

The relational aspects of building Interdisciplinary Research Teams in Oral Health

Workshop 16 and 17th June 2016

Hosted by McGill University, Faculty of Dentistry

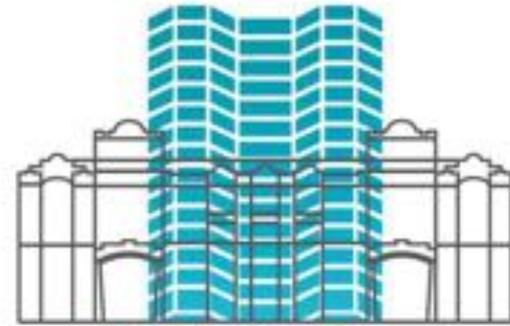
Network for Canadian Oral Health Research

Planners & Facilitators Drs. Richard Hovey, Christophe Bedos & Mari Kaartinen

Welcome



Network for Canadian
Oral Health Research
Réseau canadien de recherche
en santé buccodentaire



McGill | Faculty of
Dentistry

Good Morning

Meet and Greet Breakfast / Drs.
Richard Hovey, Mari Kaartinen
and Christophe Bedos.

Introductions:

- **Who you are...**
- **Where are you from...**
- **Your discipline...**



Interdisciplinarity

- Merleau-Ponty wrote: The world and human beings are accessible from two kinds of investigations, in the first case **explanatory** [scientific] and in the second case **reflective** [philosophical].
- This workshop is intended not to instruct through the application of best practices, steps by step template or tools but rather as an inquiry into how the relational acts to build strong interdisciplinarity research teams.

Learning

- Demonstrate an understanding of the impact of interdisciplinarity on the interrelated domains of dental research.
- Explore personal beliefs, attitudes, and biases that facilitate, or create barriers to, effective interdisciplinary research in dental care.
- Demonstrate the incorporation of research approaches into interdisciplinary research.

Communicative learning

- Enhance self-awareness, and relational communication practices for effective interdisciplinary teamwork, as well as awareness of personal strengths and areas of growth.
- Communicative learning recognizes the importance of dialogue in the process of reaching new understandings.

Dr. Paul Allison

Title: Reflections on the Reality of Health-related Research Funding in Canada in the 2nd and 3rd Decades of the 21st Century.

What is Research?

15 minutes

Two questions:

1. What is research
2. Brain storm and generate 3 to 5 ideas about the future of oral health research in Canada.

Group Responses

15 minutes

- Open discussion on the future of research in Oral Health and how does Interdisciplinary Research fit in?
- Please take a few minutes to share your answers.

Dr. Naomi Nichols &
Dr. Steven Jordan

Title: Engendering Collaborative Praxis

Three minute reflective writing...

- What did I learn?
- What else would I like to have learned?
- My questions...

Morning Session “Check-in”

“We have to continually be jumping off cliffs and developing our wings on the way down.”

- metaphor for taking risks. ([Ray Bradbury](#) and [Kurt Vonnegut](#))
- jump headfirst into a project, even if you don't know where you're going with it yet.
- learn as you go, and sometimes that's the best way to get the results you want.

Transferability

- ⊙ Describes an approach where we use evidence / experience / knowledge from one discipline or context and adapt / apply it to another.

Dr. Laura S. Stone
&
Dr. Jocelyne Feine

**Title: The Same, But Different!
Developing an Interdisciplinary PhD
Program.**

Method and Creativity

- Can creativity flourish in controlled highly methodological approaches, when it comes from what can be imagined, envisioned, risked and synergistically conspired.

Creativity

15 minutes

Does Creativity have a role in oral health research?

Learning *with, from* and *about* each other

- **With** (together in a place for a common purpose)
- **About** (Learning about credentials)
- **From** (an openness to learn from someone who has a different perspective)
- **Listen / Reflect / Converse**



Risk and Interdisciplinarity?

- How do you address risk?



The relational

- *Envision a relational process where these 5 conversations and reflections help assess personal and professional risk.*
- *Imagination*
- *Humility*
- *Commitment*
- *Discernment*
- *Hospitality*

Imagination

The first conversation encourages *imagination* (*creativity*). For this, all members of the research team synergistically imagine what an interdisciplinary approach could accomplish, its advantages, challenges and value.

Brain storming / thinking outside the box!

