Collaborating for academic success: co-authorship and research networks.

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The following two strategies enhanced my ability to publish.
Do they have a role to play in your journey?

What do I mean by G.O.A.L?

'**G**' **refers to your goals or aims in getting published.**
It is easier to write in an area you are passionate about.

1. Do you want to publish in practitioner journals to improve practice? (consultancy approach)   or
2. In high ranked journals to inform the theoretical framework? (academia)   or
3. A mixture (academic and practitioner approach)?
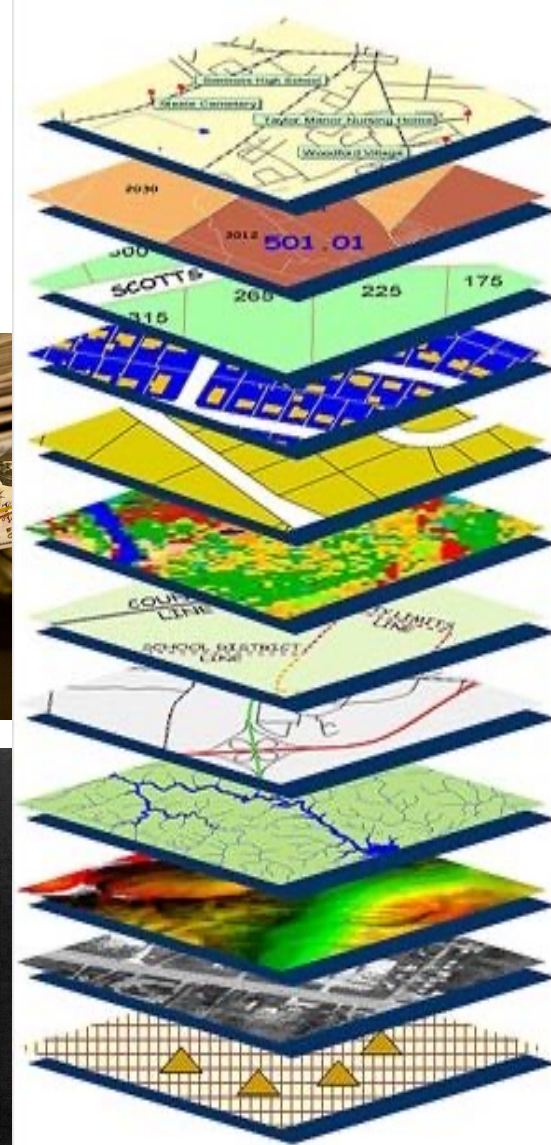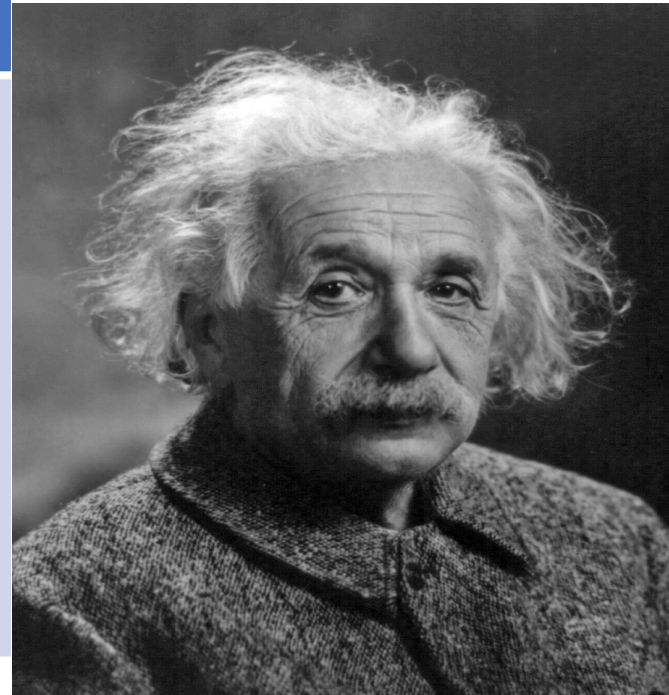
What is my G.O.A.L?

- **My goal** has always been to improve leadership behaviours of those managing healthcare workers, emergency service workers and those delivering essential services to the public (SLBs) so I choose a mix of outlets.

- This is my passion and drives my behaviour

- This is my G ... what is yours?

