

Introduction on institutional support for impact

AESIS, ARIS, Research Impact Canada
Institutional Structures for Societal Impact of Science



Agenda

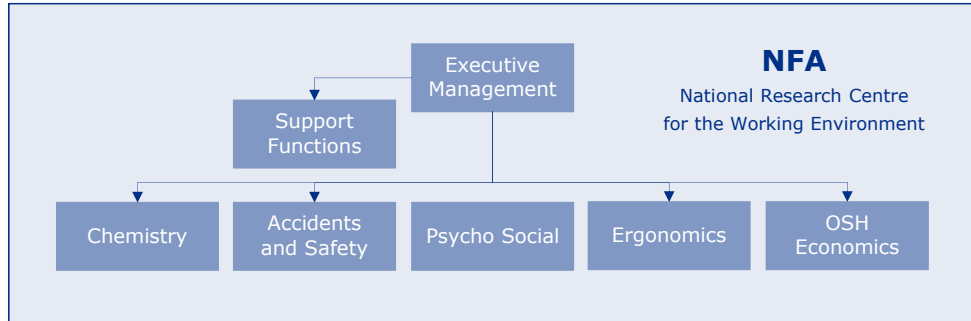
1. About NFA
2. Why
3. What
4. How
5. So what



About NFA







About the Danish National Research Centre for the Working Environment



- Legal mandate to conduct applied research
- Multidisciplinary research
- About 170 ongoing research projects
- About 200 peer-reviewed articles annually
- Communication mainly digital through SoMe platforms

- Independent research institute
- Governed by Board of Directors
- Under oversight of the Ministry of Employment
- About 130 FTE
- 105 FTE research personnel
- Funding, 50% block grant, 50% research grants
- Key stakeholders are Ministry of Employment, Work Environment Authority, social partners, intermediaries

	 Psycho-social	 Ergonomics	 Accidents and safety	 chemistry
Epidemiological Research				
Intervention Research				
Implementation Research				
Economics				
Digital Solutions				

Why



Why

Stakeholders

Perception

History

Context



Accountability

Legal mandate

Applied research

Public funding

Funders' expectations



Scientific quality

Balancing academic and societal impact

Societal impact = Contribute to improved occupational safety and health



if NFA has requisite capabilities



and if NFA's research resonates with key stakeholders' demands



and if NFA's researchers engage in productive interactions with stakeholders throughout the research process



