

# Building a healthy research culture



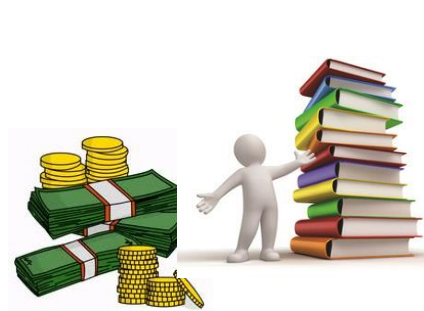
**Leanne Hodson and Siôn Parry**



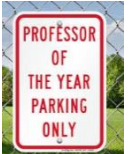
# The building of the Hodson group



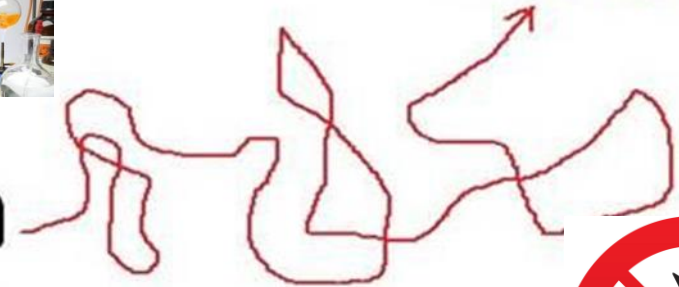
# Assumption vs reality



**SUCCESS!**

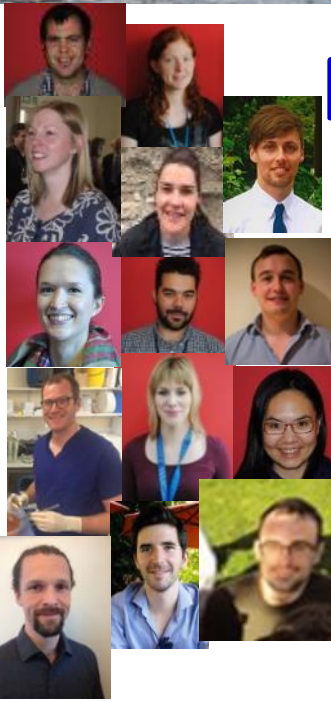


**SUCCESS!**





# Research and rowing: the similarities



Process —————> Outcomes

## Fellowships



### Senior Basic Science Research Fellowships

To provide a career opportunity in an established research institution in the UK for outstanding individuals who are expected to reach Readership or Chair level within five years.

## Awards



## Funding



High quality PhD thesis in on time

## Publications

Fasting hepatic de novo lipogenesis is not reliably assessed using circulating fatty acid markers

Fredrik Rosqvist,<sup>1,2</sup> Catriona A McNeil,<sup>1</sup> Camilla Pramfalk,<sup>1,3</sup> Sion A Parry,<sup>1</sup> Wee Suan Low,<sup>1</sup> Thomas Cornfield,<sup>1</sup> Barbara A Fielding,<sup>4</sup> and Leanne Hodson<sup>1,5</sup>

# WE'RE IN IT TOGETHER



Pushing off



- Group & individual focus
- Clear communication
- Mutual respect





# EVERYONE'S DIFFERENT



The outing

- Appreciation of diversity
- Adaptability & resilience
- Recognition of expertise



# IT'S A TEAM EFFORT



Getting off the water



- Leading by example
- Shared responsibility
- Celebration & support of others



# What has rowing taught me



- To be part of a crew / team you need a basic set of skills and equal recognition
- Focus on the process and let outcomes take care of themselves
- Don't dwell on disappointments → build persistence and resilience
- Respect is earned and not expected (you don't have to be friends with everyone but you must respect what they bring to the boat!)
- Trust is important
- Sharing the load to work toward a common purpose/ vision is more productive (& fun)
- Clear and constructive communication vital
- To row my own race – even when competing against other crews
- People can go beyond what they thought they could do with the right encouragement / support
- Small changes (and use of words) can have a large impact





team  
lessons  
meetings  
highly  
supportive  
opportunities  
shared  
personal  
help  
interactions  
potential  
kindness  
freedom  
group  
social  
Encourages

What do they think?



