



# EXCELLENCE

AND KINDNESS IN RESEARCH TRAINING

ELIS



PhD Supervisor Talk, March 14th, 2024  
Graduate School of Health and Medical Sciences,  
University of Copenhagen

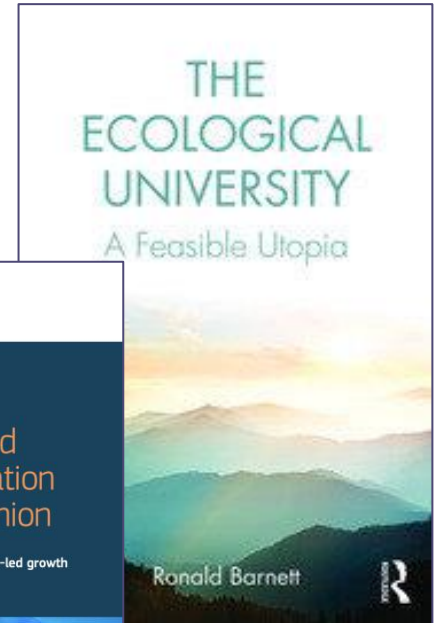
## Professors:

Julie Midtgaard, University of Copenhagen  
Michael Skovdal Rathleff, Aalborg University  
Thomas Bandholm, University of Copenhagen



[www.hvidovrehospital.dk/ELIS](http://www.hvidovrehospital.dk/ELIS)

# A time of change for universities – what is our purpose and mission?



# A time of culture change and transparency

University Post University of Copenhagen Independent of management

25 February, 2022 — 08:00

WORKING ENVIRONMENT

## #PLEASEDONT STEALMYWORK: NEW CAMPAIGN TO STOP THE THEFT OF RESEARCH



PhD-student Maria Toft



AALBORG UNIVERSITET

Let's talk about the trauma of academia, baby.

By Maria Toft

In the spring of 2022, the campaign #pleasedontstealmywork washed over Danish universities and in a week the campaign collected 120 testimonies of research theft and abuse of hierarchical power within Danish academia.

The testimonies were predominantly from junior scientists reporting about the misconduct and abuse of power by more senior research colleagues.

Power abuse and taking credit for others work

# Looking back and forecasting into the future

nature

CAREER FEATURE | 31 May 2022

## Has the 'great resignation' hit academia?

**A wave of departures, many of them by mid-career scientists, calls attention to widespread discontent in universities.**

By [Virginia Gewin](#)



Find a new job

*Nature's* [2021 salary and satisfaction survey](#)

- The survey drew responses from more than 1,200 researchers who identified as mid-career
- 37% of mid-career researchers were dissatisfied with their current position, a degree of dissatisfaction that set them apart from both early- (32%) and late-career (32%) researchers.
- Uncertainty about the future looms larger: nearly one-quarter (24%) said they were extremely dissatisfied with their opportunities for career advancement (compared to 17% and 19% of early-career late-career researchers)
- Forty-one per cent of mid-career researchers — compared with 32% of early-career scientists — reported that organizational politics or bureaucracy frequently or always frustrated their efforts to do a good job