and if the NFA adequately reaches its target population



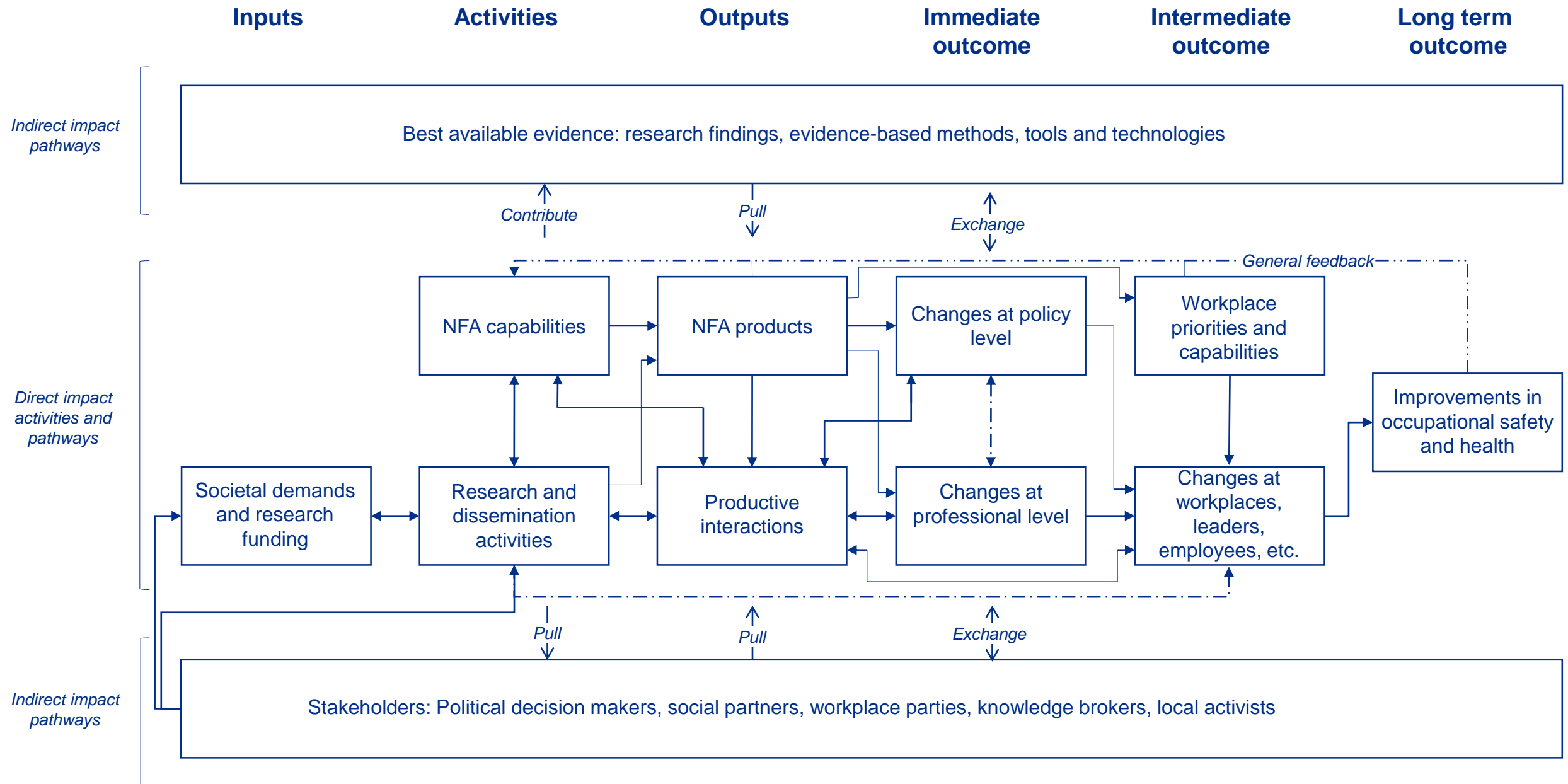
and if the research products are perceived useful by the target population



then NFA's research will be used



