



i2S News

January – March 2025, #69

Welcome to the January – March 2025 i2S News with the latest developments in Integration and Implementation Sciences (i2S).

We provide updates on:

- i2Insights (the community blog and repository)
- i2S-Talks (the YouTube channel)
- i2S website (which provides specific information about Integration and Implementation Sciences).

From the Integration and Implementation Insights (i2Insights) blog and repository, we highlight contributions from the Middle East and North Africa. And from i2Insights statistics we review the nine most viewed contributions about unknowns. We also present i2Insights contributions since the last i2S News.

From the i2S-Talks YouTube channel, we feature the two most popular videos by George Richardson (on system dynamics) and Gerald Midgley (on systems thinking). We also present the full list of videos hosted since the last i2S News.

Over the last year or so, we have been investigating the best way to refresh the main i2S website and we've decided to move the material from the i2S website to the i2Insights website.

This i2S News also presents the Times Higher Education Campus features on interdisciplinary education and research, recognition of post-normal science and i2S, respectively in two awards, the Kenneth Boulding award and Peter Baume award, and a new guide on training transdisciplinary researchers hosted on the Global Alliance for Inter- and Transdisciplinarity (ITD Alliance) website.

Feedback and suggestions for i2S News are always welcome!

Gabriele Bammer and Peter Deane

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i2Insights blog and repository

- Highlighting contributions from the Middle East and North Africa
- The 9 most viewed contributions about unknowns
- There have been 13 new contributions since the last i2S News

i2S-Talks YouTube channel

- Featuring the two most popular videos by George Richardson (on system dynamics) and Gerald Midgley (on systems thinking)
- 5 additional videos have been added to this repository since the last i2S News

I2S website

- Update on developments with the i2S website

Other updates

- Times Higher Education Campus features on interdisciplinary education and research
- Kenneth Boulding award and Peter Baume award
- The Global Alliance for Inter- and Transdisciplinarity (ITD Alliance) website – hosting a new guide for training transdisciplinary researchers

About i2S News

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i2INSIGHTS BLOG AND REPOSITORY**Highlighting contributions from the Middle East and North Africa**

As a globally-oriented blog and repository, i2Insights is keen to help share concepts, methods, processes, frameworks, and other tools from all countries and regions. We are particularly keen to learn from colleagues in the Middle East and North Africa and to increase contributions from that region. Contributions where all or some of the authors reside in that region have actually slowed recently with peak contributions in 2021, when there were 4 and 2022, when there were 2. There were no contributions in 2024, 2018, 2017 and 2015 and 1 contribution in each of 2023, 2020, 2019 and 2016.

There have been ten lead authors from Egypt (3), Iran (3), Israel (2), Oman (1) and Türkiye (1), along with two co-authors from Iran. These are all separate individuals. We also welcomed an Arabic version of one blog post, along with the English version.

Contributions have covered a range of topics, particularly:

Different aspects of cross-disciplinarity and integration

- [Six lessons from Iran for strengthening cross-disciplinary research](#) by Reza Dehnavieh
- [Six ways facilitation skills can improve cross-disciplinary team leadership / ست وسائل من / مهارات التيسير لتطوير قيادة الفريق البحثي عبر التخصصات](#) by Manal Affara
- [A successful model of integration in an art-science project](#) by Daa Ahmed Mohamed Ahmedi
- [Fire together, wire together: the role of funding bodies in supporting interdisciplinary research](#) by Mohammad Momenian

Diversity in values and culture

- [Understanding values: Schwartz theory of basic values](#) by Shalom H. Schwartz
- [Four lessons for operating in a different cultural environment](#) by Nithya Ramachandran

Injustice

- [Three ways research perpetuates injustices](#) by Barış Bayram

Innovation and unknowns

- [Managing innovation dilemmas: Info-gap theory](#) by Yakov Ben-Haim

Learning through online events

- [Replacing conferences with effective online learning experiences](#) by Maha Bali, George Station and Mia Zamora

Systems thinking

- [System redesign toward creating shared value](#) by Moein Khazaei, Mohammad Ramezani, Amin Padash and Dorien DeTombe

The 9 most viewed contributions about unknowns

Understanding and managing unknowns is a key aspect of i2S and contributions to i2Insights are always welcome. The nine most viewed contributions are:

