

Using an organisational development model for effective teamwork for bioscientists

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Overview

Background

- **Appreciative Inquiry**

- What is it?
- Pockets of excellence in business organisations - David Cooperrider, Bernard Mohr, Jane Magruder-Watkins, Diana Whitney
- Microcultures of excellence in educational settings - Torgny Roxå, Katarina Mårtensson

Context

- **Business & Bioscience**

- Motivations for taking the course
- Enhancing teamwork
 - Process
 - Outcomes

Appreciative Inquiry

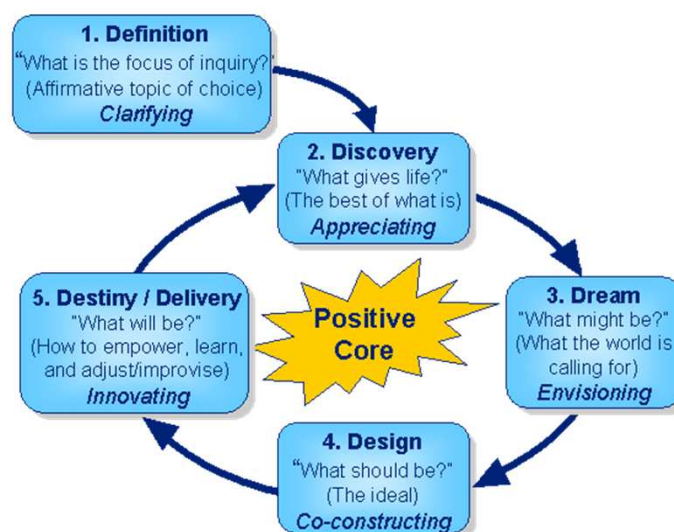
- **Organisational Development model**
 - **Used to develop effective practices within organisations**
 - **David Cooperrider, Case Western Reserve University**
 - **Cleveland Clinic**
 - **Called in to find out why clinic was not performing well**
 - **Discovered pockets of excellence**
 - **Operated independent of organisational culture**
 - **Collaboration**
 - **Shared vision**
 - **Strong hierarchy/leadership**
 - **Relationships based on trust**

Cooperrider, D. & Whitney, D. (2001)
Mohr, B. J. & Magruder-Watkins, J. (2002)

- **University of Lund**
- **Departments or groups within departments**
 - **Strive for excellence in research *AND* teaching**
 - **Collaboration and support of colleagues**
 - **Shared history (saga)**
 - **Shared future**
 - **Strong leadership**
 - **Operate independently of institutional culture**

Roxå, T. & Mårtensson, K. (2011)

- Inclusion of all stakeholders
- Shared future
 - Everyone is involved
 - Everyone's opinions are taken into account
- Strong hierarchy
 - Leadership by example
 - Relationships based on trust
- Effective use by
 - US Navy
 - Avon Cosmetics



Business & Bioscience

- Since 2006
 - Two week intensive course
 - Pre-semester 1
 - Pre-requisite for Commercial Project
 - Substitutes for any one of four final year options (5 weeks)
 - Can be taken by any Life Sciences student
 - Introduction to business and commercialisation
 - Subject-centred
 - Project-based
 - Teamwork-based

Tatner, M. F. & Tierney, A. (2008)

Student motivations for taking the course

Two types of students...

- | | |
|--|--|
| <ul style="list-style-type: none"> ● Type 1 <ul style="list-style-type: none"> ● Looking for new opportunities ● May have had a year in industry ● Unsure what direction their career will take ● Unsure they want to be “scientists” | <ul style="list-style-type: none"> ● Type 2 <ul style="list-style-type: none"> ● Highly motivated ● Focused on further study <ul style="list-style-type: none"> ● High stakes/competitive <ul style="list-style-type: none"> ● Medicine ● Vet. Med. ● Strategic <ul style="list-style-type: none"> ● Easy option(?) |
|--|--|

Potential problem with students' previous experience of groupwork, and conflicting motivations

Day 1

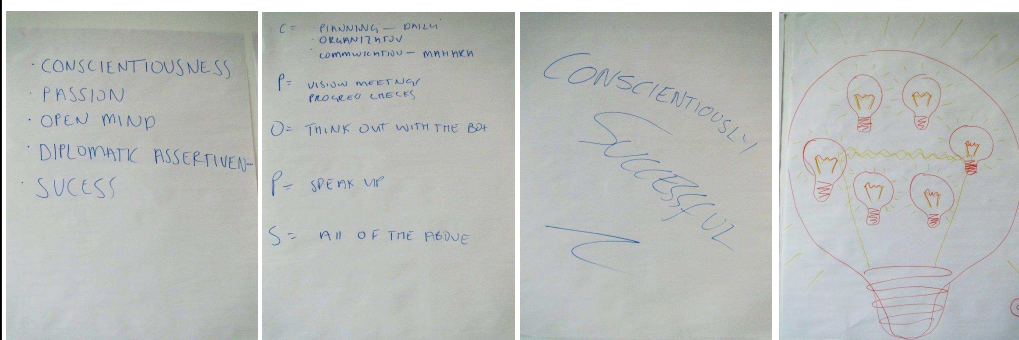
● Pre-lunch (1 hour)