EXERCISE:

1. In 5 years time, what research do you want to be known for?
 ... What milestones would you need to achieve to attain your 5 year goal?

2. 5 minutes to LIST your TOP FIVE SCHOLARLY GOALS for the NEXT ONE and then FIVE YEARS

3. Rank them according to how much time you intend to devote to achieving the goals

Success

1. _____
2. _____
3. _____

EXERCISE 2: Restate your **Goal** based on what specific discipline you want to make a contribution in?

- Discipline?

- Sub-area?

- My specific goal is to ...

- What will success look like? (e.g conference publication? Joining an established research team?)

# Step 1 is completed … now on to Step 2

Publishing is a personal journey... but with supportive collaborators, the journey is easier

You must be prepared to engage in authentic leadership behaviours (self-aware, relational transparency, ethical and rational) so as to empower yourself and those around you to achieve research goals.

Having passion isn't enough. A team can achieve more than an individual
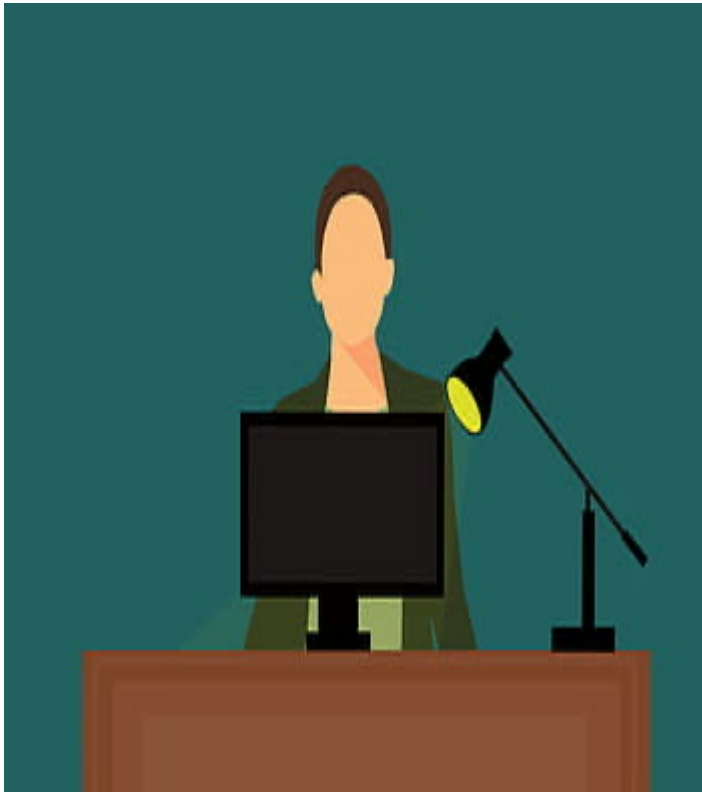
Research-led premise for today's workshop:

Teamwork enhances individual resilience (as one component of PsyCap) -according to Trinchero et al 2019 and Xerri et al. 2021

Xerri, M., Farr-Wharton, B & Brunetto, Y (2021) Nurturing Psychological Capital: an examination of organizational antecedents: The role of employee perceptions of Teamwork, Training Opportunities, and Leader-Member Exchange *Personnel Review* https://doi.org/10.1108/PR-05-2019-0222

Trinchero, E., Kominis, G., Dudau, A. and Corduneanu, R., (2020). With a little help from my friends: the positive contribution of teamwork to safety behaviour in public hospitals. *Public Management Review*, *22*(1), pp.141-160.

The importance of <u>O</u> in G.O.A.L.s

'O' refers to Opportunity

1. Where did you get your opportunity to follow your passion? Family?
2. Do you force yourself to seek out potential collaborators at conferences?
3. Do you continue seeking funding options from organisations or other options even though it is hard to hear "No thank you" more often than "Yes, I need that research"

My opportunities came from going to conferences. That is how I developed my research networks and my research. The photo above is from delivering a workshop at 2018 AoM…. Some of my publications are with some of those people


A lot of people go to conferences… not many develop research teams and undertake international research from those meetings

Developing prospects from my Opportunities

- My opportunities came from forcing myself to speak to organisations, even though it is challenging.

- The photo is the official launch of data collection of police in the Veneto region of Italy. The photo shows Professor Chiara Saccon from Ca'Foscari University in Venice, Italy and Italian police managers in 2016 ... it took 2 years to be allowed to collect data

- Stepping stone ...