# INDIVIDUAL AND GROUP FOCUS

- all the individuals have their own objectives dependent upon career stages and future goals
- all group members willing to help others achieve their goals, even if it does not directly benefit them

*“the goals of individuals are treated with equal importance to those of the overall group”*

*“the knowledge and skills of individuals are shared freely in order that the group's knowledge can be greater than the sum of its parts”*



Jo  
DPhil student

# COMMUNICATION

→ all opinions valued

→ we are all human, we have bad days, we make mistakes

***“Listens/considers all ideas/suggestions with openness/interest”***



**Fredrik**  
Visiting Research  
Fellow



**Tom**  
Research  
Assistant

***“no boundaries among the hierarchy”***



**Leanne**  
Group Leader

***“Be honest about experiences.....everything can’t be great 100% of the time”***



# MUTUAL RESPECT



***"Being thanked for what you do no matter how small"***



**Charlotte**  
Postdoctoral  
Researcher

***"Being given responsibility/trust by the boss.....I always trusted you as my boss...a team who have each others backs"***



**Carlo**  
DPhil Student

***"proud and enthusiastic of each others achievements and work, it's infectious, inspiring and motivational"***

# EVERYONE'S UNIQUE



**Sion (me)**

**BSc Sports Science  
(2010)**



**MSc Sport  
Physiology  
(2011)**



**Supply teacher  
(2011-2013)**



**PhD (2013-2016)**



**Post doc  
Hodson group  
(2016 - )**



**Tom**

**BSc Human  
Biology (2013)**



**Data analyst in  
industry  
(2013-2016)**



**Research Assistant  
Hodson group  
(2016 - )**



**Jo**

**MEng Electrical and  
Mechanical  
Engineering (2002)**



**Consultant building  
services engineer  
(2002-2014)**

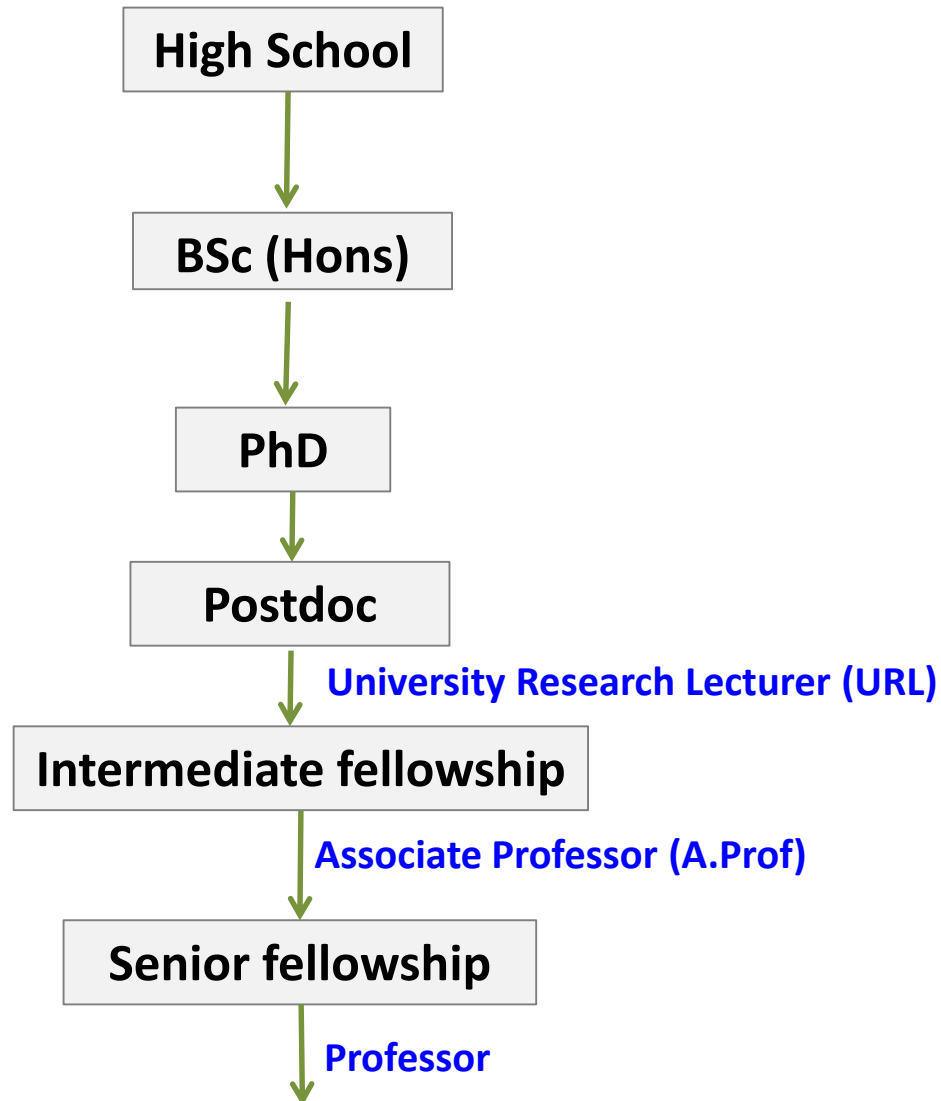


**BSc Physiology and  
Sports Science  
(2014-2018)**



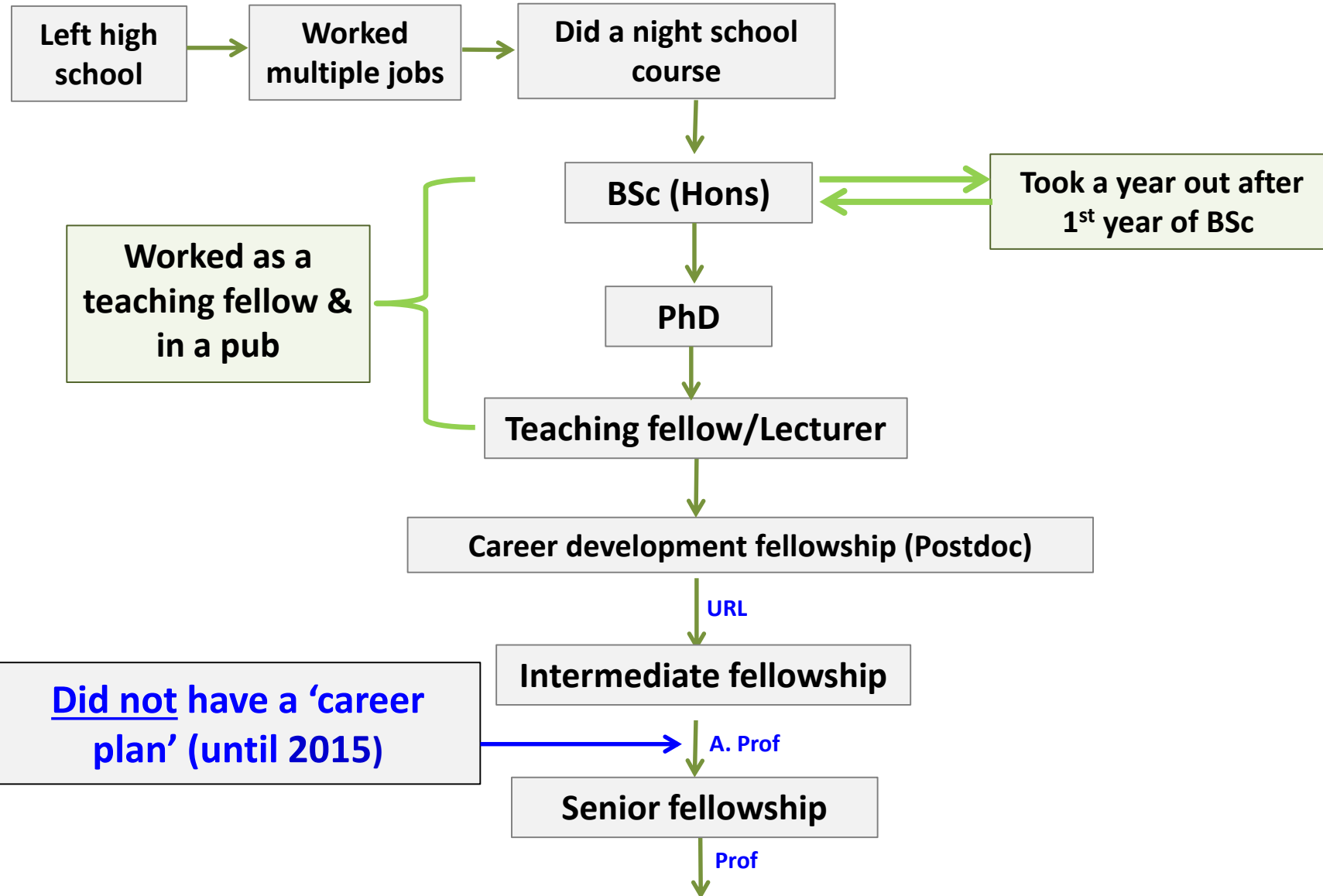
**DPhil Student  
Hodson group  
(2018 - )**

