Workshops

Recognition & Rewards programme

November 2024

Colophon

This booklet was commissioned and assembled by the national Recognition & Rewards Programme with the help of the workshop leaders.

Introduction

Are you keen to organise a workshop on Recognition & Rewards in your institution?

Several creative and effective workshops have been developed within Recognition & Rewards to engage with academics and deepen conversations. We are happy to share in this guide an overview of workshops organised earlier. You will notice that many workshops focus on team science. The 2024 Recognition & Rewards Festival centred around the theme of "developing diversified and talented teams." This is because we consider teamwork to be essential within the Recognition & Rewards programme.

We extend our sincere thanks to the developers of the various workshops. Please feel free to reach out to them if you have any questions.

This guide is not a comprehensive overview. Do you know of a workshop that deserves a mention? If so, we'd love to hear from you!

Be inspired!

The national Recognition & Rewards Programme Team

Workshops

Organised at the Recognition & Rewards Festival 2024

Identity and Expectations in the Early Career Researcher Experience

Mollie Etheridge, Katherine Dawson & Marie Collier
University of Cambridge

The dynamic between early career researchers/academics (ECR/ECA) and their principal investigators (PIs)/managers is formative in shaping academic careers. At the University of Cambridge, the Action Research on Research Culture team is exploring how ECRs and research supervisors feel about their respective roles and professional relationships. We are using testimonial-based methods to capture how these relationships develop and what people value the most. In this session, we share our study design, findings so far, and how we hope to use these insights to improve the experience of ECRs at Cambridge. We invite participants to take part in one of our methods, we will engage in dialogue about what other institutions are doing in this space and discuss the potential for colleagues to adapt this work for their own needs.

Topics

Research, Impact, Leadership, Teamwork, Public Engagement & Early Career Academics

MORE INFORMATION

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PubQuiz: How Evidence-Based is Your Vision on Team Science?

Quiz masters Caspar van Lissa & Inge van de Ven
Tilburg University

In the last couple of decades (and still), science is more and more moving from single-scientist work towards a cooperation of multiple scientists from different universities and/or different fields of expertise working together on a complex issue, together with support staff and external partners. Science in 'teams' - whether it is a hierarchical team in your own university, or a temporary diffuse team beside the boundary of all kinds of institutions - has pros and contras we have to deal with.

From scientific literature on Team Science together with some good practices, we have extracted a lot of recommendations on how to stimulate and support the Team Science of today. We challenge the participants to guess the right answers to some of the recommendations.

Spontaneous team cooperation of the participants is allowed and even rewarded with extra points.

Topics

Impact, Teamwork, Open Science

MORE INFORMATION

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Acknowledge talent for the future

Chiat Cheong & Maud Vissers
Erasmus MC

Erasmus MC initiated Care-4-Research-Talent (C4RT), a 2-year pilot. The C4RT project team provides structure and programmes to prompt departments to recognize and support broad talent development of individual researchers, while acquiring a solid basis for the departmental strategic talent management.

This workshop discusses the implementation of the Career Development Review, a structured approach within the C4RT programme to overview talent in the broadest sense, to increase transparency on career perspectives and to offer suitable support on career advancement to all.

Topics

Research, leadership, early career academics

Target groups

Heads of Departments, Department Chairs & Scientific Directors and Directors of Institutes
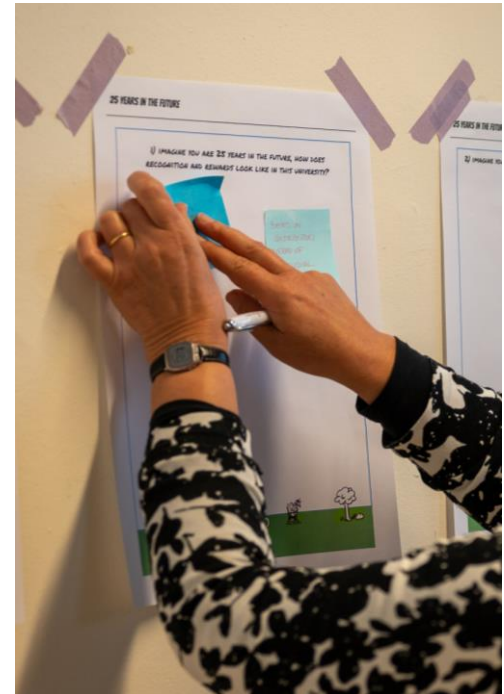
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Teamwork: it's not just a game

Robbert Hoogstraat & Kasper Gossink-Melenhorst
University of Humanistic Studies & Radboud University

The workshop will revolve around playing a custom game to simulate teamwork within universities. In doing so the game will help facilitate the discussion around how we can best reward and recognize different talents and how supporting staff and academic staff can work together more efficiently.

