Creating Impact in the Age of Hyper-innovation

Researcher development for impact through innovation

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Vitae vision and aims

"to support world-class personal, professional and career development for researchers"

- **Influence effective policy** development and implementation relating to researcher development

- **Enhance higher education provision** to train and develop researchers

- **Empower researchers** to make an impact in their careers

- **Evidence the impact** of professional and career development for researchers

Vitae Researcher Development Framework
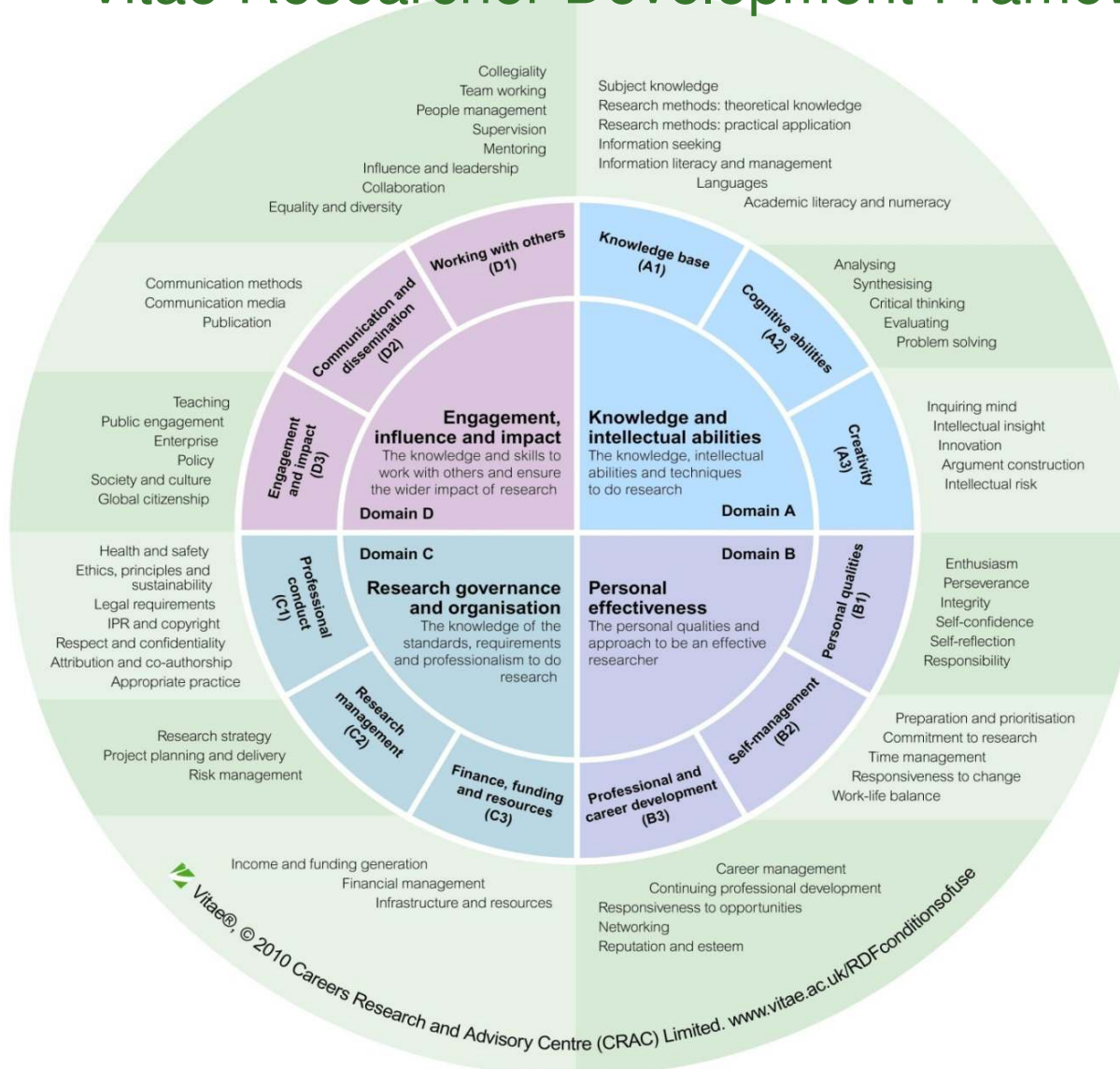
- Knowledge, behaviour and attributes of successful researchers