# EVERYONE'S UNIQUE.... IS LEANNE?





# LEANNE'S CAREER PATH



# BUILDING PERSONAL SKILLS FOR ACADEMIA / LIFE

- build resilience, learn adaptability
- learn to navigate disappointments, challenges, and set-backs

*"Science is hard....its easy to become anxious or stressed about trivial problems....there is always someone you can go to for help"*



**Mark**  
**Visiting**  
**Research Fellow**

*"no such thing as failure"*

*"disappointments happen....24 h rule"*



**Leanne**  
**Group Leader**

# BUILDING PERSONAL SKILLS FOR ACADEMIA / LIFE

- try and keep it in perspective
- celebrate points in the process and the small stuff

*“When things go wrong, try and keep it in perspective and don’t take it too seriously”*



**Fredrik**  
**Visiting Research**  
**Fellow**

**Have fun!**





# TEAM WORK: SHARING RESPONSIBILITY

→ Life Happens

→ Support and guidance is tailored for the individual

*"I was not left alone when things were going bad"*



Camilla  
Visiting  
Research Fellow

*"plans were in place to support my ongoing research projects during my compassionate leave so that when I returned I remained on track for timely completion"*



DPhil Student



# LEADING BY EXAMPLE



**Mark**  
**Visiting**  
**Research Fellow**

*"I don't know any other Prof who is happy to take the time to talk to staff/students or visiting researchers, about their current and future work plans and their life outside work"*

*"having open door policy for discussions/ stepping in with increased active support when things go less well is really helpful!"*

*"letting students make own path/pushing them especially when things are going well is good for development"*



**Niall**  
**DPhil Student**

**RDM Award for  
Excellent Supervision**



# FINAL THOUGHTS FOR BUILDING A HEALTHY RESEARCH CULTURE

- Encourage people to talk (not whinge) to others
- Practice clear and constructive communication
- Have difficult conversations and actively pursue solutions
- Small changes (and use of words) can have a large impact
- Adapting support to individual needs
- Work and personal life overlap (Life Happens) → make sure you give people enough time to the things that matter
- Learn from challenges, disappointments and successes
- Remember it is not all about you → consider, support and respect others
- Be honest about how things are going.....

**And please stop using the word failure! (only organs fail)**





# THANK YOU!