EXERCISE: Take 2 minutes to identify your network for building opportunities
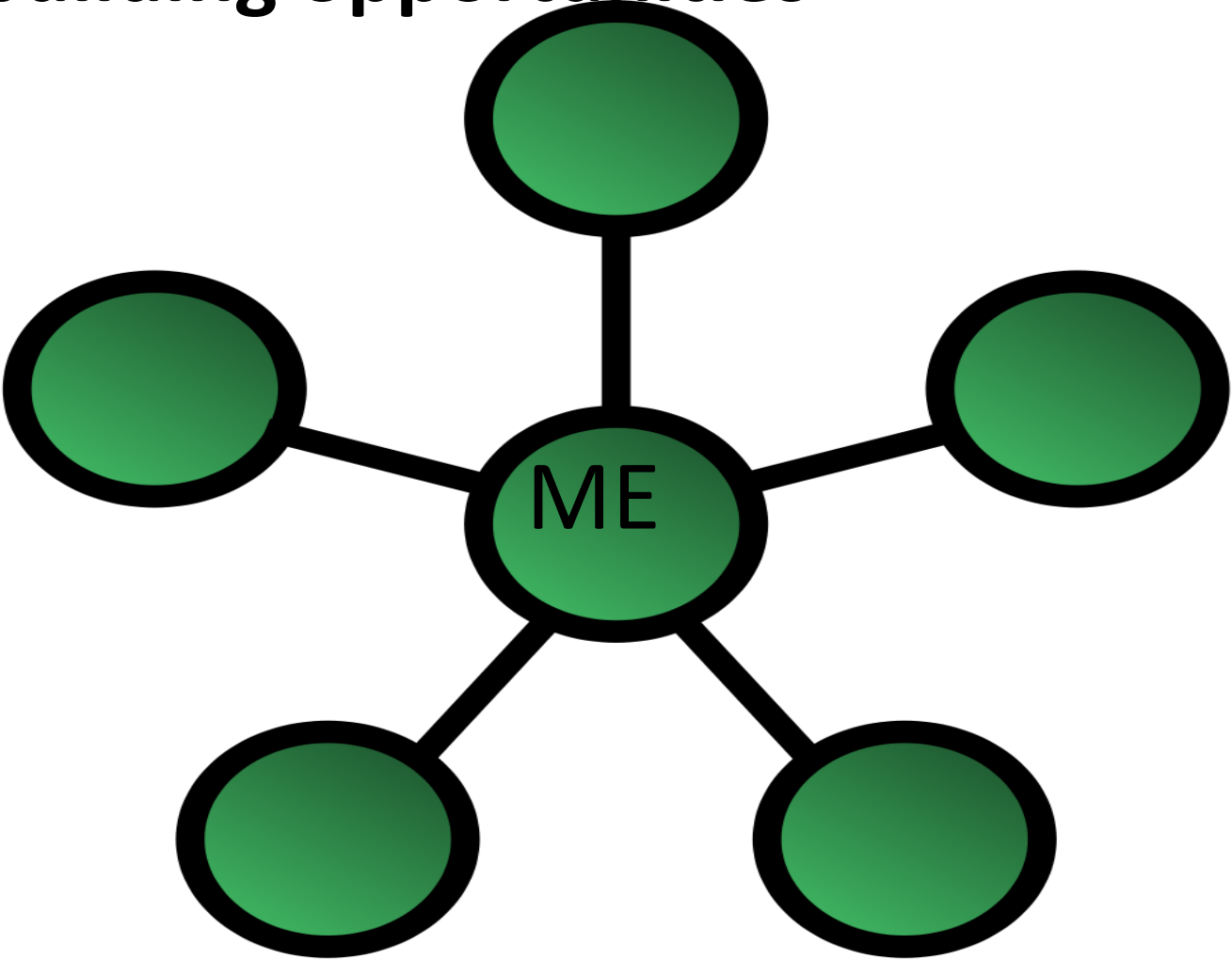
EXERCISE: (5 minutes)
How will you 'make' opportunities that will help you achieve your goals?

Potential strategies

- Look for 'Calls for Papers' on your topic

- Ask your supervisors, attend conferences, make acquaintances with editors,

- Speak to editors about developing your own 'Call for Papers' on the topic you are interested in.

- Find your niche, build on your niche, contribute to the 'conversation' about your specific topic.