1. [A quick guide to post-normal science](#) by Silvio Funtowicz (7,225 views, published in 2021)
2. [Four things everyone should know about ignorance](#) by Michael Smithson (3956 views, published in 2016)
3. [How can we know unknown unknowns](#) by Michael Smithson (3531 views, published in 2019)
4. [Yin-yang thinking – A solution to dealing with unknown unknowns?](#) by Christiane Prange and Alicia Hennig (3441 views, published in 2019)
5. [Looking in the right places to identify "unknown unknowns" in projects](#) by Tyson R. Browning (3000 views, published in 2019)
6. [Dealing with deep uncertainty: Scenarios](#) by Laura Schmitt Olabisi (2246 views, published in 2017)
7. [Theory U: A promising journey to embracing unknown unknowns](#) by Vanesa Weyrauch (2196 views, published in 2020)
8. [What do you know? And how is it relevant to unknown unknowns?](#) by Matthew Welsh (2032 views, published in 2019)
9. [Managing deep uncertainty: exploratory modeling, adaptive plans and joint sense making](#) by Jan Kwakkel (1963 views, published in 2017)

Blog posts added since the last i2S News

Integration and Implementation Insights (i2Insights) has added the following blog posts to its repository since the last i2S News:

Designing for role clarity: An essential leadership skill

By Gemma Jiang and Joan Lurie

<https://i2insights.org/2025/03/11/role-clarity-in-teams/>

Using cross-cultural dialogue to break down inappropriate knowledge hierarchies

By Roxana Roos

<https://i2insights.org/2025/03/04/cross-cultural-dialogue/>

Dealing with imperfection in tackling complex problems

By Gabriele Bammer

<https://i2insights.org/2025/02/25/dealing-with-imperfection/>

Transforming North-South academic collaborations through collective reflexivity

By Adriana Moreno Cely, Kewan Mertens and Viola Nilah Nyakato

<https://i2insights.org/2025/02/18/collective-reflexivity-and-decolonisation/>

Transforming and weaving knowledge in a complex world: The butterfly and the spider

By Frédéric Darbellay

<https://i2insights.org/2025/02/11/knowledge-for-complex-world/>

Boundary spanning: A leadership perspective

By Gemma Jiang, Jenny Grabmeier, Diane Boghrat and Susan Simkins

<https://i2insights.org/2025/02/04/boundary-spanning-and-leadership/>

Better understanding trust

By Gabriele Bammer

<https://i2insights.org/2025/01/28/understanding-trust/>

Using field experiences to generate transdisciplinary research questions

By Kimberly Bourne and Alison Deviney

<https://i2insights.org/2025/01/21/generating-transdisciplinary-questions/>

The enablers of effective knowledge exchange between science and policy

By Vivian Nguyen and Chris Cvitanovic

<https://i2insights.org/2025/01/14/effective-knowledge-exchange/>

Ninth annual review

By Gabriele Bammer

<https://i2insights.org/2024/12/17/ninth-annual-review/>

Being a "conscious" leader: Three foundational commitments

By Gemma Jiang and Jeni Cross

<https://i2insights.org/2024/12/10/conscious-leadership/>

Fostering transdisciplinary research in the Global South: Lessons for funders

By Flurina Schneider, Zarina Patel, Katsia Paulavets, Tobias Buser, Jacqueline Kado and Stefanie Burkhart

<https://i2insights.org/2024/12/03/funding-transdisciplinarity-in-global-south/>

Epistemic justice and its relevance to transdisciplinary research

By Sarah Cummings, Charles Dhewa, Gladys Kemboi, Stacey Young and Mike Powell

<https://i2insights.org/2024/11/26/epistemic-justice-in-transdisciplinary-research/>

i2S-TALKS**Featuring the two most popular videos by George Richardson (on system dynamics) and Gerald Midgley (on systems thinking)**

The two most popular original videos on the i2S talks Youtube channel were recorded at the 2013 First Global Conference on Research Integration and Implementation, and are still being viewed regularly. They are:

- [An Introduction to System Dynamics](#) by George Richardson, which records an hour-long workshop held at the conference and which has received 54K views.
- [An Introduction to Systems Thinking](#) by Gerald Midgley, which records a 30-minute plenary talk and which has received 16K views.

Videos added since the last i2S News

The following videos have been added to the i2S YouTube channel since the last i2S News:

Integration in action: Enhancing team science through collaborative practices

By Colleen Cuddy

<https://www.youtube.com/watch?v=p4iZK6bkZU0> (57min YouTube video)

(Playlists: Interdisciplinarity and Transdisciplinarity; Intereach Webinar Series; Team Science)

Toolkits and methods: Welcome and introduction

By Bethany Laursen

<https://www.youtube.com/watch?v=VvPto72pgDo> (7min YouTube video)

(Playlists: TD Alliance Working Group Meetings)

Unpacking “convergence culture”: Exploring the operationalization of convergence in teams

By Marisa A. Rinkus

<https://www.youtube.com/watch?v=QMaa9knVcDg> (47min YouTube video)

(Playlists: Intereach Webinar Series)

