



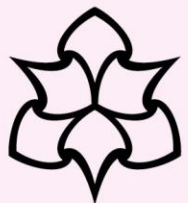
## Engaged Scholarship **Learning Lab**

The Good Employment  
**Learning Lab**

.....



# How To Do Research With Stakeholders: Getting Started With Engaged Scholarship



**Manchester  
Metropolitan  
University**



**UK Research  
and Innovation**

Key Partners  
include:



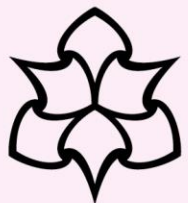
# Engaged Scholarship **Learning Lab**

The Good Employment  
**Learning Lab**

.....



Prof Julia Rouse  
Prof Ashwin Kumar  
Dr Helen Woolnough



**Manchester  
Metropolitan  
University**



**UK Research  
and Innovation**

# What is Research For? (Provocation!) Or... The Triumph of Nonsense?



More management scholars than ever are expressing concern about the state of our field. Complaints include the suggestion that many **publications are written purely to further our careers** rather than to advance knowledge.

Our discipline is in crisis. **We neglect really important issues** in favor of bite-sized chunks of research that are more likely to find quick publication in leading journals.

Given that such journals insist on the primacy of theory development, we also increasingly resort to pretentious and long-winded prose to at least create the illusion of “theory development.” The result is **writing that can only be understood by those already on the inside of the debates it references.**

As opposed to “imposter syndrome,” in which qualified people doubt their suitability for a given job, I suggest that many of us have **become “genuine imposters” in that we pretend to be doing more important work, and more competently, than we really are.**

Dennis Tourish, Academy of Management Learning and Education 2020



“It’s clear that we’ve reached a critical inflection point and must now carve a new path for the betterment of civilisation – one built on sustainable and inclusive growth as our engine of progress. That responsibility falls to every section of society, as we need unprecedented collective action to move at speed and scale. Governments, business, NGOs, the scientific community and tech innovators all need to join together in deep strategic partnerships.”

PAUL POLMAN Chair, Saïd Business School,  
University of Oxford and former CEO, Unilever

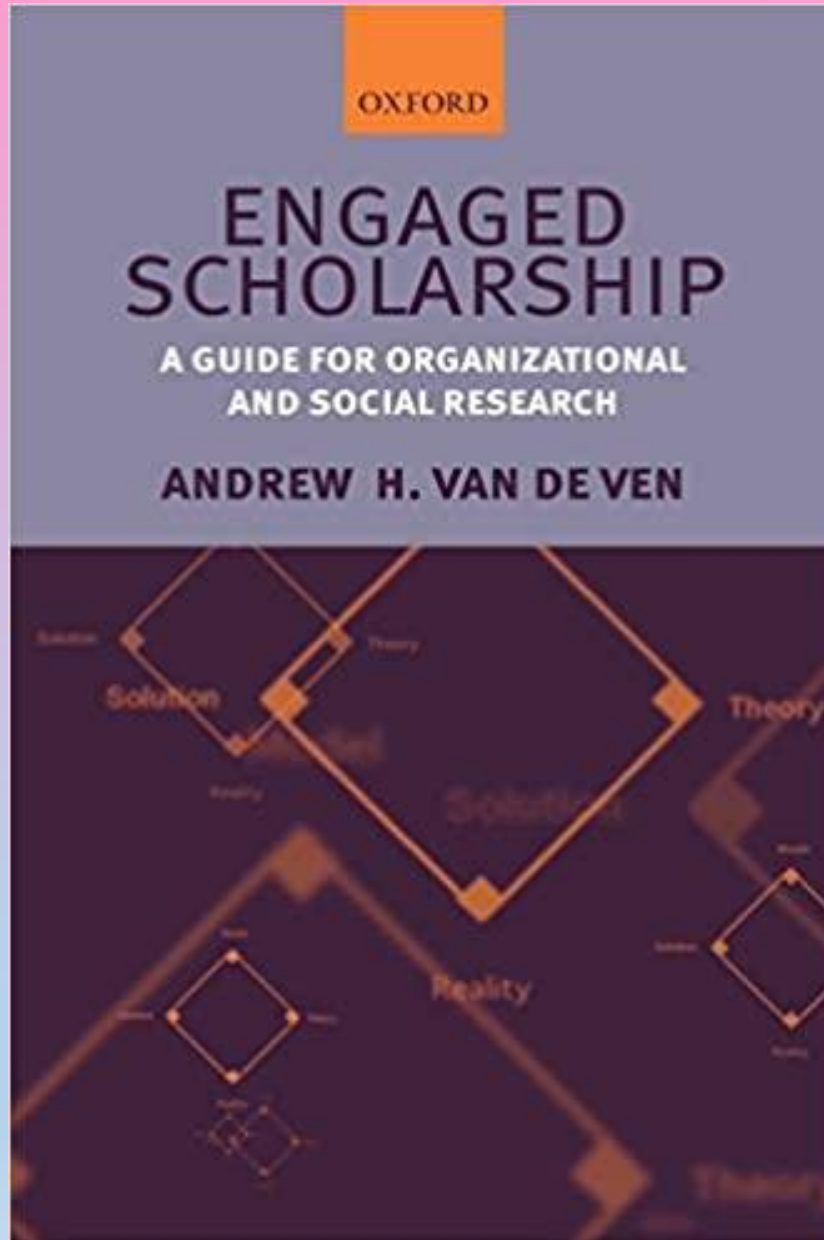
Chartered Association of Business Schools Report:  
*Business Schools and the Public Good*



