Exploring the role of R&D

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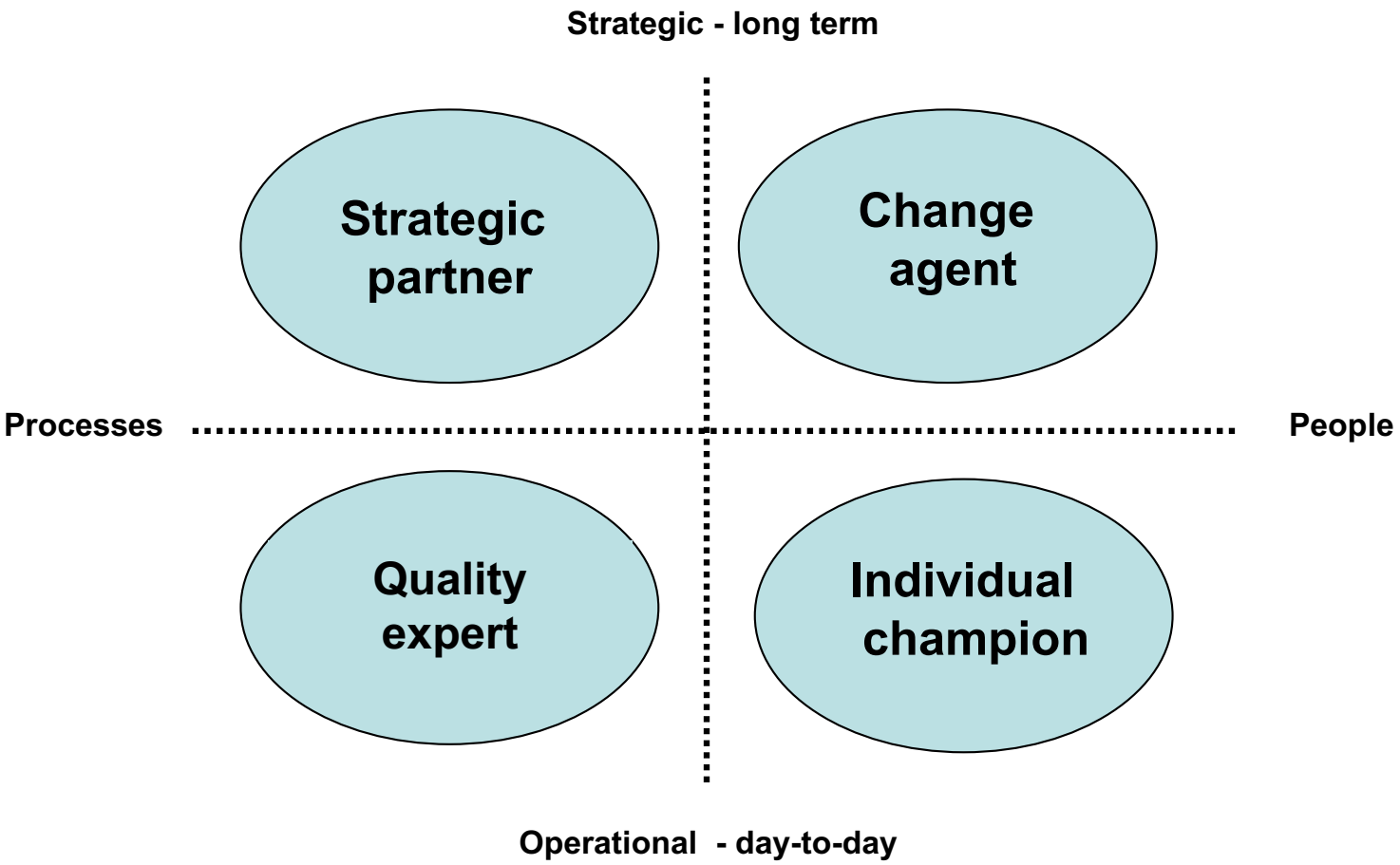
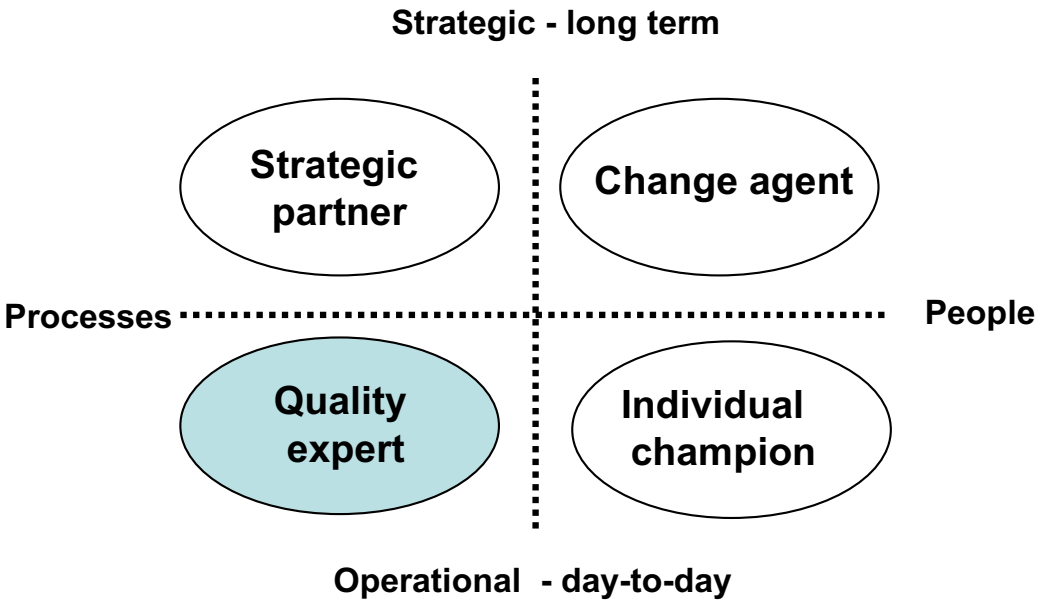