We get to discuss openly and express our ideas, pre-understandings, reflections and attitudes about the research topic.

Imagination

Low risk experience to explore, share and envision.

- Help team members arrive at a shared understanding.
- Imagine how several disciplines can work together hypothetically.
- Provides a means to move from ambiguity to a shared perspective of what interdisciplinary research could become.

Hospitality

Inclusion vs. belonging?

Humility / self-reflections

- This entails reflection both of self and professional beliefs, entitlement, status and perspectives.
- Confront encultured perceptions, wants and needs.
- Humility invites generosity and thinking that enhances potential of the team.
- To be open to each other's perspectives, possibilities and modes of research.

Commitment

- *Commitment* challenges team members to make explicit their intentionality.
- Without real *commitment* from all researchers, and other key stakeholders the process may stall in the superficiality of rhetoric or fail all together.

Commitment

- Some people will be supportive, others may not and perhaps some are still undecided.
- If we know what the issues are, that create tension within the group, then we can take specific measures to promote understanding.
- *Commitment* to interdisciplinarity must be the unique motivational force that drives the responsibility and desire for researchers to work together.

Discernment

Discernment is the reality check!

- Challenges *imagination* because it recognizes that not all possibilities are equal or possible.
- Some wagers (research projects) are ill advised, impractical or simply that the members are not ready for such a transformation.
- Move forward or continue the conversations

Hospitality

- *Hospitality* in this sense means to welcome wholeheartedly the people and process and a desire to achieve something extraordinary.

Inclusion or Belonging

- Useful constructive conversations / interactions between and among people is at its core interdisciplinary.

Circular movement part to the whole



Day Wrap up and Evaluation

- Small groups discuss the implication of relationality for successful interdisciplinary research. Break-out rooms
- Groups Present Research Ideas
- Day Wrap up and Evaluation

