

Leading inter-disciplinary research projects

Based on BU Fusion Investment Fund Activity: Alcohol, Tourism and Public Health: Opportunities

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Approach

- Aim was to assess leadership thinking based on a current FIF co-creation activity
- To analyse and develop skills based on PL's experience and test against the IL Course materials as a whole
- SJ to apply experience from Government, industry, international and reflect on a different style
- Consider any adjustment at personal level and for others engaged in this activity
- Potential to inform how space use at BU evolves to assist the 'Fusion' objective

Research Project Outputs

- Developing relationships with key stakeholders (including students) concerned with alcohol, tourism and public health locally and nationally
- Public Health and Tourism agencies in Bournemouth
- National Coastal Tourism Academy (NCTA)
- Links with ESRC funded 'Destination Well-Being' project
- *Emerging and complex external inter-professional agendas and sensitivities*

Context - Alcohol, Tourism and Public Health: Tensions



....So What?..... (Outcomes)

- Difficulty securing the support of all those signed up, particularly with the University hierarchical system and with staff outside line management who have different priorities (example: Research Council v FIF)
- Exposed the conflict of the independent research output with need for diplomacy – PL not wanting to alienate external environment
- PL: Applying generic leadership theories (Strength Deployment Inventory (SDI), Team Role - Belbin, Team Dynamics (Situational Leadership) -Tuckman within this type of project would be time consuming and be met with cynicism; too 'UG business school'. Communications strategies, however, always worth reflecting on (e.g. Leading Change)

.... And so....

Effective inter-disciplinary research teams:

- Agree on and commit to shared goals, objectives, roles and responsibilities, and how it will work together
- Communicate well and appreciate differences
- Expect members to be accountable, responsible, and prepared.
- Share information, perspectives, and progress

Ockene (2005)

Good inter-disciplinary research team leaders:

- Communicate well
- Are enthusiastic and committed to a goal
- Draw on each member's strengths
- Respect others
- Establish direction
- Have skills in group dynamics
- Build trust and confidence

Ockene (2005)

Recommendations for leading inter-disciplinary research at BU:

- *Formative evaluation and/or utilisation of a 'critical friend' can provide a useful mirror for the leader, as well as a sensitive way of tracking processes and interactions crucial to the unfolding of an (inter-disciplinary research) initiative*

Meagher, Llyall, Bruce and Marsden (2011)

- Gain commitment, incentivise (Effective Intelligence), keep all up to date (Comms)
- Active Learning Sets provide an excellent opportunity when led well and where appropriate participation occurs – shared knowledge and experience
- Space designed for collaboration/co-creation would be beneficial – ease of access, facilities,



Research Project outputs

- Haydock, W. (2014) The 'civilising' effect of a 'balanced' night-time economy for 'better people': Class and the cosmopolitan limit in the consumption and regulation of alcohol in Bournemouth, *Journal of Policy Research in Tourism, Leisure and Events*, 6:2, 172-185, DOI:10.1080/19407963.2014.900989
- Long, P. and Izuka, M. *Artisanal Alecotourism: Real Ale in the UK* Paper drafted for initial submission to eBU and to target journals
- Leverhulme bid in collaboration with Leeds Metropolitan and Coventry Universities, *From tickers to hipsters: Real-ale, leisure, tourism and local identities*. Unsuccessful but submission in consideration to European Foundation for Alcohol Research <http://www.erab.org/>
- We will submit at least 2 papers to the Annual Conference of the Leisure Studies Association Conference to be held at BU July 2015.