Adapted from the work of Dave Ulrich

Quality Expert



Quality Experts *are uniquely qualified to help people navigate across the complexities of multiple research institutions and the NHS - and so facilitate faster, easier quality clinical research through ensuring high quality processes and outcomes*

Roles

- Thinks 'end to end': idea to publication
- Focus on processes and efficiency
- Seeks standardisation and measurement
- Centralised and organised
- Gate-keepers and auditors

Skills

- Team leadership
- Process improvement
- Attention to detail
- 'Nose' for deviations and deficiencies
- Financial awareness

Individual Champion

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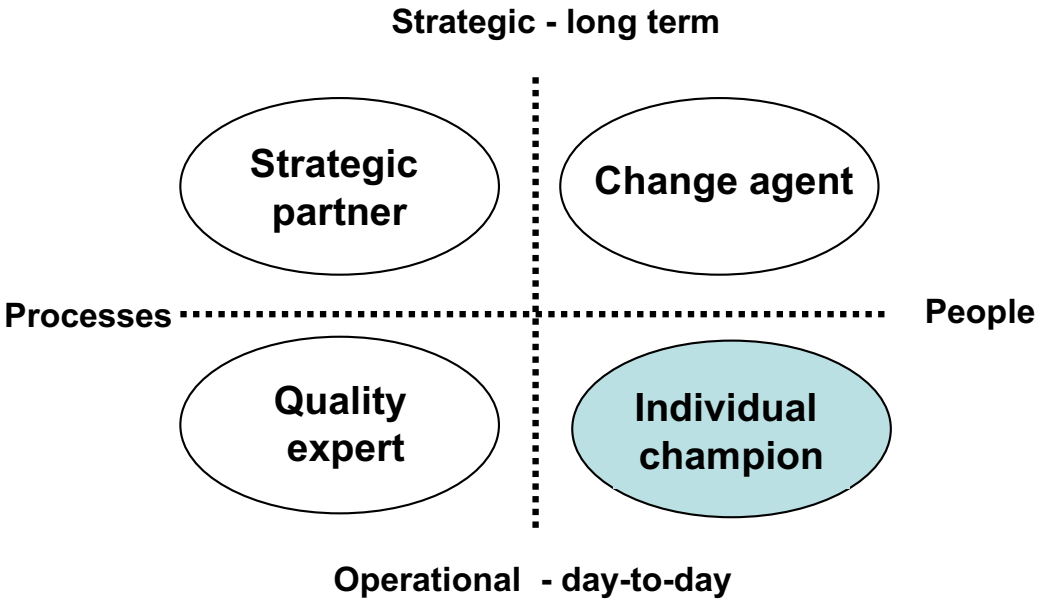

Champion of Individuals *are skilled at providing personalised support to researchers that allows important work (and researchers) not to get lost because of frustration, institutional inertia or loss of nerve*

Roles

- Close to individual researchers
- Emphasis on learning and action
- Advocacy on behalf of researchers
- Balancing demands and resources
- Confidential and trustworthy
- Practical focus on making things work
- Educator about R&D processes and systems

Skills

- Interpersonal skills, e.g. listening, curiosity, questioning, empathy
- Coaching and mentoring
- Challenging and confronting behaviour
- Capacity to maintain adult-adult dialogue