Topic

Teamwork

MORE INFORMATION

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How to unlock your team potential: a collaborative workshop

Eveline Braber, Anna Smulders & Maud van Roessel
Erasmus University Rotterdam

To help and challenge teams, team leads and open-up the conversation about talents, competencies, ambitions and complementarity we developed the team based working workshop format. This workshop format aims to trigger teams to not only think about skills and strengths of team members, but also about talents, competencies, and ambitions and how these can be best assigned to the tasks that a team is up to.

It challenges the team leads/teams to deal with sudden changes in the team composition. It helps them think about the characteristics of a team lead and the involvement of other team members, like support staff. Question like 'How can we enable the talents of the team members', 'How can we foster development while being able to accomplish all our tasks', and 'How can we create a more inclusive and diverse team' will come up during the workshop. After exploring the team members (fictive persona's) and assigning them to the tasks you, as a fictive team lead, will be challenged by sudden changes that require you to make changes to your team composition. Will you be able to create room for everyone's talents while also accomplishing your tasks?

Topics

Leadership & Teamwork

Target groups

Heads of Departments, Department Chairs & Scientific Directors and Directors of Institutes

MORE INFORMATION

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Challenges in the recognition and rewards of Open Science: time to move forward

Michiel de Boer, Prezemek Pawelczak & Ana Ranitovic
The Dutch Reproducibility Network

Experiences from our work in the Dutch Reproducibility Network (NLRN) show that there seems to be a mismatch between the needs of researchers and available support for working according to Open Science principles. In this workshop we hypothesize that we can stimulate Open Science practices by explicitly recognizing and rewarding both academic and non-academic staff in working together on this. We will explore ways forward by discussing several statements in subgroups and by presenting examples of best practices.

Topics

Research, Teamwork & Open Science

MORE INFORMATION

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Diversifying teams and talents: Recognising the value added by research professionals

Annemarie Vastenhouw-van der Linden, Andreja Zulim de Swarte, Martijn Gerretsen & Giovanna Lima
UMC Utrecht

What kind of professionals work together with researchers to enhance excellent and impactful research and innovation?! And what do they need? What is the role of support staff in the composition of a team? How are their different talents appreciated? What can we improve to develop and retain talents increasingly needed in academia?

Research professionals, research support staff - the international term is Research Managers and Administrators - work in the interface of Science and Innovation. Their profession is not defined yet but emerges in response to real and intrinsic needs of the R&I system. Research Management takes various shapes and its scope is multidimensional, with various sub-job types. There is an international momentum to strengthen the capacity for research management by upskilling, recognition, networking and capacity building. This will improve the whole R&I system.

Join us for a conversation about the added value these professionals bring to the research we do in our organisations. During this session participants will contribute to (inter)national developments for the recognition and advancement of the research management profession.

Topics

Research, Impact, Leadership, Teamwork, Open Science, Public Engagement, Science Communication
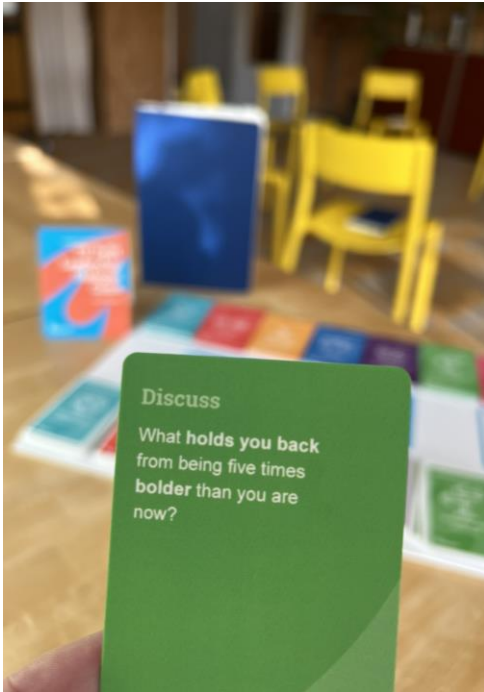
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How to build a talented team

Sasja van Warmerdam, Eveline Allon, & Renée Oprel
TU Delft

Leadership is not a role, position or box to be ticked, but an everyday behavior that benefits you and others. It can be shown in small ways to make a valued difference in stimulating teamwork. In this workshop you get to know each other and each others talents.