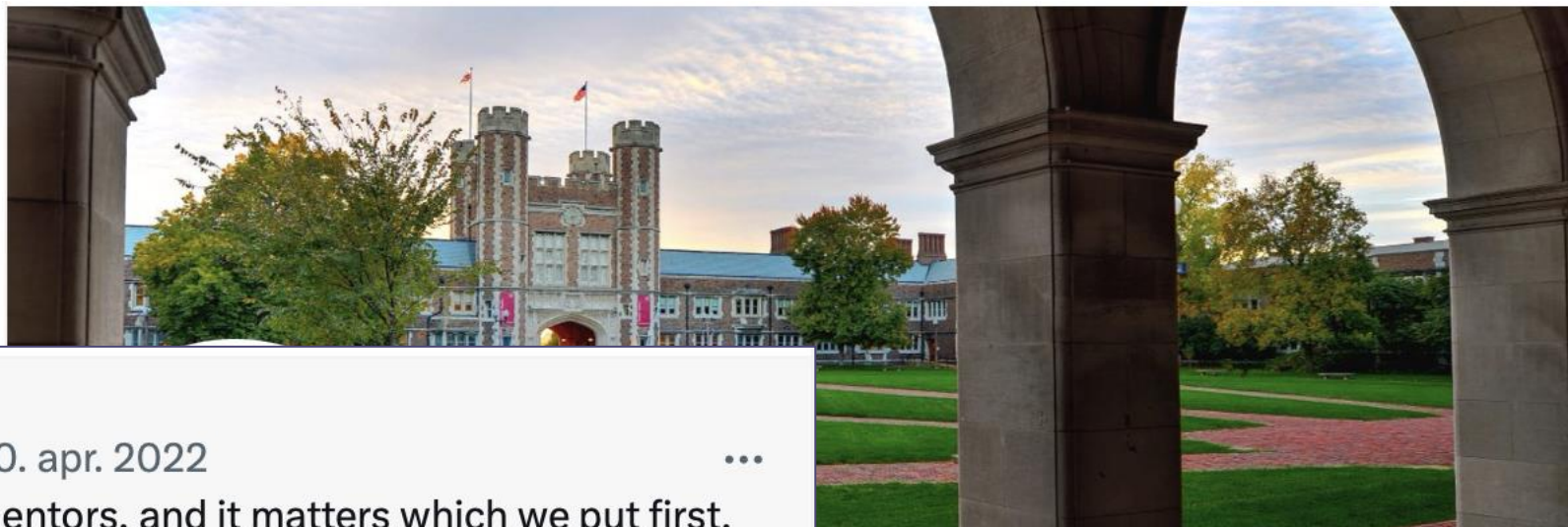




# The conversation has/is started – not only in Denmark



## Jen Heemstra - #mentorfirst



Fastgjort



**Jen Heemstra** @jenheemstra · 20. apr. 2022

We are researchers and we are mentors, and it matters which we put first. Join us in pledging to be a [#MentorFirst](#) and encourage others to do the same. Together, we can improve mentoring in academia to benefit the next generation of researchers!



[mentorfirst.org](http://mentorfirst.org)  
[#MentorFirst](#)

35

233

925



ud member of [@HeemstraLab](#). I'm a  
mine.

[b.com](#) Født 25. januar

14,1 t Følger 101,1 t Følgere

Link to video:

<https://wustl.zoom.us/rec/share/NaVf47qExZ81xTV5JtP6RI3ikudomchRWKMTvPETJV4Wj0KbHvLiY51Mnulzoof8.quUCxnexW5dQnh4O?startTime=1709932283000>





**What should academia be now, (and in the future), to fulfil our purpose and potential?**

**Hypothesis: creating *change* requires more than Excellence** (if we value well-being, sustainability and compassion)

**Hypothesis: creating *change* requires more than Kindness** (if we believe that research needs to be of the highest quality to make a difference)





# Importance of academia for society – the threat of resignation - but an overlooked importance of culture and leadership?



Teaching and Teacher Education

Volume 123, March 2023, 103992



Research paper

The great resignation in higher education:  
An occupational health approach to  
understanding intentions-to-quit for faculty  
in higher education

[Evan Schmiedehaus](#)<sup>a</sup>, [Millie Cordaro](#)<sup>b</sup>, [Jessica Perrotte](#)<sup>b</sup>, [Mark Stern](#)<sup>b</sup>, [Stephanie Dailey](#)<sup>c</sup>,  
[Krista Howard](#)<sup>b</sup>  

“The key factors associated with intent-to-quit were: low *perceived* organizational support, high *exhaustion*, and *low compassion* satisfaction.”

“To improve retention, it is recommended that higher education institutions commit to increase support to faculty and to improve overall working conditions, in order to avert the **predicted impending Great Resignation within academia.**”



# **Excellence and Kindness in Research Training (ELIS)**

## **Our mission**

Our mission is to provide training for the next generation of researchers and research leaders so that they can build and develop research groups that value and promote excellence and kindness in the pursuit of impact.





# What is ELIS? A collaborative training network initiative

- Not a competition to existing Ph.D. programs but an inclusive training network.
- We facilitate high-quality research training and knowledge sharing that is rigorous, comprehensive, and up-to-date, while also being supportive, respectful, and compassionate.
- We organize educational activities in research training that range from clinical research methodology to emotional aspects of research leadership and new developments within scientific conduct.
- Create a conversation about what academia should be.
- As an example “Love Thy Conflict” in May





# Is it set in stone? A network that is intended to develop based on what we learn and experience

- Driven by experiences, research, a love for academia and the feeling of a **shared responsibility** to create conversations
- Driven by **a vision** of creating a culture that encompasses Excellence and Kindness (while understanding neither of us are perfect but strive to constantly learn and improve)
- Today: #ELIS4me and exploring an international perspective on academia, and mentorship and start a conversation