- Advertise your 'Call for Papers' amongst colleague, at conferences, with industry,

- Offer to present to key stakeholders about your findings

- Publish a short –sharp version in the 'Conversation' or do a podcast

Step 2 is completed … now on to Step 3

The importance of <u>A</u> in G.O.A.L
'A' is for <u>Attitude</u>

Do you have a 'can do' attitude?
Do you look for the potential in a research project to write an article?
How determined are you?
What are you prepared to give up? (weekends?)

The importance of A in G.O.A.L.s

1. **Attitude is based on your beliefs and Psychological Capital**

I have supervised 25 completed PhDs/DBAs.
I presently mentor about 6 academics along their journey. All have a 'can-do' attitude (some more than others)
Empowering others is a part of my academic journey – as long as I see that they are similarly committed.
I look for win-win situations to mentor post grad students.

# CHECKLIST: What is your attitude in relation to journal writing?

- Have you attended conference sessions such as 'Meet the Editors'? What did you learn?

- Do you scan the journals to identify potential 'Call for Papers'?

- Have you sketched an outline of a paper and discussed it with your supervisor?

- Have you sent emails to editors and asked their opinion about your idea?

- Have you attended training about writing a paper?

- Do you know the difference between writing a chapter and writing a paper?

Step 3 is completed … now on to Step 4

The importance of 'L' in G.O.A.L

- 'L' refers to Likelihood
- Do you know your capabilities?
- Does your 'walk' match your 'talk'?
- Do you commit to doing more than you know you can? Is that fair to others and yourself?
- Is it ethical?
- Do you reflect on your behaviour and past decisions?
- Do your actions and your research align with your values?
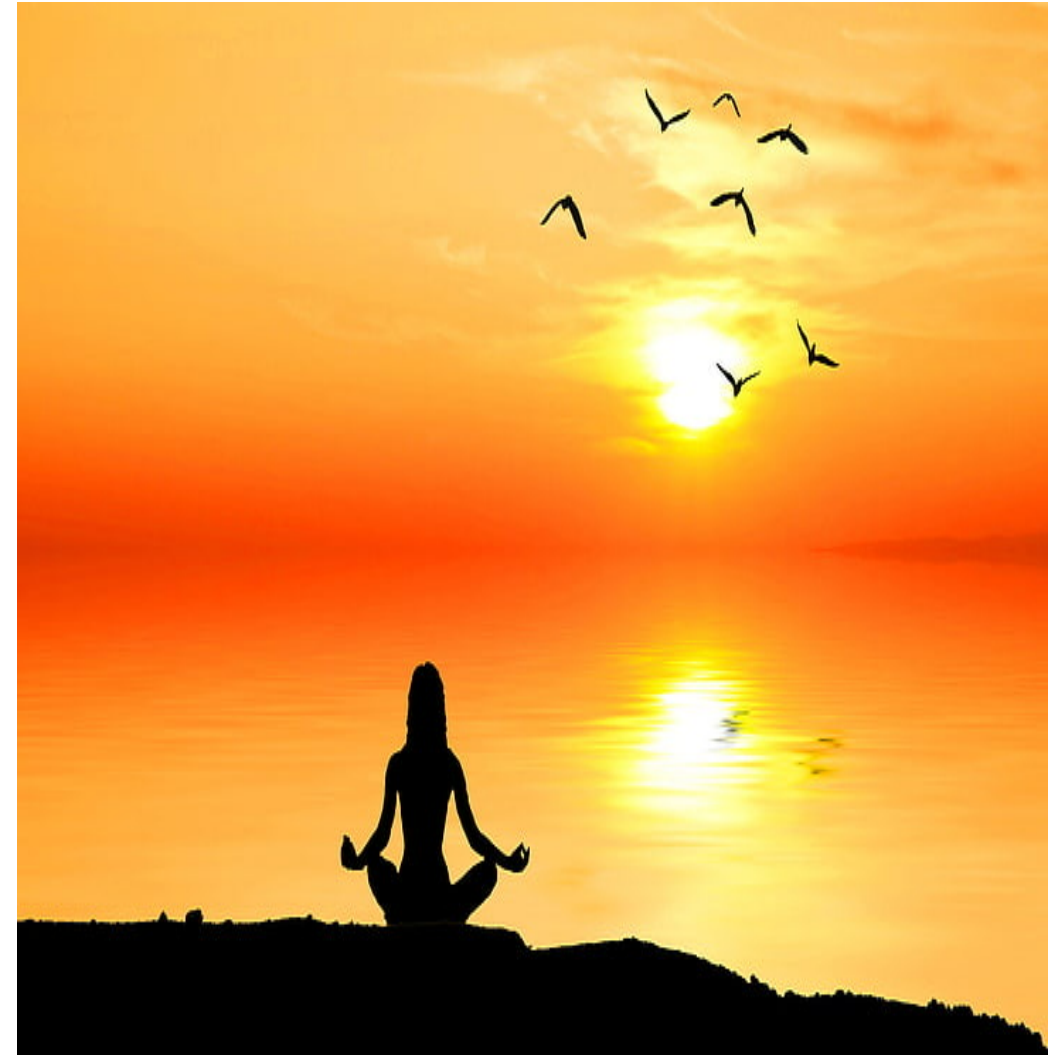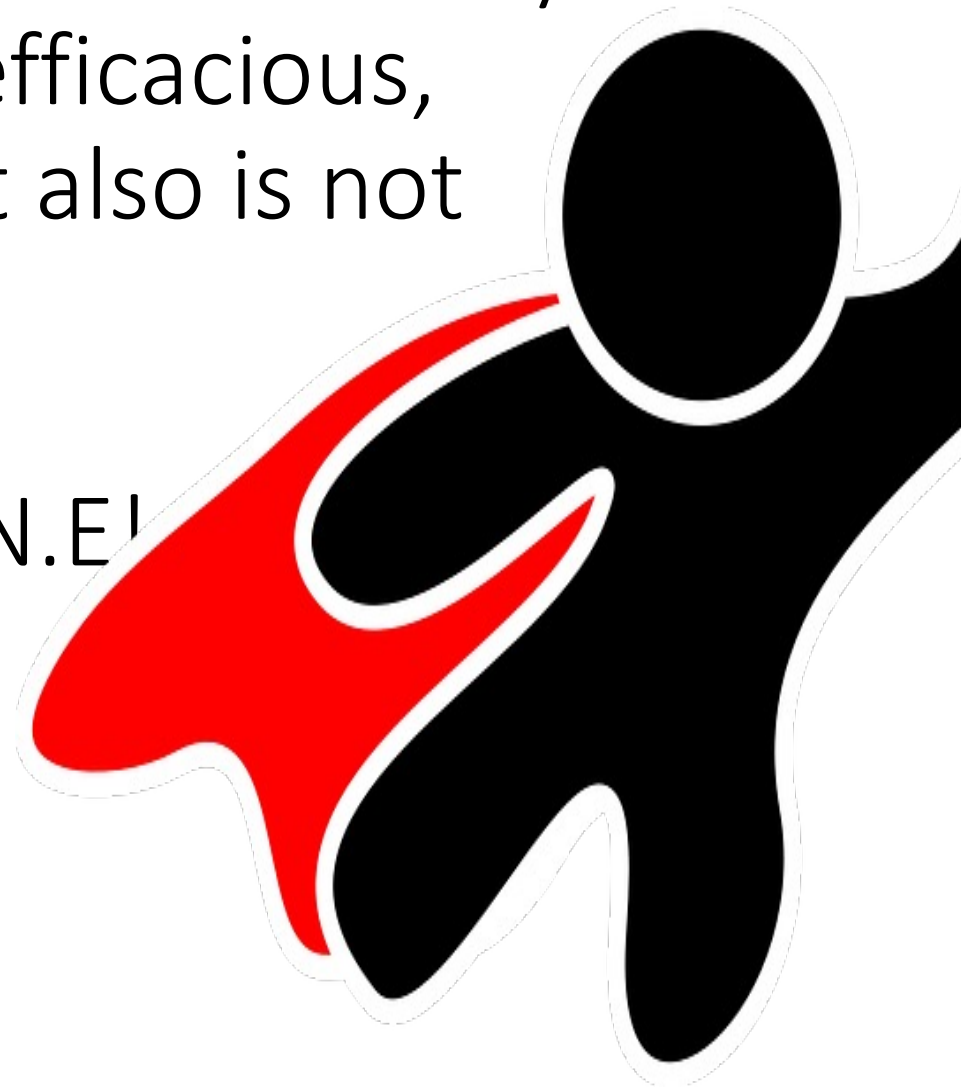
Step 4 is completed ... now on to Step 5

Engaging in **G.O.A.L** is not enough.