***Our problem*** the power of research  
knowledge evaporates in the  
traditional dissemination model



# Van de Ven's Engaged Scholarship



***Our belief*** Practitioners have  
experience-based knowledge and  
context-based problems

Researchers must engage with these  
to be relevant, help link evidence to  
practice and help interpret  
unique contexts





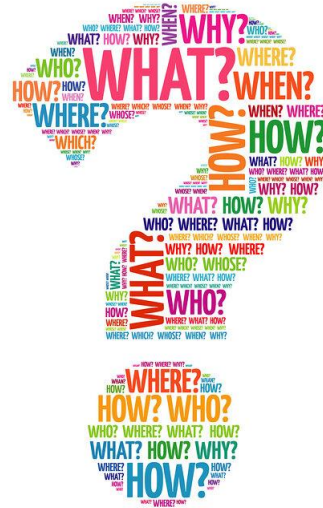
# Engaged Scholarship: *Stepping Out*

Engaged scholarship is at base a process by which we academics participate with other scholars, other stakeholders and other practitioners — all of whom have different points of view.

*Making sense together.*



I HAVE NO SPECIAL  
TALENTS. I AM ONLY  
**PASSIONATELY  
CURIOUS.**  
-ALBERT EINSTEIN



It is about humility in one's limitations and profound respect for other kinds of knowledge producers

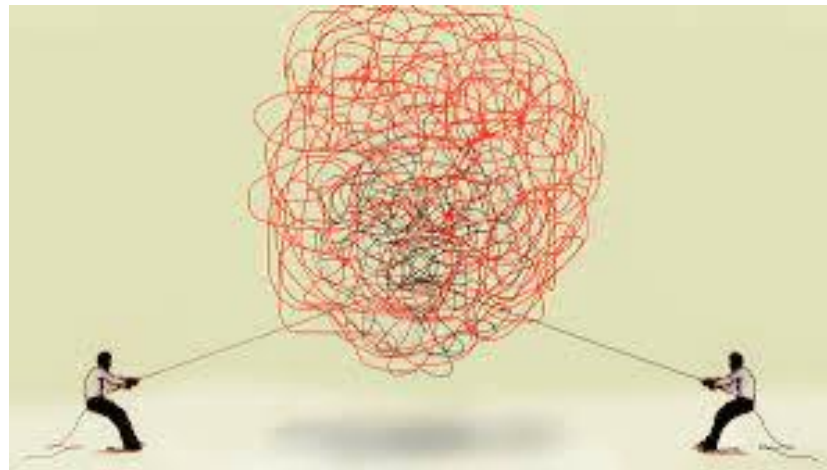
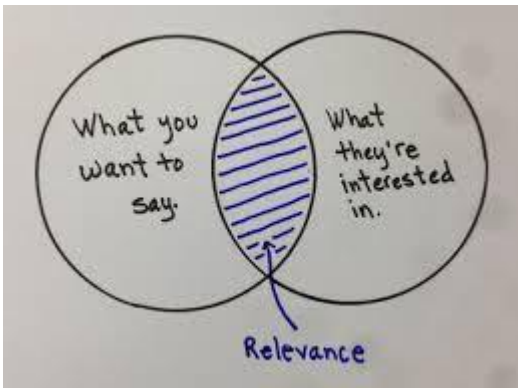
	To Describe/Explain	To Design/Intervene
<b>Detached outside</b>	Basic science with stakeholders	Policy Design science Evaluation Research for professional practice
<b>Attached inside</b>	Co-produce knowledge with collaborators	Action research Intervention research for a client