What is your everyday behavior that benefits you and others? And how does it help to build effective teams? Let's start today with a dialogue about your talents and how these talent contribute to make a valued difference in stimulating teamwork. We will use the TU Delft dialogue game based upon our leadership profile.

Topic

Leadership

MORE INFORMATION

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Recognizing diverse PhD trajectories: Rethinking doctoral assessment

Ana Barbosa Mendes & Benthe van Wanrooij
Promovendi Network Netherlands

Over the past years, the PhD trajectory has become more diverse. PhD candidates are able to not only train their research skills but also develop competences in for example communication, leadership, education, open science, and impact. Throughout their training, PhD candidates perform a diverse range of tasks related to these competences that do not always result in concrete output for their thesis. However, doctoral assessment is still mostly based on the doctoral thesis, where the PhD trajectory is deemed successful if PhD candidates are able to produce novel independent research in the form of the thesis. Thus, all other tasks performed and competences developed by the PhD candidate remain invisible in the assessment and may not be recognized and rewarded unless they indirectly result in a dissertation chapter. Therefore, in this session we will explore whether relying solely on the PhD thesis for assessment is still appropriate given the changing nature of a PhD degree. Moreover, we want to imagine with the participants of the workshop what doctoral assessment could look like if we consider how PhDs could be recognized and rewarded for their activities that go beyond doing research.

Topic & Target group

Early Career Academics

MORE INFORMATION

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Gift economies and formal reward systems in universities

Wolfgang Kaltenbrunner & Tjistke Holtrop
Centre for Science and Technology Studies, Leiden University

In this interactive session, we hope to stimulate reflection on how university staff members deal with conflicts between individual and communal priorities in research and education (broadly construed, incl. publishing, reviewing, maintaining infrastructure). We will kick off the session with a 10 min joint pitch by the organizers that illustrate the above problems in conceptual and practical terms, on the basis of research on such conflicts in scholarly publishing. We will then ask participants to reflect on and discuss several everyday examples of gift giving and exchange in their research and education-related practice where they encounter similar considerations around individual priorities and communal responsibilities. The rest of the session is an open discussion around central questions that follow from this reflection: How and where do these conflicts manifest? Are these considerations gendered or particular to certain disciplines or kinds of staff members? What knowledge about science and higher education and its systems of recognition and reward have participants developed when learning to navigate the conflicts? We will end the session with a discussion on how these logics of gift and exchange in academia should be brought to bear on our systems of recognition and reward.

Topics

Education, Research, Impact, Leadership & Teamwork

MORE INFORMATION

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Building an academic environment to facilitate transdisciplinary team science

Hilde Verbeek & Lotte Krabbenborg
The Young Academy

The Young Academy has conducted a project collective knowledge development, in which it explored how transdisciplinarity in academia can be embedded. In this workshop results from the project will be used to explore with participants how the academic environment can support these transdisciplinary partnerships. What roles and competencies does that require from academics and how can teams be supported? What infrastructure is being developed to ensure knowledge sharing and knowledge integration? What obstacles and opportunities do academics and civil-society partners encounter when setting up and carrying out transdisciplinary projects? We distinguish here between obstacles and opportunities encountered in day-to-day working practice, in cooperation during the project, and in cooperation with the funding bodies. This will result in recommendations and clear guidelines for researchers, funders, and knowledge institutions – on the best way for interdisciplinary and transdisciplinary research to be carried out and how it can be supported using the Recognition and Reward movement.