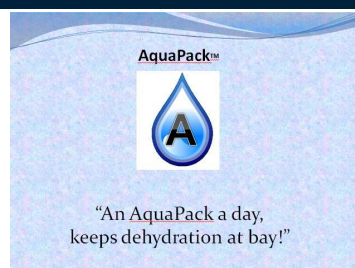
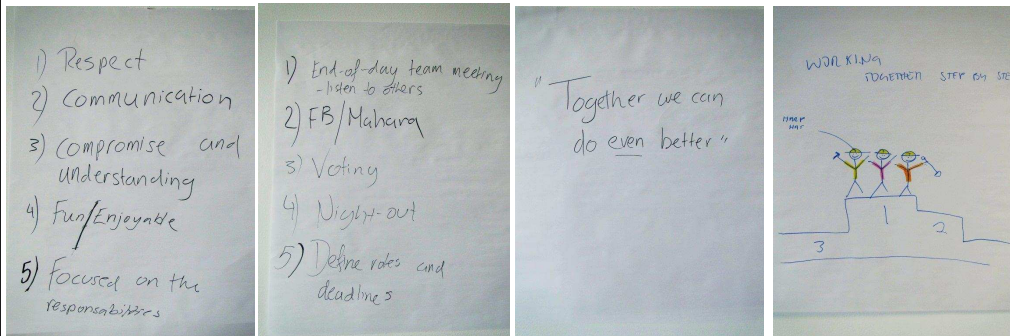
- Group of six students
- Split into pairs
- **Discovery**
 - Pairs interview one another
 - Group reforms
 - Share stories
- **Dream**
 - Visualise “perfect” teamwork

● Post-lunch (1 hour)

- **Design**
 - Present provocative proposition
 - Illustrate their vision
- **Destiny/Delivery**
 - Share their vision
 - Make it happen

Over lunch, students work on what their **provocative proposition** is
They must: socialise over lunch, spend time together away from the classroom but engaged in the task.





Pre-2011

- Each team works on their own event
- Teams are the same as business plan
- All organisation done without support
- No explicit evidence of leadership
- Cost = £50 per group

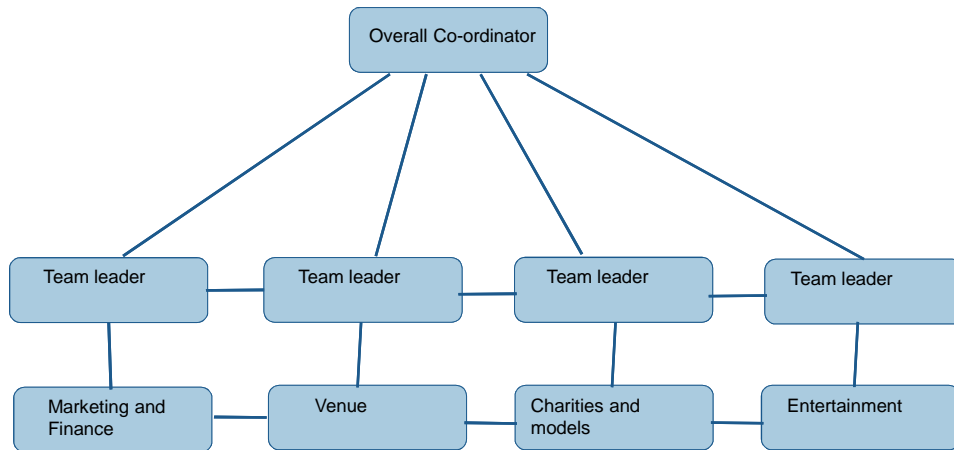
2011

- Teams work together on event
- Opportunity to work in area of choice
- Effective use of online communication
- Emergence of leadership structure
- Cost = £100

Charity Fashion Show

- | | |
|--|--|
| <ul style="list-style-type: none"> ● Introduction by former student ● Invitation to local charity shops <ul style="list-style-type: none"> ● BHF, Oxfam, Salvation Army, St. Margaret's Hospice ● Donations from local businesses ● Venue ● Models <ul style="list-style-type: none"> ● Make-up/styling ● Hosts <ul style="list-style-type: none"> ● Miss Scotland ● GUST presenter | <ul style="list-style-type: none"> ● Entertainment <ul style="list-style-type: none"> ● DJ ● Salsa dancers ● Break dancers ● Body poppers ● Juggler ● A Capella singers (Choral Stimulation) |
|--|--|

Self organisation: Emergent leadership



Advertising



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Style That's Worthwhile
Public event · By Valters Stelmanis, Dan Gray and 4 others

Monday, 28 November 2011 18:30 until 21:30

GUU - Dining Room, 32 University Avenue

CHARITY FASHION SHOW!