Van de Ven, 2007  
Approaches to Engaged Scholarship

---

# *Why Become an Engaged Scholar?*

## *Learning Together for Impact*





# *Why Become an Engaged Scholar?*

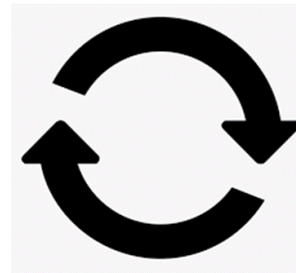
## Impact





# Pathways to Impact (or Impact Journeys?)

	To Describe/Explain	To Design/Intervene
<b>Detached outside</b>	Basic science with stakeholders	Policy Design science Evaluation Research for professional practice
<b>Attached inside</b>	Co-produce knowledge with collaborators	Action research Intervention research for a client



# Engaged-Activist Scholarship?

## Accountable to the marginalised

Research committed to explaining marginalisation.

## Rigorous

Creating research from inside struggles but not necessarily taking a particular stakeholder's view.

## Committed to change

Working ambidextrously with power holders and activists in whatever way achieves change.

Rouse and Woolnough, *Engaged or Activist Scholarship?* *International Small Business Journal*



# The Good Employment **Learning Lab**

Greater  
Manchester  
**Learning Lab**  
.....

Engaged  
Scholarship  
**Learning Lab**  
.....

Adult  
Social Care  
**Learning Lab**  
.....

*Our Learning Lab Method*

# *Why Become an Engaged Scholar?*

## Funding



# Funding directly or via partnership in bids





# *Why Become an Engaged Scholar?*

## Publication

- ✓ Identifying important but under-explored issues or processes
- ✓ Building on practitioner insight *and* academic expertise
- ✓ Easing and scaling access to data and settings
- ✓ Exploring a problem in situ or researching change processes
  - ✓ Establishing a theory's relationship to context or boundary conditions
- ✓ Developing a novel contribution

# *Why Become an Engaged Scholar?*

## Teaching

Producing socially responsible students who are able to engage with the critical problems of our times.

“Despite the relatively low esteem associated with classroom contact, such spaces may prove at least as fertile ground for scholarly endeavour as a windowless conference room in some downtown Hilton”  
Campbell, 2012





*Where are you as an  
Engaged Scholar?*

# Engaged Scholarship is Challenging and Skilled!

Curiosity

Confidence (or bravery!)

Relationships

Legitimacy building

Knowledge arbitration

Creativity

Ethics

Persuasion

Competence

Tolerating uncertainty, risk, rejection

Resilience



# Challenging, Time Consuming, Enlightening, Useful.....

“Engagement begins with ‘Hi, hello, how are you? Nice to see you.’ It begins with such a relationship and blossoms into an opportunity to engage more deeply in a problem or object of study than we could by ourselves.”

Van de Ven at London Business School

- Articulating common values and interests
- Creating a shared language
- Constructing spaces and relationships for reflection