Topics

Research, Impact, Leadership, Teamwork, Public Engagement & Early Career Academics

Target groups

Heads of Departments, Department Chairs & Scientific Directors and Directors of Institutes

MORE INFORMATION

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Journey of Progress game: building a Theory of Change for diverse teams

Erika Hajdu, Alise Scerbinina, & Bianca Langhout
Erasmus University Rotterdam

Join us to develop your theory of change on how to develop diversified and talented teams! Come experience the Journey of Progress game, a card set that enables you (and your team) to think collaboratively on how and why change is supposed to happen in your given context. In just 40 minutes, participants build pathways from their desirable future to the specific actions needed to realise change. The card set can be used in various contexts to understand envisioned change processes. Any group of individuals working towards a common goal, without prior knowledge, can use the tool. Curious to try? We hope to see you soon!

Topics

Education, Research, Impact, Leadership, Teamwork, Public Engagement & Early Career Academics

MORE INFORMATION

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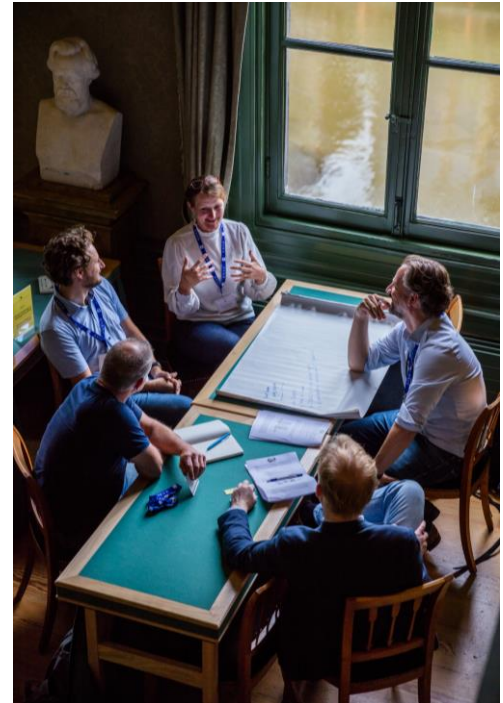
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When and How Does Team Science Improve Science?

Sajedeh Rasti & Daniel Lakens
Eindhoven University of Technology

This workshop aims to explore and discuss elements of coordination that contribute to improving research lines as well as how to implement coordination in practice. This workshop involves presentations and interactive discussions and targets anyone who is interested in effective team science and improving the quality of research, from early career researchers to professors and supervisors.

Topics

Research, Teamwork & Science Communication

MORE INFORMATION

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mmmAcademia: a card game about Recognition and Rewards in Academia

Evelyn Kroesbergen, Jacqueline Drost, Maartje Cobussen, Jacqueline Heijen, & Frank Léoné
Radboud University

Curious about how to stimulate the conversation on Recognition and Rewards at your university? Join our workshop and play the Recognition and Rewards card game, mmmAcademia. Based on your game experience, you'll reflect and share ideas to introduce and use the game at your university.

Topics

Education, Research, Impact & Leadership

Expect the impossible

"Should she not receive promotion by now? She fulfills all the official requirements". Other: "Yes, we are just waiting for her to land a large grant. Then we can give it to her".

How do you feel about what is expected of you for promotion?

What do you think the criteria for promotion should be?

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Just parts, no whole

I was asked to setup and teach a new course. I did not receive any information about the curriculum, related courses, end goals or the target audience.

How do you feel about the integration of your course(s) in the curriculum?

How do you think we should stimulate a well-connected curriculum?

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MORE INFORMATION

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Diversity in hiring: a case study

Gunther Cornelissen
Utrecht University

Which hiring practices lead to a diverse outcome, and which don't? Forget the theory, learn to experiment with what works in your setup, and what doesn't.

I will present a case study concerning gender diversity in my department (mathematics). The goal is to get the audience discussing about their own hiring methods considering diversity and present an easy quantitative method to get the discussing going.

Topics

Research & Teamwork

MORE INFORMATION

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Evaluating the impact of introducing narrative CV formats for research teams - unleash your meta-research ideas

Sean Sapcariu, James Morris, & Karen Stroobants
Coalition for Advancing Research Assessment

Unleash your meta-research ideas: what questions would you like to see answered to determine whether the introduction of narrative CVs for research teams are resulting in success (or failure)?