Some of the West End charity shops are coming down, bringing the best of their clothing to show off on our beautiful models! They'll also have rails of great products (designer brands too) for you to buy on the night!

We've got great entertainment... See more

Alex Raynbird
Hi can you tell me how much the event raised?
Like · Comment · 29 November 2011 at 22:52

Valters Stelmanis
this was an absolutely amazing night! thank you all for coming! stay tuned for pics + vids from the event. And see you next year!

Going (163)

DECEMBER 10TH 2011

NEWS 2-8

VIEWS 2-13

CULTURE 14-21

SPORT 22-24

21

Style that's worthwhile



Alex
Jennifer Duff
On a wet and windy November night, the 1211 opened its doors and provided a style sanctuary, miles away from the confines of the library. Hordes of savvy students arrived remarkably well turned-out despite the adverse weather conditions, but what more could you expect from Glasgow's student, fashion elite? Whether enticed by the fashionable beguines on offer or the £1 T-shirts (unfortunately, no common available), we're not quite sure, but either way what does it matter? It was all for a good cause.

A group of bright, 4th-year, business students were the brains behind this fundraising venture, which showcased the best of the Byre Road charity shops' offerings. Their agenda was clear, to bring fashion to Glasgow and help charities, whilst having some fun at the same time. Oxfam, St Margaret's Hospice, The Salvation Army and The British Heart Foundation were all involved, displaying their finest ensembles on some of Glasgow's top forty. Hosting proceedings were Beth and Jen (this year's Miss Scotland) whose banter kept proceedings in order. Strutting their stuff like seasoned pros to the best provided by Prof. Funthausen, the models weren't afraid to have all for their art and you wouldn't have believed that their outfits weren't straight from the high-street or the catwalk.

For the girls, bold, block colours and curve-enhancing silhouettes domi-

nated the runway, our personal favourite of the evening was undoubtedly the eye-catching and fiery 70s-esque, neon-spattered, double-layered dress, perfect for date night or partying with the girls.

For the boys a fabulous assortment of garments were up for grabs, from the traditional tweed jacket to the more retro chic casuals. Skinny jeans were taken to a new extreme, demonstrating a distinct lack of Glasgow valent.

If anyone was enticed by the clothes on display they were available to buy at bargain prices from the various stalls around the room, among the best deals were various pieces by Karen Millen available at the Salvation Army (which may still be available in-store if you're quick!) and a suit which would turn any scruffy student into a gentleman, a steal at only £1!

Various acts took to the stage throughout the night, displaying the best of Glasgow University entertainment. Highlights of the evening were a group salsa number by Salasvater Glasgow, a body-popping duo and some spectacular break-dancing. Choral Simulation, a group whose vocal prowess caused both fits of laughter and the women to fall at their feet. Their arrangement included a Pokemon/Coldplay medley, Paloma Faith's 'New York' sung majestically by Ben Langridge and a rather steamy 'Sex Bomb' by Alesha Millar.



Student perceptions

"I felt it valuable that early on everyone could discuss what makes a good team and what I particularly liked was that in doing the task, we were exercising the values we were suggesting, if that makes sense!"

"It really makes you think more deeply about what makes an effective team and how to ensure these attributes become reality."

"Then we had a session of teamwork it was such a good fun, I laughed a lot! For me I guess the main goal is to learn being accepting of others opinions because sometimes I do struggle with it."

"Being a person who generally likes to be in control, work alone and be self responsible working in a team can be quite daunting and so I found that talking over what really being in a team is all about helped to reassure me."

Working as a team



- Shared story and vision
- Relationships based on trust
- Collaboration
- Effective hierarchy

References & acknowledgements

- Cooperrider, D. & Whitney, D. (1999) *Appreciative Inquiry: Collaborating for Change*, Berrett-Koehler
- Mohr, B. J. & Magruder-Watkins, J. (2002) *The essentials of appreciative inquiry: A roadmap for creating positive futures*, Innovations in Management Series, Pegasus Communications
- Roxå, T., & Mårtensson, K. (2011). *Understanding strong academic microcultures - An exploratory study*. University of Lund.
- Tatner, M. F. & Tierney, A. M. (2008) *Commercial Projects for Final Year Students* in Student Research Projects: Guidance on Practice in the Biosciences, Martin Luck, Higher Education Academy, Centre for Bioscience, Jackie Wilson, (ed).

Many thanks to my colleague, Mary Tatner, who puts up with my ideas for Business & Bioscience.