Having **Psychological Capital** helps – it makes you a H.E.R.O. (Hopeful, optimistic, efficacious, resilient) (Luthans, 2006) … but it also is not enough

You need to become a H.E.R.O.I.N.E! (Hopeful, optimistic, efficacious, resilient, innovative, neighbourly and empathetic)
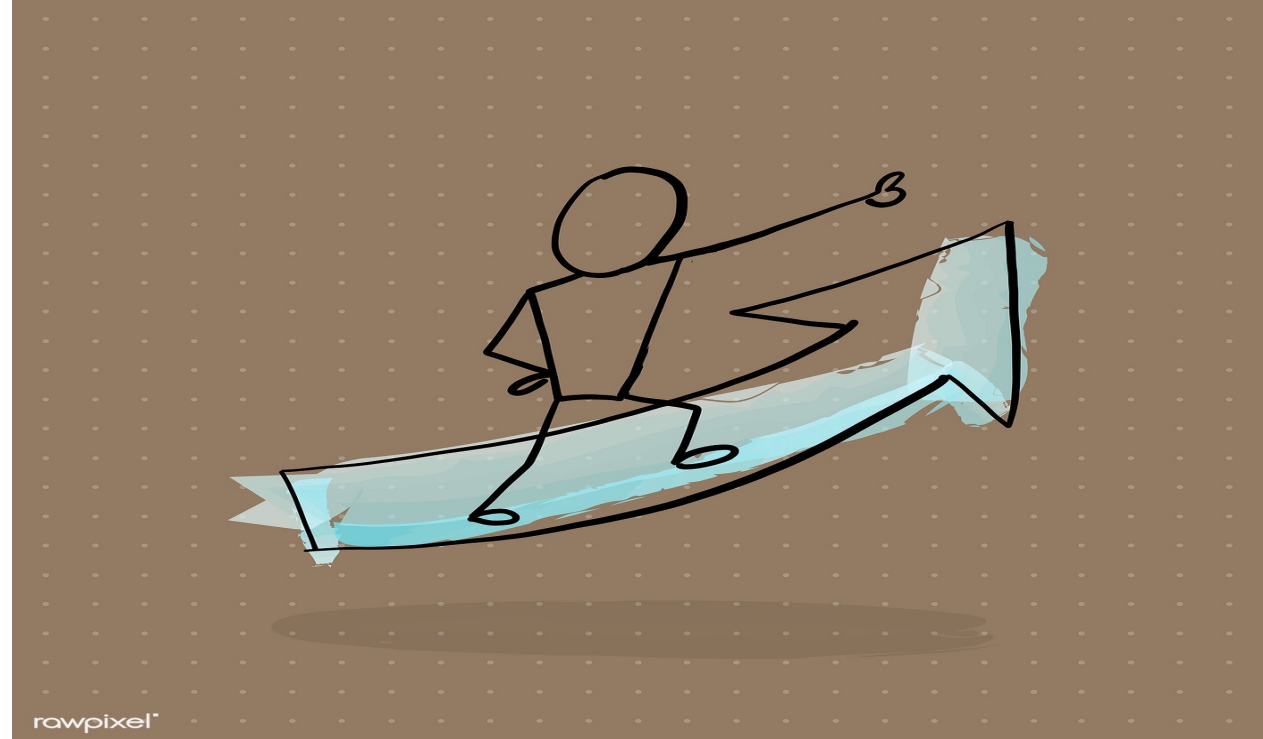
What does H.E.R.O.I.N.E mean?

Optimistic

Resilient

Hopeful (flexible)

Efficacious

Neighbourly

Innovative

Empathetic

Luthans et al (2006) defined Psychological Capital capabilities as

- Hope (being flexible ... if one path provides roadblocks, take another path) +

- Self –Efficacy - believe in your ability to achieve your desired goals – this is self-empowerment +

- Optimism – find the positive in life =

- Resilience. The ability to bounce back

EXERCISE for increasing HOPE:
Writing journal papers requires a flexible approach

Use Luthan's (2006) Hope exercise to identify what is do-able and achievable?

1. What is your writing / scholarly goal?

_____

_____

2. Identify four pathways to achieve it?

_____

_____

_____

_____

4. Set a time frame for achieving it and possible contingencies i?

_____

_____

_____

_____

3. Ask a colleague to critique it positively and identify potential obstacles. Then find solutions or strategies to overcome them

_____

_____

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Step 5 and 6 are completed … now on to Step 7

Optimism is about whether you see the glass as half full or half empty?