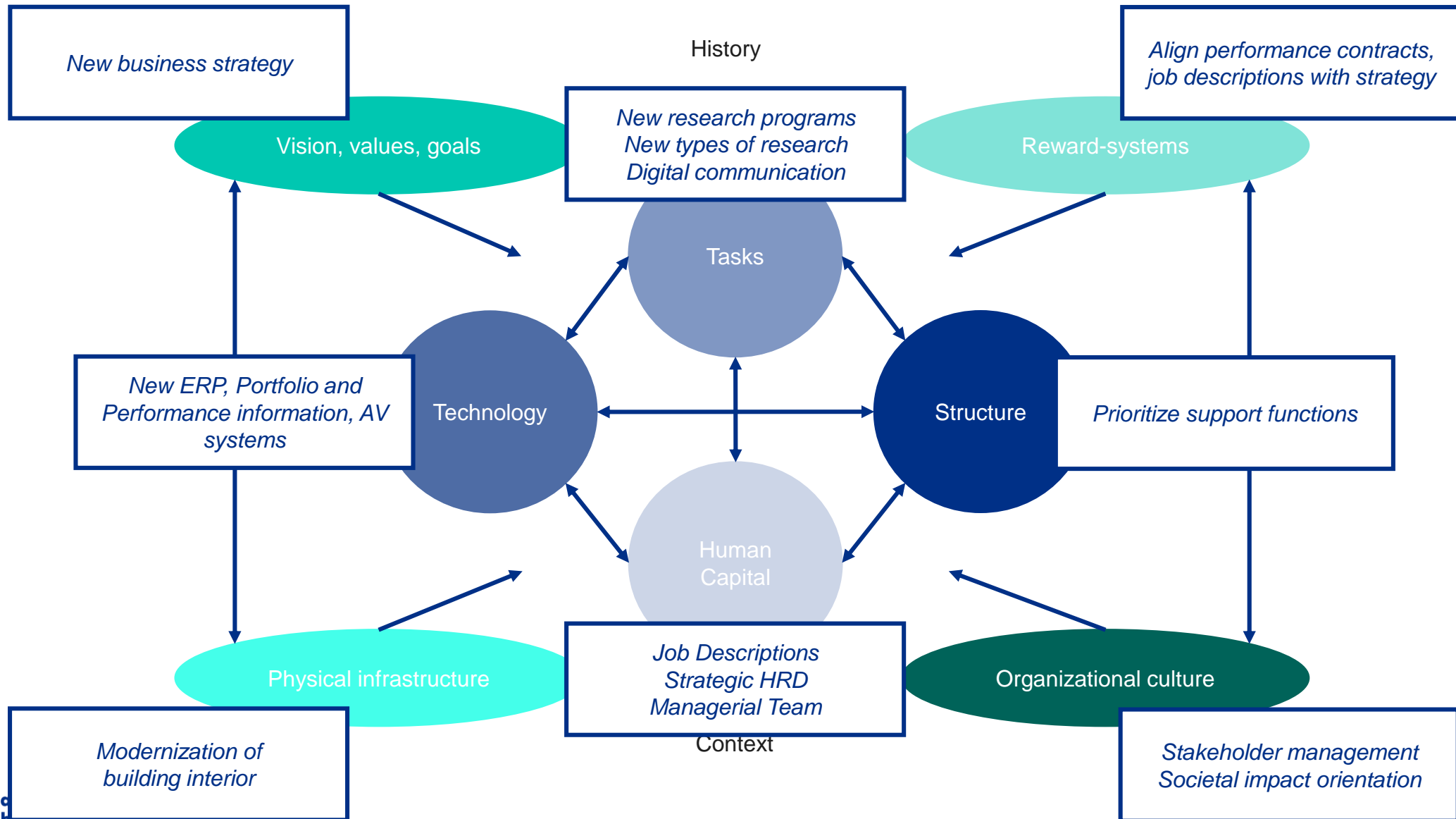
which will contribute to changes at the workplaces and improvement in occupational safety and health either directly or indirectly (policy and regulation)



