain issues and voices are kept out of the decisionmaking process through … rules of the game which favours certain interests over others.
- Invisible power – focuses on how the internalisation of ideologies, norms and values keeps issues and contests from emerging, and leads to the acceptance of an unjust status quo" (Gaventa, 2021, p.116-7).

Spaces of power involves:
- "Closed spaces, where decisions are made behind closed doors, without any pretence of broadening the boundaries for inclusion.
- Invited spaces, where people are invited to participate in public arenas but within set boundaries. Invited spaces may be regularised; that is, they are institutionalised, ongoing or more transient, through one-off forms of consultation… .

- Claimed/created spaces, where less powerful actors claim or create their own spaces, where they can shape their own agenda or express their own voices more autonomously. These spaces range from ones created by social movements and community associations, to those simply involving natural places where people gather to debate, discuss and resist, outside of the institutionalised policy arenas" (Gaventa, 2021, p.119).

Levels of power involves:
- "Global – formal and informal sites of decision-making beyond the nation state;
- National – governments, parliaments, political parties or other forms of authority linked to nation-states;
- Local – subnational governments, councils and associations at the local level;
- Household – the micro-level, which may be outside of the public sphere but which helps to shape what occurs within it" (Gaventa, 2021, p.122).

When analysing power along the dimensions of space, level and form, it is important to recognize that each of the concepts along a single dimension of power interacts with the others, and that the dimensions also interact with each other. This helps explain why change is so challenging to achieve, as it requires sustained effective action across all dimensions and subdimensions.

The powercube can be used to explore how power is expressed, especially 'power over', power to', 'power with', and 'power within'. This can be used both to analyse power and to find openings and build alliances for change.

Reference:
- Gaventa, J. (2021). Linking the prepositions: Using power analysis to inform strategies for social action. *Journal of Political Power*, **14**, 1: 109-130 (Online) (DOI): https://doi.org/10.1080/2158379X.2021.1878409

Website:
- http://www.powercube.net/. This is an extensive website with multiple resources.

Location of this resource on the i2S website:
https://i2s.anu.edu.au/resources/powercube-understanding-power-social-change

Additional tools can be found at: http://i2s.anu.edu.au/resources/tools

FEATURED VIDEO

Action research and the transformation of knowledge creation (updated video)

Purpose: To provide an introduction to action research.

Description: Action research "brings together action and reflection, theory and practice, in participation with others, in pursuit of practical solutions to issues of pressing concern to people" (Reason and Bradbury 2001, p.1).

Action research is not based in objectification, conquering nature or simply describing reality, but is about partnership with others, making something meaningful happen that stakeholders together have decided needs to happen, and bringing reflexivity to that process.

Provides a brief history of action research and how it complements conventional social science.

Describes three categories of action research, with an example of each:
- 2nd person action research is the most familiar and involves work with 'you.' It is conducted face to face in small groups emphasising learning together.
- 3rd person action research is for 'them.' This refers to action research that moves through populous networks and/or work made widely available through publication and peer review because it has the potential to inform other distant efforts.
- 1st person action research is for 'me.' It refers to action research with the self that hones self-insight and capacity for choiceful action. It situates the self as an instrument of understanding and change, committed to self-development.

The focus in action research now is on bringing these approaches together.

Video: This is based on a plenary talk at the First Global Conference on Research Integration and Implementation held in Canberra in Australia, online and at three co-conferences (Lueneburg in Germany, The Hague in the Netherlands and Montevideo in Uruguay), 8-11 September 2013.
- Video (33 minutes) is available on the Integration and Implementation Sciences (i2S) YouTube channel at https://youtu.be/itMFI8B_oP4

Reference:
Reason, P. and Bradbury, H. (2001). 'Introduction: Inquiry and Participation in Search of a World Worthy of Human Aspiration'. In, P. Reason and H. Bradbury (Eds.), *Handbook of Action Research: Participative Inquiry and Practice*. Sage: London, United Kingdom, pp 1-14.

Location of this resource on the i2S website:

https://i2s.anu.edu.au/resources/action-research-and-transformation-knowledge-creation

LATEST i2INSIGHTS BLOG POSTS

The i2Insights blog (http://i2insights.org) has recently published the following posts:

Stakeholder engagement primer: 4. Options for engagement
By Gabriele Bammer
https://i2insights.org/2021/11/04/options-for-engagement/

A framework for identifying diversity in epistemic communities, linguistic variety and culture
By Varvara Nikulina, Johan Larson Lindal, Henrikke Baumann, David Simon, and Henrik Ny
https://i2insights.org/2021/11/02/identifying-three-kinds-of-diversity/

Stakeholder engagement primer: 3. Selecting stakeholders
By Gabriele Bammer
https://i2insights.org/2021/10/28/selecting-stakeholders/