OPTIMISM: When will you write? Be realistic and reframe your timetable to reflect time allocation for journal writing

EXERCISE: Take five minutes to reflect on:

1. Are you optimistic by nature?

2. Do you need to self-actualise before you start writing?

3. How does journal writing fit into your vision of your future?

Step 7 is completed … now on to Step 8

Do you believe in your own abilities to achieve your goals?

If yes, you have self-efficacy

Self-Efficacy

- <u>2019: ARC named me a high impact researcher</u> : <u>https://abdc.edu.au/research/impactfulresearch/</u>

- 16 Australian academics have been named as 'High Impact Researchers'

- My contribution is in translating theory into best practice in healthcare management

- My shortcoming is in getting big government grants. My strategy is/was to work with others.

- My realisation was that I wanted to work with industry and make real changes in work practices .. and that is where my energy went.

SELF-EFFICACY: Do you believe in your abilities?

- List your 3 best academic attributes?

_____
_____
_____
_____

In terms of writing, what 3 shortcomings do you need to overcome? Ask a colleague to brainstorm solutions/strategies with you.

_____
_____
_____

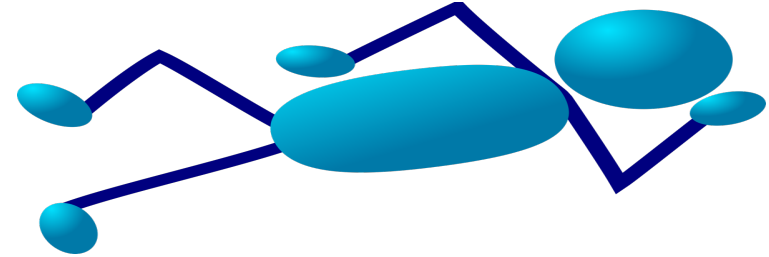Step 8 is completed … now on to Step 9

What is <mark>r</mark>esilience?

Two responses to adversity

1. Helplessness

2. Accept, reflect and find new ways forward

- Do you lie down and become paralysed?

Or do you embrace the opportunity to learn from the experience?

Exercise for resilience: Take 5 minutes to reflect on

1. How do you cope with rewriting draft chapters?
2. How do you accept feedback – even when it is critical?
3. Do you reflect on the validity of the feedback?

A way of thinking about negative feedback is that it gives you the opportunity to revise your work … it means that reviewers/supervisors think your work has the potential to be even better

Step 9 is completed … now on to Step 10

H.E.R.O isn't enough – you need to add I.N.E

Innovative approach to problem solving means that you are prepared to use new theories (perhaps outside your disciple) to solve a problem.
I perceive myself as fitting with **Behavioural Public Administration**. It brings together theories from multiple disciples to solve real workplace issues within public sector contexts.
<u>**Name your preferred disciple? Name two related disciples.**</u>
_____
_____

Neighbourly behaviour is similar to 'relational transparency'. It refers to being supportive of others on their academic journey. My networks involve researching with and/or mentoring academics people from 9 countries.
Who would you consider writing with? _____

Empathetic behaviour is about listening and supporting other academics without judgement. We all have established values and beliefs that predisposes us to relate more to some people and not others. Do you challenge those beliefs? Are you empathetic to some people only? Do we hear feedback about our paper fairly?
_____

What does G.O.A.L and H.E.R.O.I.N.E give you?

A journey

Brunetto, Y., Xerri, M & Farr-Wharton, B (2022) Doing better with less: Do Behavioural Capabilities affect Street Level Bureaucrats' ability to deliver public value? *Public Management Review* https://doi.org/10.1080/14719037.2022.2133159 .

This paper looks at the power of HERO-INE for healthcare workers during the pandemic in increasing public value (performance)

SUMMARY OUTCOMES of this workshop

1. Do you have a realistic goal?
2. If it involves writing a journal paper, what is the journal ?
    3. Do you know the requirements of the journal (number of words, referencing style, Headings?)
    4. Do you review for that journal?
    5. Do they value/favour theoretical or empirical contributions?
    6. Where do you fit? Align yourself to the 'best fit' journal and get comfortable with their requirements.
7. Consider co-authoring in the first few papers
8. Consider your network and opportunities for enhancing it

Thank you for your time

- Any questions?