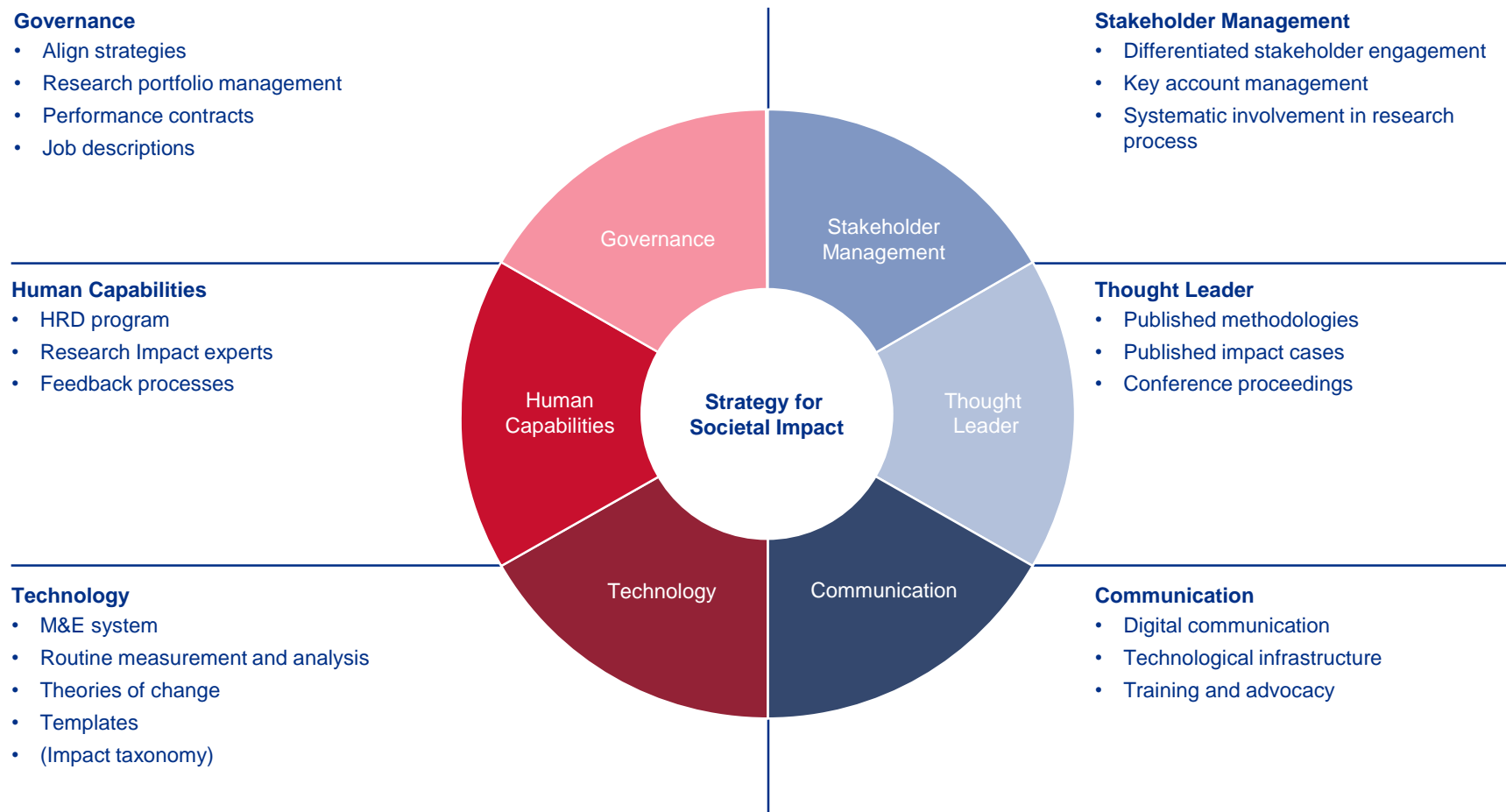
What



Theoretical inspiration – Organizational design



Strategy Components – Creating societal impact



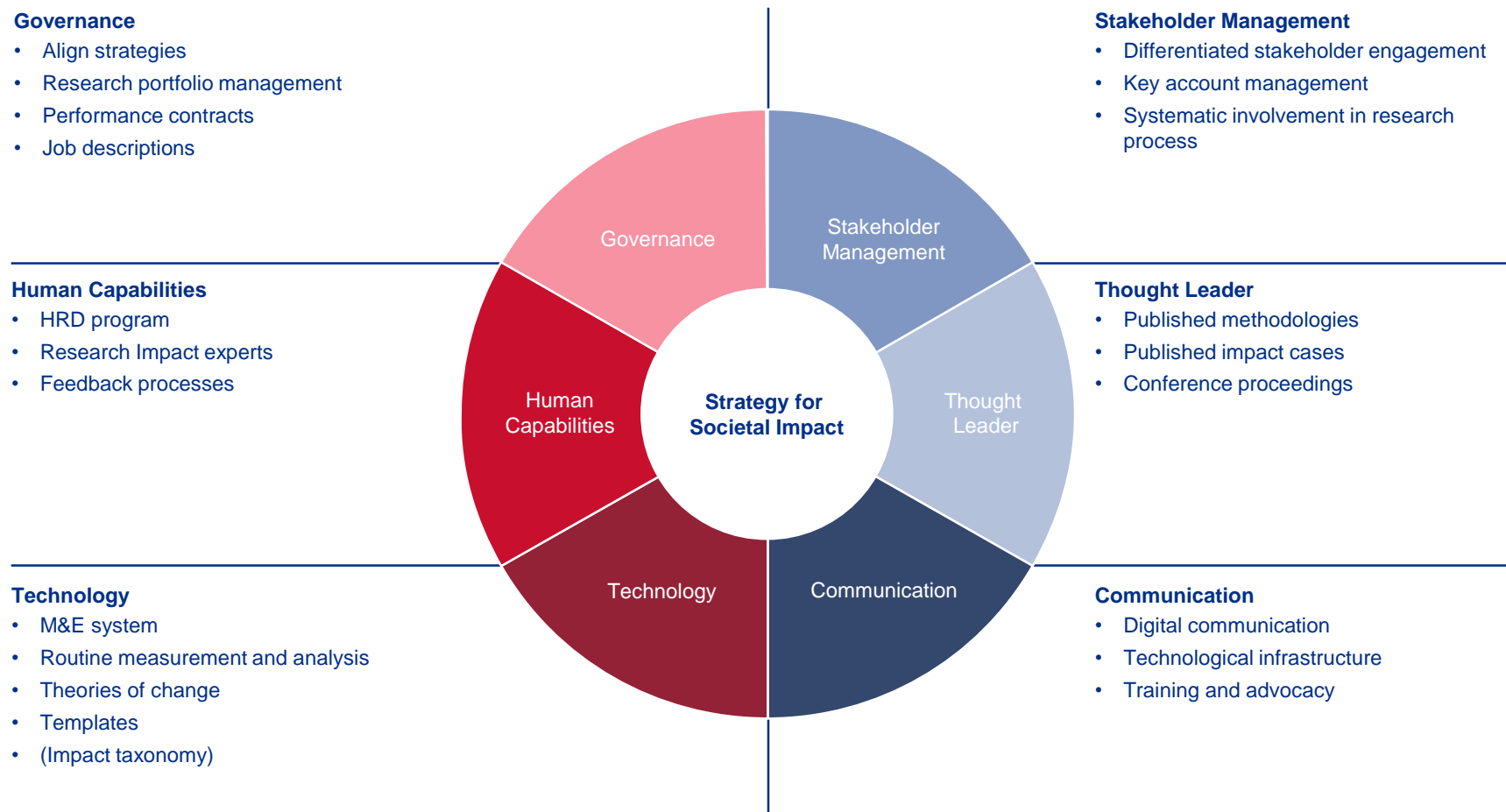
Internal orientation

External orientation

How

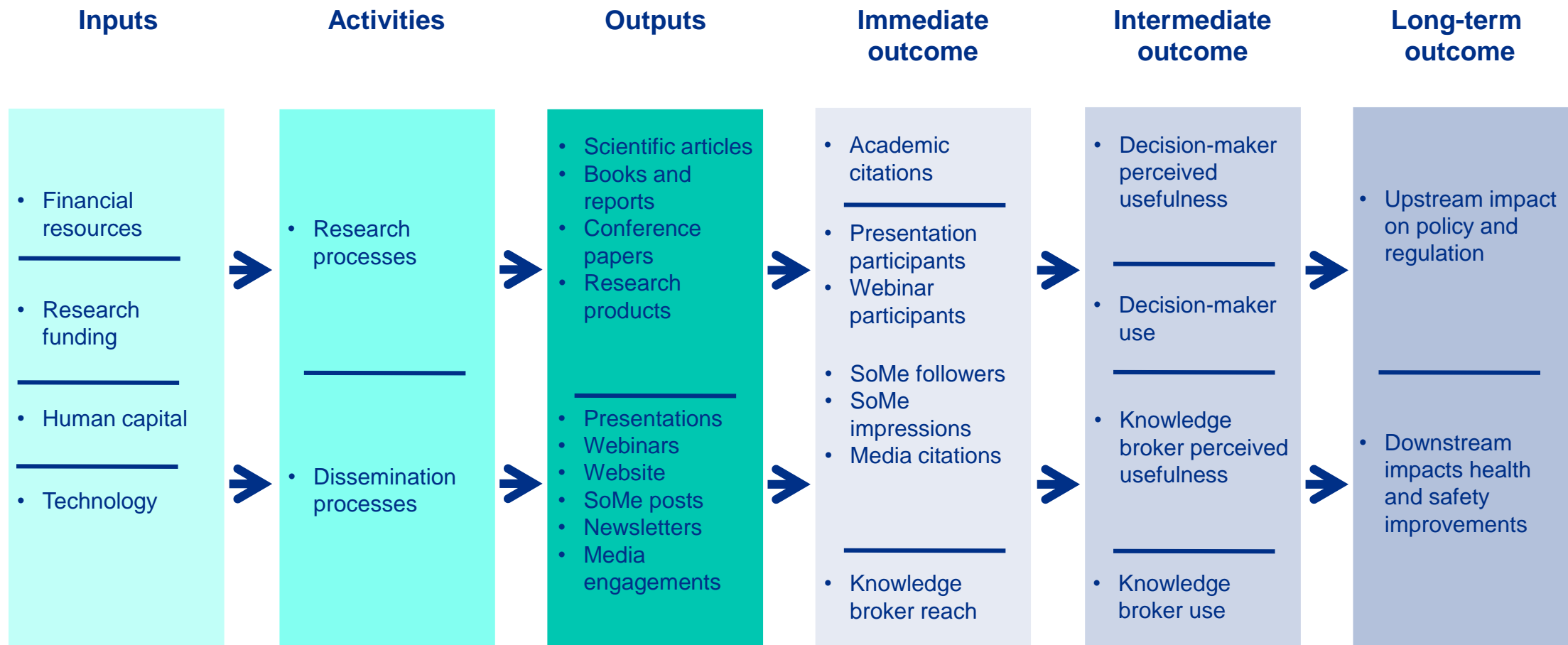


Strategy Components – Creating societal impact



Internal orientation

External orientation



Web of Science