How informal discussion groups can maintain long-term momentum
By Kitty Wooley
https://i2insights.org/2021/10/26/maintaining-informal-discussion-groups/

Stakeholder engagement primer: 2. Identifying stakeholders
By Gabriele Bammer
https://i2insights.org/2021/10/21/identifying-stakeholders/

A quick guide to post-normal science
By Silvio Funtowicz
https://i2insights.org/2021/10/19/guide-to-post-normal-science/

Stakeholder engagement primer: 1a. Why a primer? 1b. Defining stakeholders
By Gabriele Bammer
https://i2insights.org/2021/10/14/defining-stakeholders/

Boosting the transformative power of transdisciplinarity with quantum theory
By Cyrille Rigolot
https://i2insights.org/2021/10/12/quantum-theory-for-transdisciplinarity/

Communicating across organizational boundaries
By Adrian Wolfberg
https://i2insights.org/2021/10/05/crossing-organisational-boundaries/

Combining and adapting frameworks for research implementation
By Kirsty Jones and Sara Bice
https://i2insights.org/2021/09/28/frameworks-for-research-implementation/

Five questions to understand epistemology and its influence on integrative research processes
By Katie Moon, Chris Cvitanovic, Deborah Blackman, Ivan Scales and Nicola Browne
https://i2insights.org/2021/09/21/epistemology-and-integrative-research/

Transdisciplinary integration: A multidimensional interactive process
By Dena Fam, Julie Thompson Klein, Sabine Hoffman, Cynthia Mitchell and Christian Pohl
https://i2insights.org/2021/09/14/transdisciplinary-integration/

How can social network analysis benefit transdisciplinary research?
By Leonhard Späth, Rea Pärli and the RUNRES project team
https://i2insights.org/2021/09/09/social-network-analysis-for-transdisciplinarity/

Six lessons for implementing technological change in developing country communities
By Jonathan Ensor, Daniel Vorbach, Steven Johnson and James Moir
https://i2insights.org/2021/09/07/implementing-technological-change/

A tool for transdisciplinary research planning and evaluation
By Brian Belcher, Rachel Claus, Rachel Davel, Stephanie Jones and Daniela Pinto
https://i2insights.org/2021/09/02/transdisciplinary-research-evaluation/

Principles for welcoming all voices
By Keith McCandless
https://i2insights.org/2021/08/31/principles-for-inclusive-groupwork/

Connecting and building capacity in the transdisciplinary research community
By Josefa Kny and David Lam
https://i2insights.org/2021/08/26/connection-and-capacity-in-transdisciplinarity/

FEATURED JOURNAL AND JOURNAL NEWS

Engaged Scholar Journal: Community-Engaged Research, Teaching and Learning

The *Engaged Scholar Journal* "is Canada's online, peer-reviewed, multi-disciplinary journal committed to profiling best practices in 'engaged scholarship' informed by community-academic partnerships in research, teaching and learning." It is an open access journal.

The mission of the journal is:
- "to promote and support reciprocal and meaningful co-creation of knowledge among scholars, educators, professionals and community leaders, in Canada and worldwide
- to inspire and promote productive dialogue between practice and theory of engaged scholarship
- to critically reflect on engaged scholarship, research, and pedagogy pursued by various university and community partners, working locally, nationally and internationally, across various academic disciplines and areas of application
- to serve as a forum of constructive debate on the meanings and applications of engaged scholarship among partners and communities."

The readership is drawn from "community and academic partners, educators, researchers and scholars who pursue their work in collaboration with various communities in Canada and the world" and the journal publishes "original reflective essays and research articles, review articles, reports from the field, testimonies, multimedia contributions and book reviews focusing on community-engaged scholarship."

The *Engaged Scholar Journal* is supported by the University of Saskatchewan, Canada and the journal was founded in 2014.

- **Website**:
  - https://esj.usask.ca/index.php/esj

Location of this resource on the i2S website:
https://i2s.anu.edu.au/resources/engaged-scholar-journal

Global Social Challenges Journal waives article processing charges

The *Global Social Challenges Journal* has a complete waiver of article processing charges on all articles submitted before 31st July 2022 (unless the authors have dedicated Open Access funding).

- **Detail at bottom of the following webpage**:
  - https://bristoluniversitypress.co.uk/journals/global-social-challenges-open-journal/call-for-papers

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Additional journal information can be found at: http://i2s.anu.edu.au/resources/journals

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FEATURED PROFESSIONAL ASSOCIATION

Ecosystem Services Partnership (ESP)

The *Ecosystem Services Partnership* (ESP) is a "worldwide network to enhance the science, policy and practice of ecosystem services for conservation and sustainable development." Ecosystem services are the benefits provided by the natural environment to people. The ESP "aims to enhance communication, coordination and cooperation, and to build a strong network of individuals and organizations." It "enhances and encourages a diversity of approaches, while reducing unnecessary duplication of efforts in the conceptualization and application of ecosystem services", that will in turn "increase opportunities for financial support and help to focus the funding of individual organizations for more efficient utilization of existing funds."