Strategic Partner

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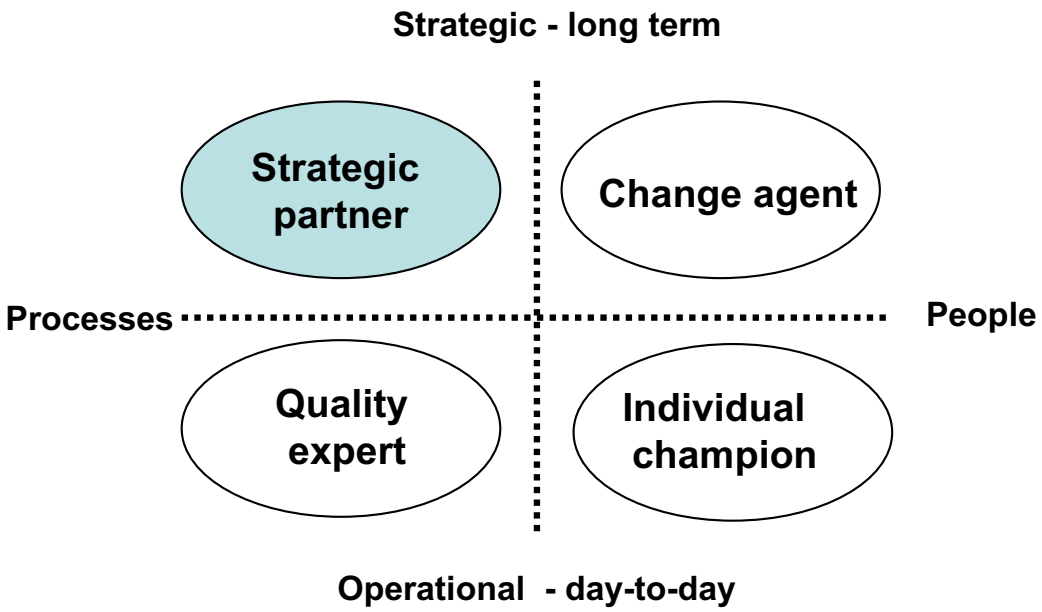

Strategic Partners *to the local organisation and to the wider NIHR/NHS world. Able to sustain a compelling focus on the current and emerging research agenda, and how this is translated into health outcomes.*

Roles

- Connects local R&D practice with (national and local) strategies
- Focussed on key outcomes and deliverables
- Close to the 'business' and opportunistic
- Close relationship with decision-makers
- 'Works with the grain'

Skills

- Networking at national and regional levels
- Interpersonal skills: collaboration, alliance building
- Political skills ('back stage' and 'front stage')
- Personal presence and impact
- Tolerance of ambiguity

Change Agent

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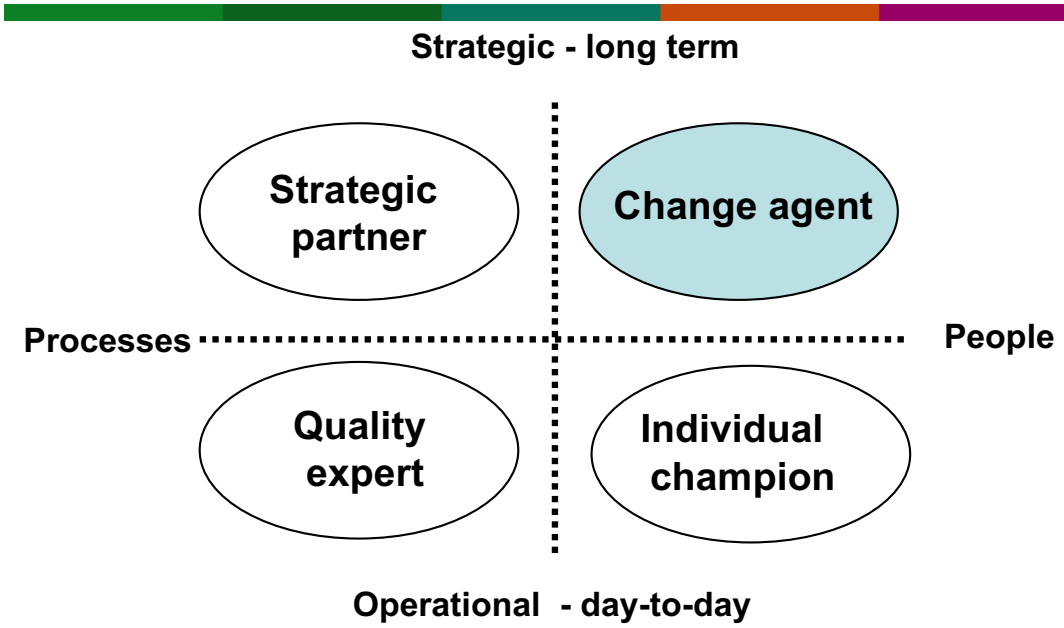

Roles

- Focus on organisation agenda
- Tests hidden assumptions
- Articulates & advocates choices and priorities
- Partner to decision-makers
- 'Goes against the grain'

***Agent of Change and Innovation**, the professional body that sustains the distinctive focus on the difference that participation in, and application of, research makes to patient experience and outcome; making innovative change happen with and through patients*

Skills

- Personal resilience
- Convening and facilitating groups
- Political awareness
- Balancing advocacy and inquiry
- Prioritisation and personal organisation
- Conflict resolution
- Self-reflexivity