- Self-assessment of strengths and areas for development

- Common language for researchers capabilities

- Basis for institutional and course provision

- Inspires and confirms

Vitae Researcher Development Framework Planner

Taking researcher development to the 'cloud'
for researchers any time anywhere any place -
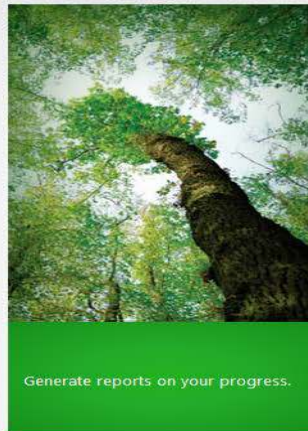Impact and innovation in researcher development

Making an impact

- Personal impact as a researcher

- Public engagement – communicating with others

- 'Pathways to impact' (RCUK) - predicting impact for grant funding

- Evaluating and evidencing impact - Research Excellence Framework

- Occupy professional digital space

What are competences to understand

and deliver impact?

(RDF Impact and digital literacy lenses)

'Encourage applicants to explore, from the outset, who could potentially benefit from their work in the longer term, and consider what could be done to increase the chances of their research reaching those beneficiaries.'

(RCUK Pathways to impact)

Being innovative and enterprising

'Personally I found that without the opportunity of innovation,

*I would not have chosen to pursue a research degree'*

An 'Intrapreneurial lens' on doctoral researchers' views of innovation ,*Alison Mitchell and Jo Cordy http://www.vitae.ac.uk*

- As an individual researcher

- As part of research / academic/ business community

- Becoming an entrepreneur

What are competences to understand

and deliver impact? (RDF Enterprise lens)

"The innovation point is the pivotal moment when talented and motivated people seek the opportunity to act on their ideas and dreams"

W. Arthur Porter, *Vice President of Technology Development, University of Oklahoma*
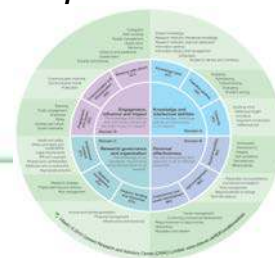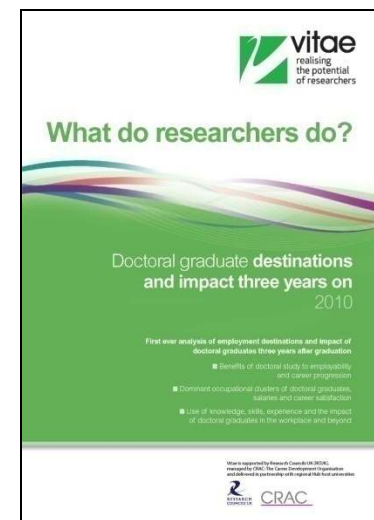
Enterprising researcher

- Becomes more aware of commercialisation, entrepreneurship, intrapreneurship and social enterprise

- Creates ideas and identifies opportunities internally and externally

- Develops ideas in innovative manner within own institution or externally

- Understands processes of commercial exploitation of research results

- Learns the value to academia of establishing relationships in business/commercial context

- Demonstrates high motivation and commitment to take forward enterprising ideas

- Appreciates the significance of the research-enterprise relationship

- Understands different environments, appreciates and, where appropriate, contributes to knowledge exchange within society

Being a leader

In research environment

- Self
- Collaborative teams
- Leading research
- Leading organisations

What are competences for leadership and business? (RDF leadership and employability lenses)

	Group 1	Group 2	Group 3	Group 4
Data analysis	100%	100%	91%	91%
Problem Solving	100%	88%	89%	83%
Drive and Motivation	100%	84%	59%	74%
Project Management	83%	36%	70%	39%
Interpersonal Skills	67%	56%	39%	26%
Leadership	67%	28%	24%	17%
Commercial awareness	50%	20%	28%	22%
Overall	**81%**	**59%**	**57%**	**50%**

Employers expectation of researchers' competences
Recruiting researchers, Vitae 2009,
104 employers
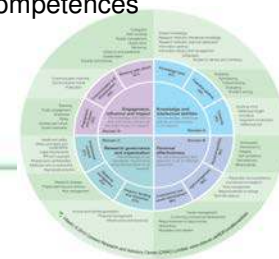
Cultural and contextual transitions

From research into business (views from CEOs)

- Peer review – customer/ client focus

- Proceed to perfection – fit for purpose

- Research capital – financial capital

- Specialist intellectual – generalist 'hands on'

- Deadlines flexible - fixed

- Finances – someone else's – my responsibility

How do we create opportunities for cultural transition?