The ESP is open to institutional and individual members and it "connects over 3000 ecosystem services scientists, policy makers and practitioners who work together in more than 40 working groups and ... national networks on all continents. ESP regularly organises world and regional conferences and provides many services to further enhance the application of ecosystem services for nature conservation, ecosystem restoration and sustainable management."

The ESP publishes a freely available newsletter, runs a biannual conference and the journal *Ecosystem Services* is officially associated with ESP.

The ESP was founded in 2012.

- **Website:**
  - https://www.es-partnership.org

Location of this resource on the i2S website:
https://i2s.anu.edu.au/resources/ecosystem-services-partnership

Additional professional associations and networks can be found at:
http://i2s.anu.edu.au/resources/associations_networks

FEATURED CONFERENCES AND CONFERENCE NEWS

24th International Congress on Modelling and Simulation (MODSIM2021): Modelling for Action with a Flood of Data and a Cloud of Uncertainty

With the increase in data availability and recognition of uncertainty, MODSIM2021 will focus on how modelling and simulation can be used to translate data into action.

"Building on the traditional modelling and simulation papers in diverse areas, papers will explore the conference theme" of *Modelling for Action with a Flood of Data and a Cloud of Uncertainty* "from a wide spectrum of disciplinary perspectives organised in different streams." These include:

- Applied and computational mathematics
- Biological systems
- Computer science and engineering
- Energy, integrated infrastructure and urban planning
- Environment and ecology
- Global change and natural hazards
- Health and biosecurity
- Participatory decision making and modelling social systems
- Water resources
- Hydroclimate
- Water quality
- Operations Research (OR)
- Advances in microsimulation modelling.

A number of other meetings will be incorporating with MODSIM2021, notably the:
- 2nd Regional International Environmental Modelling and Software Society (iEMSs) Meeting
- 28th National Conference of the Australian Society for Operations Research (ASOR)
- Defence Operations Research Symposium (DORS 2021)
- The International Microsimulation Association will also be in attendance.

The conference will offer a hybrid format and is located in Sydney, Australia and online through 5-9 December 2021 (a workshop day will be held on the 10 December 2021).

- For further details see:
  - https://www.mssanz.org.au/modsim2021/index.html

Interdisciplinary Learning and Teaching Conference: Mapping Interdisciplinarity - Finding Our Way

"This year's conference theme concentrates on that moment, in an interdisciplinary process, when students bring together different perspectives to generate something new and interdisciplinary", notably:
- "What research processes are used to prepare students for practising integration?"
- "How do we facilitate cross-disciplinary communication?"
- "What theories influence our teaching?"
- "How do we assess integration?"
- What are the wider contexts in which interdisciplinarity is taught, for example, "whether on introductory modules or as part of an interdisciplinary programme" and is there support at an institutional level?

Sub-themes focus on:
1. *Mapping Interdisciplinarity*: "… how the teaching and learning of interdisciplinarity is supported at programme, institutional, and sector levels. At programme level, how are learning experiences engineered to create integration (i.e., how does a multidisciplinary programme become an interdisciplinary one)? At institutional level… best practice examples that demonstrate how interdisciplinary teaching are supported by a university, college, or school. At the sector-wide level, how larger interdisciplinary projects aim to integrate knowledge from various sources, disciplines or subjects to break down the silos of knowledge. For example, how is interdisciplinary teaching recognised and supported by academic journals, publishing houses, and through benchmarking of interdisciplinary programmes?"
2. *Methods of Integration*: "How is the singularity of integration engineered and taught? What interdisciplinary research processes are used to support and advance integration at the level of a module or a specific lesson?"
3. *Assessing Interdisciplinarity*: "This topic continues to be an important and challenging area for anyone engaged in interdisciplinary learning and teaching. How is it possible to assess the integration of disciplines, practices, or knowledge?" "Interdisciplinary integration can be pursued at all levels, but this event will focus on integration at Higher Education and secondary school levels."

Submissions are open to the conference across a variety of approaches: "short papers, hands-on workshops and poster presentations"; covering theory or practice, especially with a "focus on how integration is attained when assessments are designed, employed, and realised". Of particular interest are "student perceptions of interdisciplinary assessments and their experiences"; and the coverage of "actual experiences as well as potential future directions and opportunities"; alongside "case studies… especially with an eye on what makes a module interdisciplinary as opposed to multidisciplinary."