Narrative CV formats have been introduced as a new assessment tool by an increasing number of funders and institutions. There are a range of reasons, and associated team science principles, why these formats are being implemented. Several funders and institutions have started to evaluate whether these principles are being enhanced through introducing the narrative format and it is becoming clear that evaluating such outcomes is complex.

In this workshop, we invite (future) users of the narrative CV - applicants as well as reviewers - to unleash their meta-research ideas, and reflect with us on the complexity of assessing the success (or failure) of the introduction of narrative CV formats for research teams.

MORE INFORMATION

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Topics

Research, Impact & Teamwork

Embedding and sustaining research data and research software professionals within research teams and institutions

Yan Wang, Celia van Gelder, Julie Beardsell, Marta Teperek, Maria Cruz, Sarah Coombs, Lieke de Boer, & Jeremy Cohen
Dutch Research Council

Research data and software management has become an indispensable activity in interdisciplinary and collaborative research. Emerging skills and expertise in data and software management require research teams to include diverse types of data and software professionals. The integration of such roles in research teams and institutions is still at an early stage. This workshop brings speakers from several key stakeholder organisations in the Netherlands and the UK (digital competence centres, funders, research performing organisations and professional network organisations) to outline the current challenges with regards to sustaining data and software professionals in research teams and institutions. Participants are invited to share best practices and actively discuss together actionable suggestions on how to tackle the challenges.

Topics

Research, Teamwork, Open Science & Early Career Academics

MORE INFORMATION

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Unlocking the Potential: Recognizing and Leading Diverse Talent in Teams

Amrita Das & Maiza Campos Ponce
VU Amsterdam

In the dynamic landscape of academia, fostering diverse talents is not just a goal—it's a necessity. Join us for an hour of insight as we delve into the heart of inclusive leadership.

Discover the power of empathy, equity, and active listening in recognizing and rewarding diverse talents within academic teams. Through interactive activities and engaging discussions, gain practical strategies to cultivate an environment where every individual's unique skills are celebrated.

This workshop employs the Mixed Classroom Educational Model lens, offering a glimpse into the world of inclusive leadership tailored for academic environments. Step into a space where inclusivity isn't just a buzzword—it's the foundation for success.

Join us and embark on a journey of discovery, empowerment, and inclusivity. Together, let's champion diverse talents and create brighter futures for all in academia.

MORE INFORMATION

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Topics

Education, Leadership & Teamwork

Target groups

Heads of Departments, Department Chairs & Scientific Directors and Directors of Institutes

The dreams and fears of the PhD in your team

Anneloes Kip, Ana Hriscu, & Ross Hamilton
Tilburg University

Join us for an engaging and interactive workshop designed to foster meaningful conversations between PhD candidates and participants. In this session, participants will have the unique opportunity to interview PhD candidates, delving into their dreams, fears, and needs. Together, we will explore the aspirations, anxieties, and requirements of the academic of 2035 and discuss what support universities should provide as employers.

Participants will collaborate in groups to create posters that capture the collective insights gathered during the interviews. These posters will be presented to all attendees at the end of the workshop, highlighting common themes and innovative ideas.

The primary goal of this workshop is to shed light on the position of PhD candidates and the uncertainty they face regarding their future academic career paths. By participating, you will contribute to a crucial dialogue on how universities can better support their emerging scholars, ensuring a brighter and more secure future for academia.

Topic

Early Career Academics

MORE INFORMATION

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Virtual Harmony: Building Cross-Cultural Bridges in Remote teams

Rawan Ghazzawi
Tilburg University

Cultural differences can create additional barriers to successful communication, influencing how people interpret information and make decisions. This workshop will delve into the various dimensions of cultures, offering valuable insights into how cultural values shape our perceptions and interactions. Participants will gain a deeper understanding of their own cultural backgrounds and engage in interactive exercises designed to open up conversations on cultural differences. Join us to enhance your intercultural communication skills and contribute to the development of diversified and talented teams.

Topic

Teamwork

MORE INFORMATION

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RECOGNITION & REWARDS

Other workshops & tools

Recognition & Rewards in practice

Gary Sheikkariem
Utrecht University

In this workshop, you will explore what recognition and rewards entail. For your work, your personal development, personal leadership, and teamwork. By the end of the workshop, you will have a clearer understanding of recognition and rewards. You will also have concrete points of reference for your own work and development.