Measuring convergence in graduate education

By Gail Jones and Daniel Laxman

<https://www.youtube.com/watch?v=LtHwF777eII> (55min YouTube video)

(Playlists: Intereach Webinar Series)

Norms for inter- and transdisciplinary research: Learning from failure

By Michael O'Rourke

<https://www.youtube.com/watch?v=p3HbAJhSs3Y> (43min YouTube video)

(Playlists: Interdisciplinarity and Transdisciplinarity)

i2S WEBSITE

Over the last year or so, we have been investigating the best way to refresh the main i2S website and we've decided to move all i2S materials to the i2Insights website. This is a slow transition, as we are also updating the materials. You can follow progress at: <https://i2insights.org/i2s/>

OTHER UPDATES

Times Higher Education Campus features on interdisciplinary education and research

The newest Spotlight Guide in the Times Higher Education (THE) magazine's online Campus platform, "A focus on interdisciplinarity in teaching" features 22 brief articles by 28 authors from around the world. Topic areas include curricula development, teaching techniques, assessment, real-world skills development, and inclusive education. Included is a contribution by Gabriele Bammer, entitled "Universities need to move interdisciplinary professional associations to the next step": <https://www.timeshighereducation.com/campus/universities-need-move-interdisciplinary-professional-associations-next-step>

In conjunction with the Spotlight Guide, Times Higher Education Campus also produced a podcast on "Why we need interdisciplinary teaching and research" with separate presentations by Gabriele Bammer and Kate Crawford: <https://www.timeshighereducation.com/campus/podcast-why-we-need-interdisciplinarity-teaching-and-research>

Awards

It's great to see post-normal science recognised in the prestigious 2025 Kenneth Boulding Award from the International Society for Ecological Economics which honours the work of Jerome R. Ravetz and Silvio Funtowicz – see: <https://www.isecoeco.org/resources/boulding-award/>

Although not in the same league, late last year Gabriele Bammer was delighted to receive The Australian National University's Peter Baume award, which "recognises eminent achievement and merit of the highest order" and which cited her work on i2S – see: <https://nceph.anu.edu.au/news-events/news/award-winning-solution-tackling-complex-problems>

News from the Global Alliance for Inter- and Transdisciplinarity (ITD Alliance)

The ITD Alliance has recently added to the resources on its website "Designing Inspiring Workshops and Courses in Transdisciplinarity: A Guide" to support those who aim to train transdisciplinary researchers. It contains sections on training design, essential concepts and practices of transdisciplinarity, qualities of leadership, and proficiencies – see: <https://itd-alliance.org/resources/design-guide/>

ABOUT i2S NEWS

The aim of this newsletter is to provide regular updates (4 times per year) about what's new in Integration and Implementation Sciences (i2S), especially in three major repositories:

- the i2S website (<http://i2s.anu.edu.au>), which provides a range of information about Integration and Implementation Sciences
- Integration and Implementation Insights (<http://i2Insights.org>), which functions as a community blog, as well as a repository, for sharing concepts, methods and other research tools for understanding and acting on complex real-world problems
- the i2S YouTube channel (<https://www.youtube.com/i2S-Talks>), which provides a range of videos about various aspects of i2S.

Other updates about i2S are also provided and, from time to time, we also post news that is not directly related to i2S, but that is in line with i2S objectives.

Our target audience is researchers who tackle complex societal and environmental problems and who are interested in:

- Synthesizing knowledge from different disciplines and stakeholders,
- Understanding and managing diverse unknowns, and
- Supporting improved policy and practice responses to problems by government, business and civil society.

The three i2S repositories therefore provide new tools, as well as compiling and sharing existing tools, in 11 main areas:

- understanding the processes involved in *change*
- improving *communication*
- understanding *context*
- effective *decision making*
- incorporating, harnessing and managing *diversity*
- *integration* of multiple and varied perspectives about any problem and insights into acting on it
- *research implementation*
- *stakeholder engagement*
- taking a *systems* perspective
- *teamwork*
- understanding and managing *unknowns*.

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 and repository: <http://i2Insights.org>
- i2S-Talks on YouTube: <https://www.youtube.com/i2S-Talks>
- X (Twitter): [@GabrieleBammer](https://twitter.com/GabrieleBammer)
- LinkedIn group "Global Network for Research Integration and Implementation": <https://www.linkedin.com/groups/4888295/>

To subscribe to the i2S newsletter, go to <http://i2s.anu.edu.au> and look for the i2S News sign-up box on the home page, or contact Peter Deane at i2S@anu.edu.au.

To unsubscribe from the i2S newsletter, please contact Peter Deane at i2S@anu.edu.au.

To contact Gabriele Bammer and Peter Deane, either visit <https://i2insights.org/contact/> or contact us via email at i2S@anu.edu.au.