Policy Impact Model

Impact cases

Enterprise Ressource Planning and Project Management System

Research Information Management System

SoMe platforms, Media monitor

SII:OHSR

Societal impact evaluation

Key delivery mechanisms for change

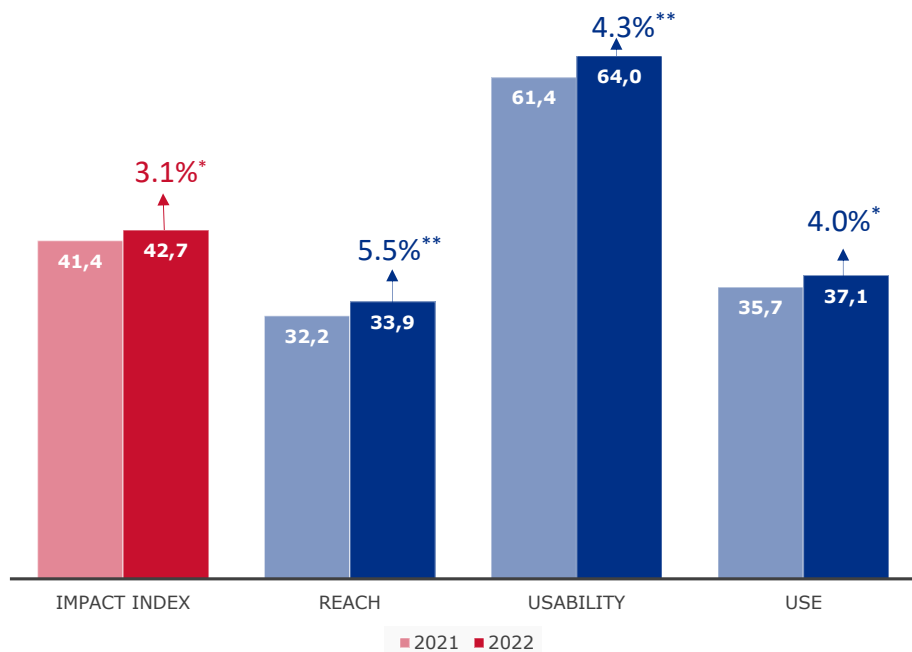


So what

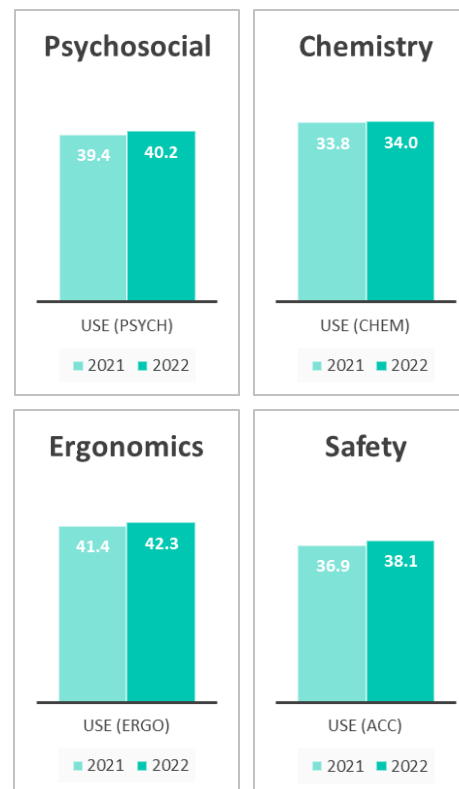


Development of SII:OHSR 2021-22

Impact index and sub indices



Index adjusted for focus on OHS, OHS experience and job function. * p<.05 ** p<.0001



Three percent increase in societal impact

Driven by reach

All sub indices statistically significant

Follow up analyses on segment with low performance

Corrective actions:

- More in depth articles in newsletters
- Engage with mandatory OSH certification programs

Source: NFA internal report, 2022

Thank you!