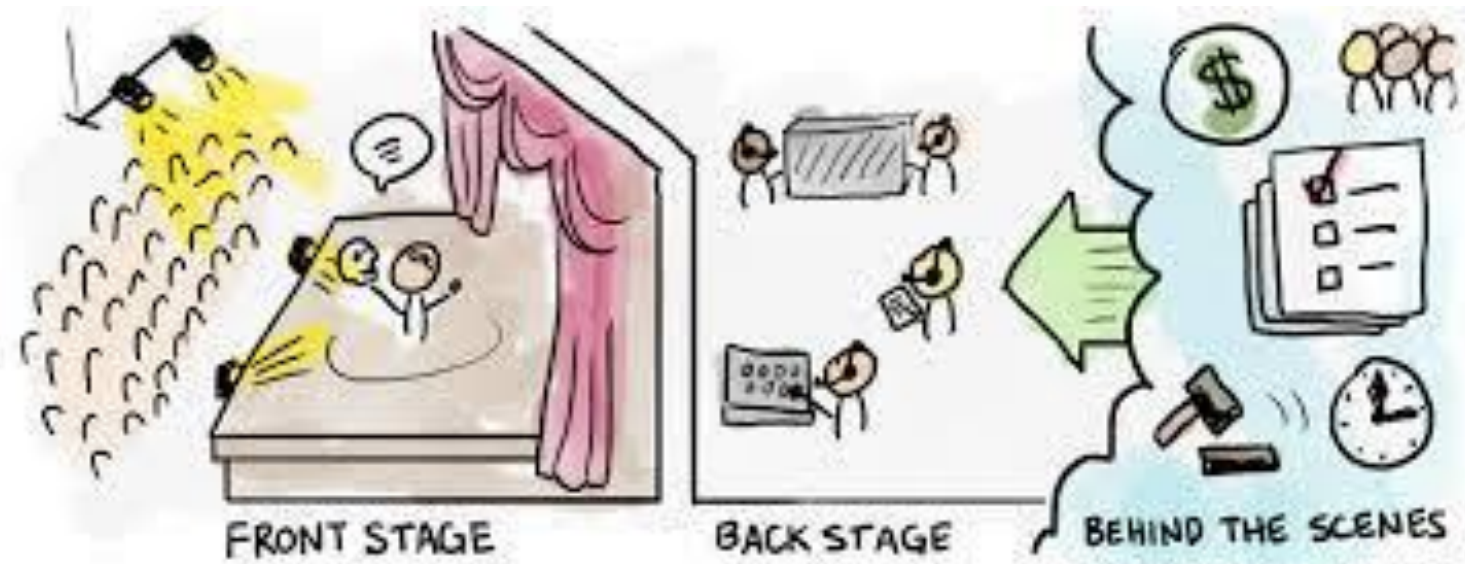




# *Everyone stepping out all the time?*

“Among faculty members, you should have some who are guided principally by the science and others guided principally by the practice. It’s an energising mix”

Van de Ven, presenting to the London Business School



# Community of Practice

*Welcome to the Engaged Scholarship  
Learning Lab Network!*

*(Invite others by asking them to email:  
EngagedScholarshipLearningLab@mmu.ac.uk)*

# Raising Skills in Engaged Scholarship *via*

- Engaged Scholarship Learning Lab *Workshops (online)*
  - **Schedule of events (see our website)-** <https://www.mmu.ac.uk/research/research-centres/dwp/projects/engaged-scholarship>
  - **Becoming an Engaged Scholar** – Thursday 10<sup>th</sup> Feb (09.30-12.30)
  - **Becoming an Engaged Scholar** – Wednesday 2<sup>nd</sup> March (09.30 – 12.30)
  - **Becoming an Engaged Scholar** – Wednesday 30<sup>th</sup> March (09.30 – 12.30)
- *Practising Engaged Scholarship Learning Lab Webinar series*
  - **Engaged-Activist Scholarship: Who is Your Research For? - 28<sup>th</sup> February 13.00-14.00 - Prof Helen Pankhurst - Sign up via Eventbrite.**
  - [Engaged-Activist Scholarship - Who is Your Research For? Tickets, Mon 28 Feb 2022 at 13:00 | Eventbrite](#)
- Engaged Scholarship Learning Lab *Festival* – *Man Met Uni, 20<sup>th</sup> and 21<sup>st</sup> July 2022.*
- Engaged Scholarship Learning Lab *Resource Bank*  
<https://tinyurl.com/EngagedScholarshipResourceBank>

# Shout Out! Contact us to tell us about:

- *Your Engaged Scholarship journey so far*
- *Your Engaged Scholarship heroes*
- *Great Engaged Scholarship projects*

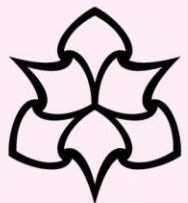
Engaged  
Scholarship  
**Learning Lab**

The Good Employment  
**Learning Lab**

.....

Email:

[EngagedScholarshipLearningLab@mmu.ac.uk](mailto:EngagedScholarshipLearningLab@mmu.ac.uk)



Manchester  
Metropolitan  
University



UK Research  
and Innovation