The conference will be held in Birmingham, United Kingdom on 7 April 2022.

- For further details see:
    - https://www.birmingham.ac.uk/schools/liberal-arts-and-sciences/events/2022/ilt2022.aspx
        - Submissions are open for articles until 21 December 2022
    - https://interdisciplinaryuk.net/future-events/

Design Methods and Transdisciplinary Practices Theme Track at the 2022 Design Research Society (DRS) Conference

The Design Research Society (DRS) 2022 conference, on how design and design research has responded to the extraordinary times we are living through, is promoting theme tracks capitalising on emerging research networks. One of these tracks is on 'Design Methods and Transdisciplinary Practices', which "aims to trigger a timely scholarly discussion around the shifting role of design in transdisciplinary knowledge spaces."

The track occurs in the context of how "the scope of design has been expanding from focusing on individuals to society, and from designing products to (re-)-imagining socio-technical systems [and that] this expansion renders design methods and approaches (e.g. human-centred design, participatory design, systemic design, speculative design…etc.) relevant for transdisciplinary practices. Such practices integrate the disciplinary knowledge of academic disciplines and the experiential knowledge of societal stakeholders to create scientific and societal impact. Because of this, they are key to addressing complex societal challenges."

"Up till now, design has been framed as the 'binding glue / connecting pin / integrating discipline' in projects involving multiple disciplines. However, transdisciplinary practices can be challenging due to both theoretical and contextual reasons (e.g. clashing disciplinary values and methods, power dynamics among stakeholders, strict institutional structures, divergent citizen perspectives…etc.). As design and transdisciplinarity merge, does the metaphor of the 'binding glue' still apply and suffice? If not, what could be new roles for design in transdisciplinary practices?"

Papers are invited "to contribute to this timely discussion around the shifting role of design in transdisciplinary practices." Topics that could be covered include:
- What are the new roles – and therefore new metaphors - that can characterize the contribution of design to transdisciplinary collaborations?
- What are the opportunities and challenges that await designers and / or design researchers in such practices?"

This "theme will expand the transdisciplinarity discussion in design research and prepare the DRS community for new collaborations aiming to create better futures."

The conference will offer a hybrid format and is located in Bilbao, Spain and online across a main programme from 28 June–1 July 2022 (extended programme is 25 June-3 July 2022).

- For further details see:
    - https://www.drs2022.org/theme-tracks/
    - https://www.designresearchsociety.org/articles/drs2022-bilbao-announcement-and-call
        - Submissions are open for articles until 24 November 2021

Watch sessions from the Transformations Conference 2021 and 2021 Sustainability Research and Innovation Congress

Register for free to watch sessions on the:

1. Transformations Conference 2021: Enabling Positive Tipping Points in an Uncertain World. The "conference showcased the latest developments in research and practice of transformations towards sustainability, support and celebration of transdisciplinary learning networks for new collective international initiatives."

2. 2021 Sustainability Research and Innovation Congress, which took place from June 12-15, 2021, in Brisbane, Australia. "The Congress was the first in an annual series to unite global sustainability leaders, experts, industry and innovators to inspire action and promote a sustainability transformation. It brought together over 2,000 participants from more than 100 countries and featured 700 speakers."

- Recordings are available through this website:
    o https://attend.sri2021.org/sign-up
- For details on the Transformations Conference 2021:
    o https://www.transformationscommunity.org/conference-2021
- For details on the 2021 Sustainability Research and Innovation Congress:
    o https://attend.sri2021.org

Additional conference information can be found at:
http://i2s.anu.edu.au/resources/conferences

ABOUT i2S NEWS

The aim of this newsletter is to provide regular (bi-monthly) updates about new resources added to the Integration and Implementation Sciences website (http://i2s.anu.edu.au/resources) and the Integration and Implementation Insights blog (http://i2Insights.org). It also provides occasional conference and other news items. These resources are useful for researchers interested in Integration and Implementation Sciences (i2S), which underpins the investigation and tackling of complex real world problems, by:

- Synthesizing knowledge from different disciplines and stakeholders,
- Understanding and managing diverse unknowns, and
- Providing integrated research support for policy and practice change.

In general, each issue features tools (concepts and methods), either a useful compilation or one or more examples of note. We also provide information about journals, professional associations & networks and conferences where researchers can learn from others, report their findings and interact with like-minded peers.

i2S News is archived at: http://i2s.anu.edu.au/what-i2s/i2s-publications/i2s-news.

Useful links:
- i2S website: http://i2s.anu.edu.au
- i2Insights blog: http://i2Insights.org
- i2S on YouTube: https://www.youtube.com/user/i2sTalks
- LinkedIn group "Global Network for Research Integration and Implementation": https://www.linkedin.com/groups/4888295/

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