Follow NFA on LinkedIn

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Instigating cultural change

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Organizational Culture = Observable ideational and behavioral patterns in organizations



Culture is powerfully shaped by incentives



Culture is the organization's immune system



Culture is a collaborative process of sense-making



Organizational culture is shaped by the wider culture in which it is embedded



Culture is values and rituals that integrate members into the organization



Organizational culture is not monolithic. Subcultures exist



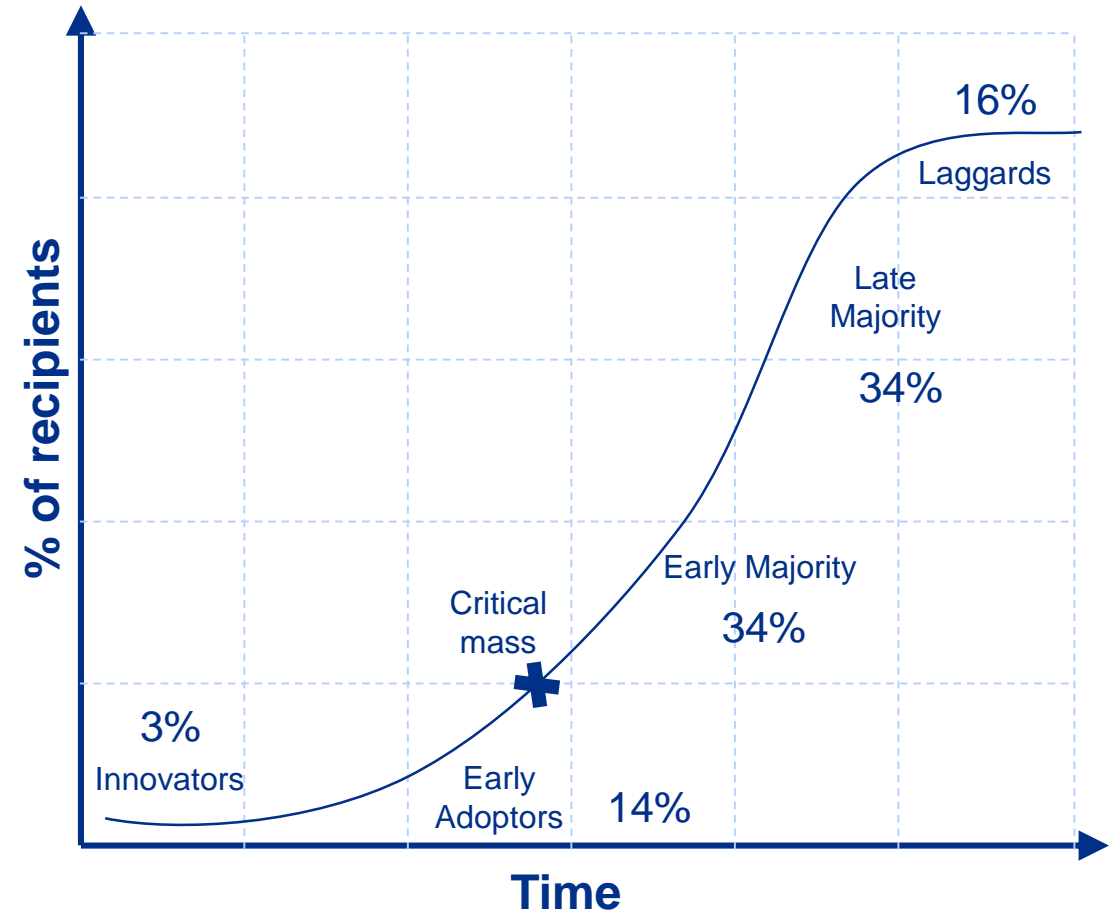
Culture is a social control system



Organizational culture is dynamic

Recipient groups

- Why some employees adopt change faster than others
- Based Diffusion of innovation theory (Rogers)
- Emphasizes importance of :
 - Interpersonal communication when ideas and belief spread
 - Focus on who's ideas and say is respected and accepted within the organization





Leadership lessons

1. Communicate communicate communicate!!
2. Be aware of informal information pathways within the organization
3. Opinion-makers play a key role
4. Focus on three early groups. Ignore late majority and laggards unless they are leaders

Levers towards cultural change



LEADERSHIP

- Feed up expectations
- Follow up on processes
- Feedback on deliverables
- Feed forward towards goals

INCENTIVES

- Formal incentives -
 - Job descriptions
 - Performance contracts
- Informal incentives –
 - appreciation and recognition

COMMUNICATION

- Internal communication
- External communication
- Symbols and artefacts

ALLIES

- Select your leadership team
- Leading scientist allies
- Focus on positive change makers

Thank you!

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