'Researchers have a tremendous capacity to learn mental models – research, business and financial and switch quickly between them'
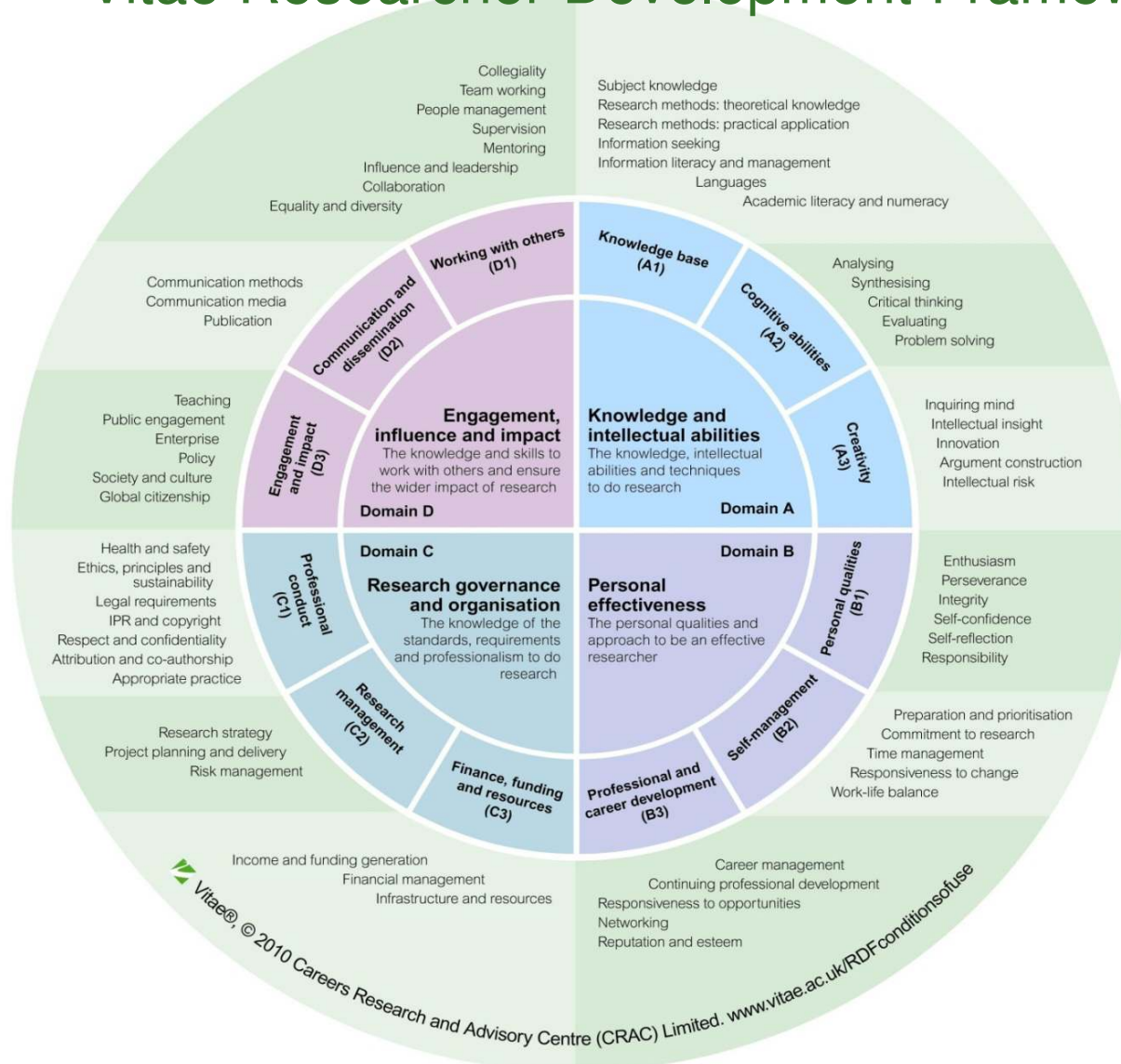
CEO of IT company

'Researchers know how to go through the long dark tunnel and come out the other side'
Director, Photonics company

Vitae Researcher Development Framework

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- Inspires and confirms