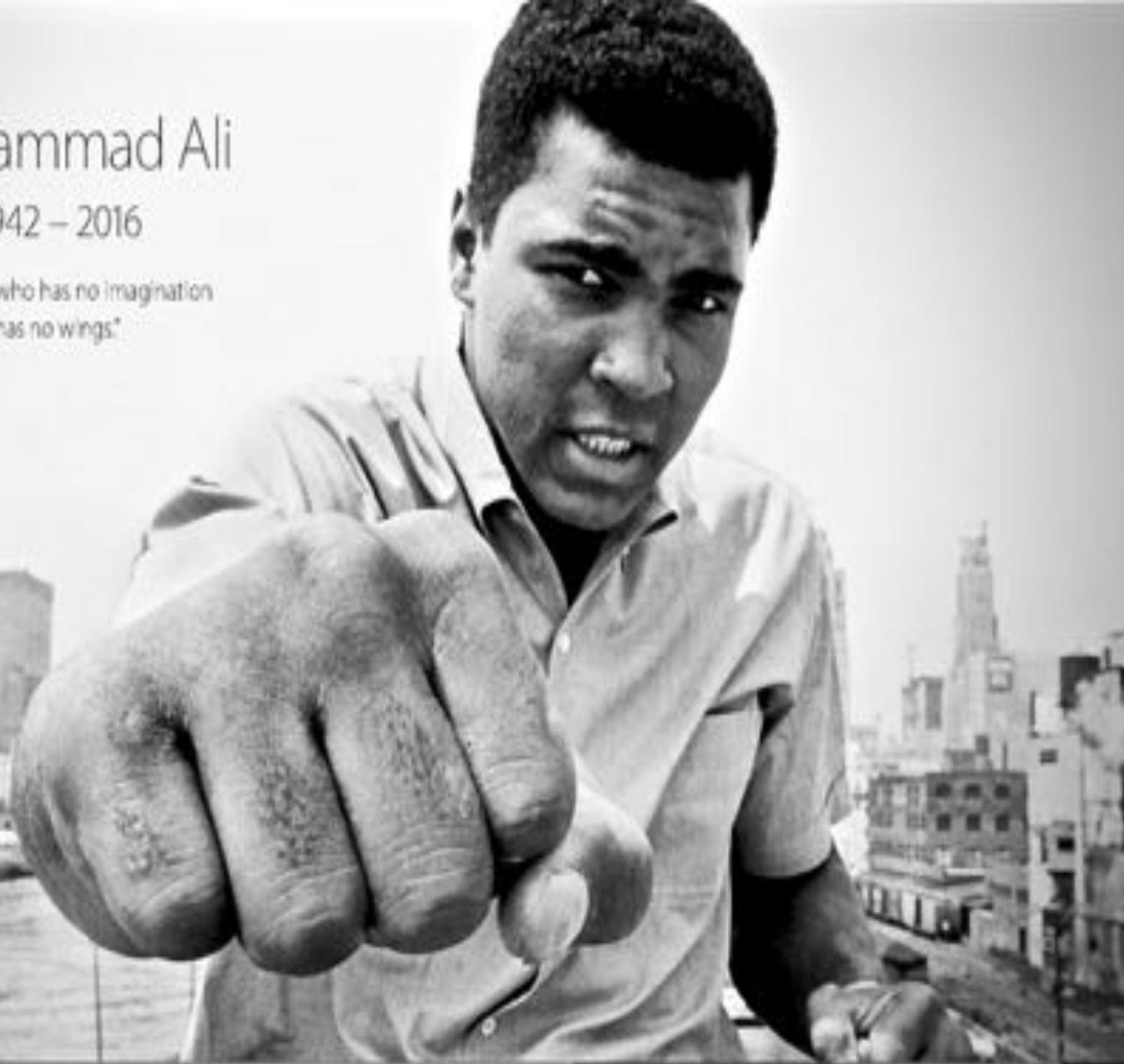
Day two

- 🎬 Welcome and breakfast!
- 🎬 Check-in
- 🎬 Questions?

Muhammad Ali

1942 – 2016

"The man who has no imagination
has no wings."



Dr. Hiba Zafran. PhD

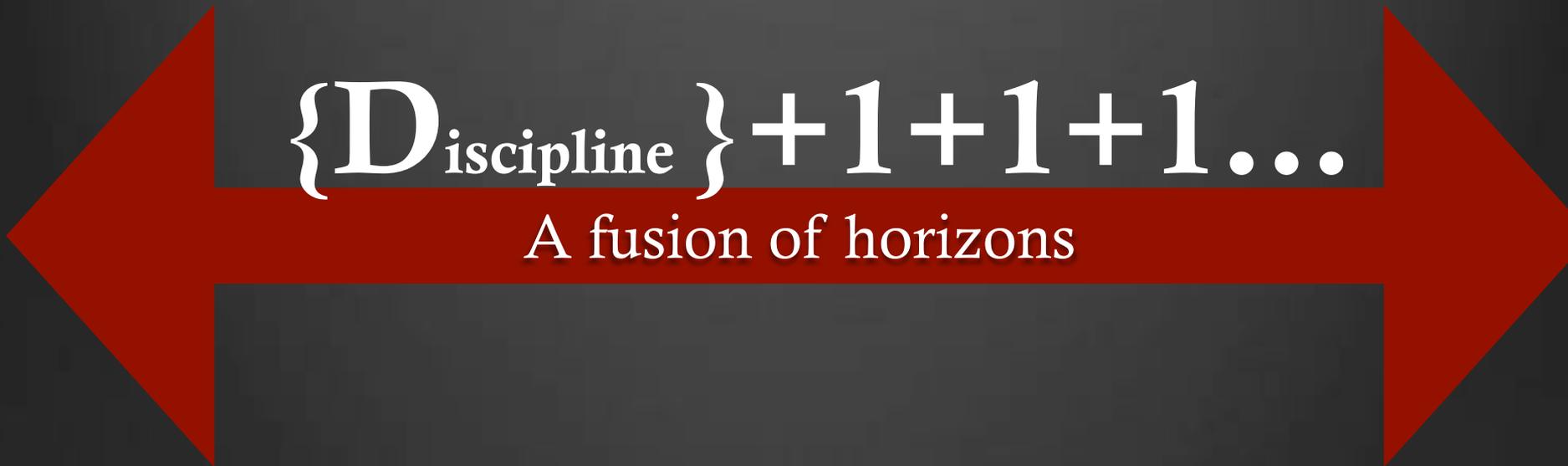
**Title: Double Hermeneutics: Illustrating
Why and How of Team Reflexivity**

Team Reflexivity

- Small Group Discussion
- How would you use Team Reflexivity in practice?



Stress *integration* as the defining element
of interdisciplinarity.



{Discipline **}** + 1 + 1 + 1 ...