Topic

- Reflection based on a preparatory assignment: What do Recognition and Rewards (R&R) mean to you personally? What do you want to do with it?

- Personal change management: exploring resources and barriers

- The TRIPLE model: What does your personal TRIPLE lotus look like? How do you shape team spirit and personal leadership? How do you contribute to recognition and rewards in your work?

- Action plan (next steps)

- Implementation tips

Target groups
Employees of Utrecht University who want to engage with Recognition & Rewards.

MORE INFORMATION

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Recognition and Rewards for people in leadership positions

Gary Sheikkariem
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In this workshop, you will explore how to effectively implement Recognition and Rewards in your daily practice and what this requires of you. You will decide how to approach it. The workshop provides you with the tools to develop your plan, and you will have the opportunity to try out and practise elements of it.

Session 1 focuses on your personal vision of Recognition and Rewards. Why do you want to engage with it? What does it mean to you? This will be an interactive session with plenty of room for discussion and exchange.

Session 2 builds on the first: How can you put your vision into practice? You will be provided with practical tools to start working with, as well as more context on Recognition and Rewards at UU.

Session 3 explores what more you can address. Using the experience you've gained and the insights from this session, you will finalise your plan and approach. There will be time to practise specific aspects.

Target group:

The workshop is intended for all staff members at Utrecht University who hold leadership or coordinating roles.

MORE INFORMATION

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UT Strategy Game

Ines Brüninghoff
University of Twente

A serious way to implement our UT Strategy is with the UT Strategy Game. It brings UT's core values to life in a playful and interactive way. You play the game with 6 to 9 people, from the same team. To end up with the most impact points, your strategic insight, entrepreneurship and team player skills will be called upon. UT strategy game is there for anyone who values team development and wants to further integrate Shaping2030 into everyday work.

Topic

Team development

Target groups
Teams that are already working together in some way, composition and role doesn't matter

MORE INFORMATION

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Toolkit for dialogue

Mascha Weijers
*National **Recognition & Rewards programme team***

Are you keen to organise a discussion about Recognition & Rewards in your institution? This step-by-step plan will guide you through the relevant points you need to consider during your preparations. You will also find a number of handy tools for making choices.

Download the toolkit by scanning the QR code:

MORE INFORMATION

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How can I contribute?

Get involved!

- Start small

- Start the dialogue – with your peers next door and worldwide

- Share your ideas, dilemmas and concerns

- Listen to concerns, questions and dilemmas from your peers

- Start your own (small) experiment in modernizing career assessment

- Share good practices and experiments

Guiding principles

Culture change is a fundamental change of beliefs; not just change in rules of the game

Changing culture is difficult and takes a long time

Broad dialogue in academia is needed: we listen to concerns, questions & dilemmas from academic community

Sharing good practices and experimenting will initiate desired movement

Balance: giving room for ideas (diverging) and bringing together good practices (converging)

Importance of good leadership in academia to make change work

Let's move together!

More information

In the Dutch Recognition & Rewards programme we work on this culture change in cooperation with all universities, university medical centers, reputable research institutes and research funders. We work on: **Room for everyone's talent.**

At the end of 2019, we published the position paper 'Room for everyone's talent', aimed at a new balance in the recognition and rewards of academics.

In December 2022 and in November 2023, we released an e-magazine with (in-depth) articles and video clips, to give a glimpse of the current state of affairs of the programme.

At the start of 2023, we as knowledge institutions and research funders, published a road map of concrete plans for Recognition & Rewards.
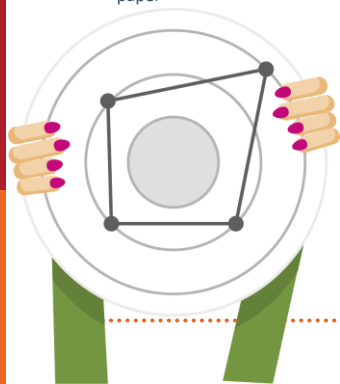
In this special edition of the Recognition & Rewards e-magazine, we discuss the results of the first culture barometer (2024).

Scan QR to read the position paper

Scan QR to read the e-magazines

Scan QR to read the road map

Scan QR to read the e-magazine special edition

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Notes

Notes

Notes

Get inspired!