A fusion of horizons

Interdisciplinarity evolves new understandings of a
shared topic.

Richard

- ④ **Title: Leadership for Effective / Affective Interdisciplinarity**
- ④ Building the perfect leader for an interdisciplinary research project.

The Six Leadership Styles (Goleman)

	Commanding	Visionary	Affiliative	Democratic	Facilitating	Coaching
The leader's modus operandi	Demands immediate compliance	Mobilizes people toward a vision	Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me."	"People come first."	"What do you think?"	"Do as I do, now"	"Try this."
Underlying emotional intelligence competencies	Drive to achieve, initiative, self-control	Self-confidence, empathy, change catalyst	Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
When the style works best	In a crisis, to kick start a turnaround, or with problem employees	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Overall impact on climate	Negative	Most strongly positive	Positive	Positive	Negative	Positive

Goleman, Daniel, "Leadership that Gets Results" *Harvard Business Review*, March-April 2000 p. 82-83.

It is the Leaders job...

...to assist the team members in achieving their goals and to ensure their goals are compatible with the overall objectives of the interdisciplinary team.

Four Leadership behaviours that might be used in different situations.

Directive Leader

- Lets the team members know what is expected of them, how they can accomplish the task, and a schedule to complete the task by.

Supportive Leader

- Friendly, concerned with the needs of the research team.

Participative Leader

- Consults with team members for suggestions before making a decision.

Achievement-Oriented Leader

- Sets challenging goals and expects team members to perform at their highest level.

Transformational Leadership

- Charismatic style that excites and inspires interdisciplinary team members.
- Leader who intellectually stimulates team members
- Pays attention to concerns and needs of team members.
- Transform team members awareness on issues
- Result: Extra effort generally exerted to achieve goals

Three minute reflective writing

What have you learned?

What else would have liked to have learned?

Dr. Shaheen Shariff

**Title: A Multi-sector Approach to Sexual
Violence in Universities**

Group discussion

- ⊗ Interdisciplinary with large research projects?
- ⊗ What did you think are the challenges?

Wrap up and Evaluation

- ⊗ Wrap up and Evaluation

- ⊗ Safe Travels!

Interdisciplinary

- ④ creates something new that is greater than the sum of its parts...
- ④ focus on particular problems or questions that are too complex to be answered satisfactorily by any one discipline
- ④ research performed by communities of researchers who share a set of guiding questions, concepts, theories, and methods.

Building a horizon of understanding

- ⊗ utilize multiple theories and methods. They are conscious that all theories, methods, and disciplines are useful for some purposes but these also have limitations.
- ⊗ appreciate that each discipline is characterized by an (evolving) *disciplinary perspective* or way of looking at the world. We should nevertheless be careful of stereotypes, for members of that discipline will deviate from disciplinary perspective to varying degrees.

It is all about understanding

Integrate the best elements of disciplinary insights in order to generate a more comprehensive (and often more nuanced) appreciation of the issue at hand. (This may come in the form of a new understanding, new product, or new meaning.)

Nothing superficial ...

It is not enough to read one article in another discipline, or have coffee with someone from a different department.



Interdisciplinarity demands a serious engagement...



... with multiple disciplines: an understanding of terminology, perspective, theory, and method that allows one to place particular insights that might emerge from that discipline in context.

A project is *not* interdisciplinary if:

It borrows some methods from other disciplines without understanding the theoretical approaches behind them. For example, using qualitative research techniques like focus groups, but then analyzing that data as if they were quantitative results.



Different type of data?

Qualitative research has very different understandings of data patterns and the connection between the whole and specific variables that come out of basic theory.



Stretching into other disciplines

- ❖ Interdisciplinary components are added as an afterthought, but not integrated into the results. This often happens when quantitative researchers are requested to add qualitative components.
- ❖ The qualitative research is not used in the analysis or included only as quotes to liven up a publication.

Theory into practice

- ⊗ Consider an interdisciplinary research question that you could begin to formulate with others at the symposium.
- ⊗ In groups of approximately 5 researchers discuss how you might begin to co-create a functional real-world / hypothetical research proposal.
- ⊗ This can be done with people in the room with an understanding that others may need to be recruited.

References



- ⊗ Merleau-Ponty, Maurice. (1962) *Phenomenology of Perception*. Trans. Colin Smith. London: Routledge and Kegan Paul, 1962.