# #ELIS4me

*Not "what's in it for me"*



## EXCELLENCE

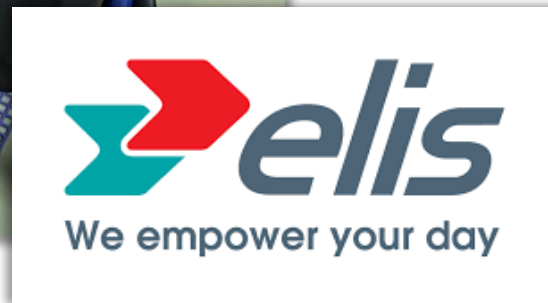
AND KINDNESS IN RESEARCH TRAINING

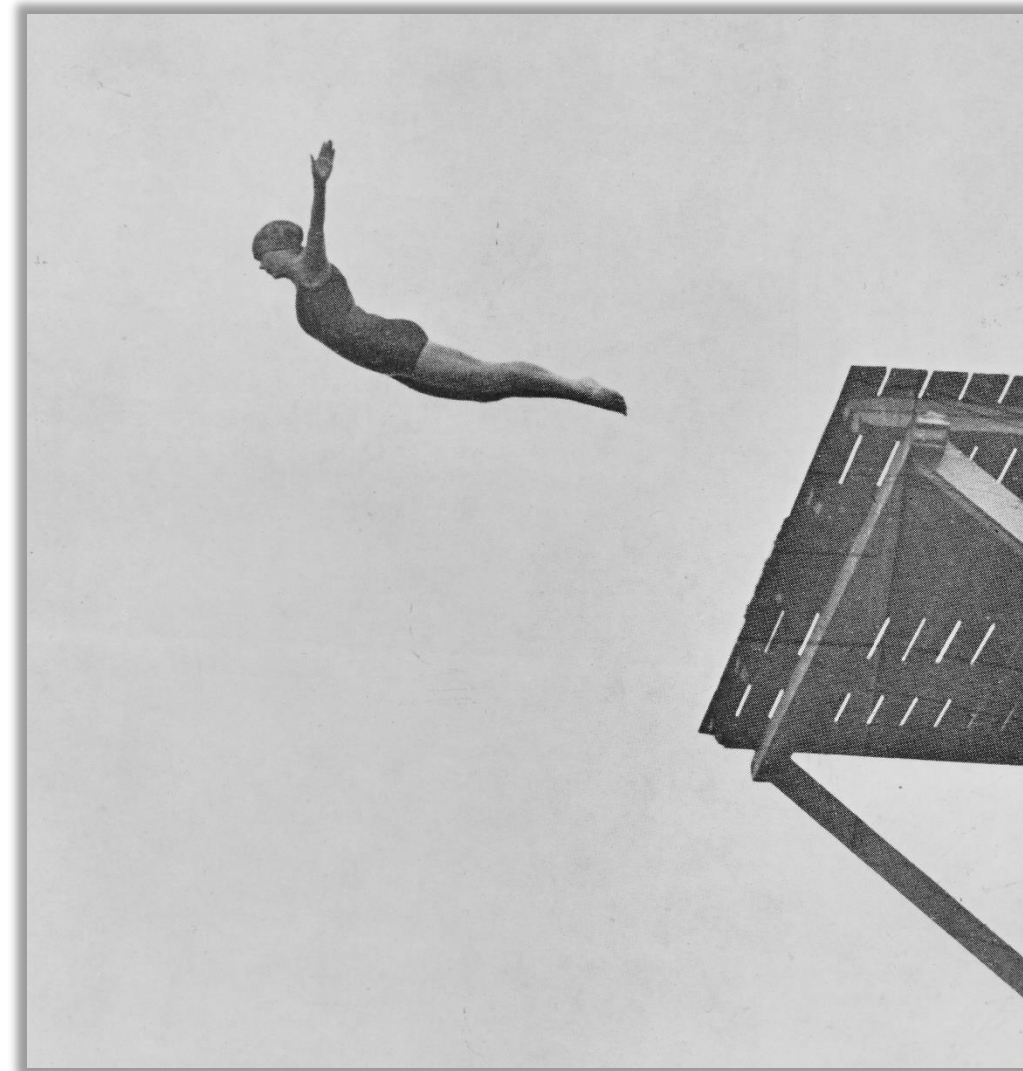
**ELIS**

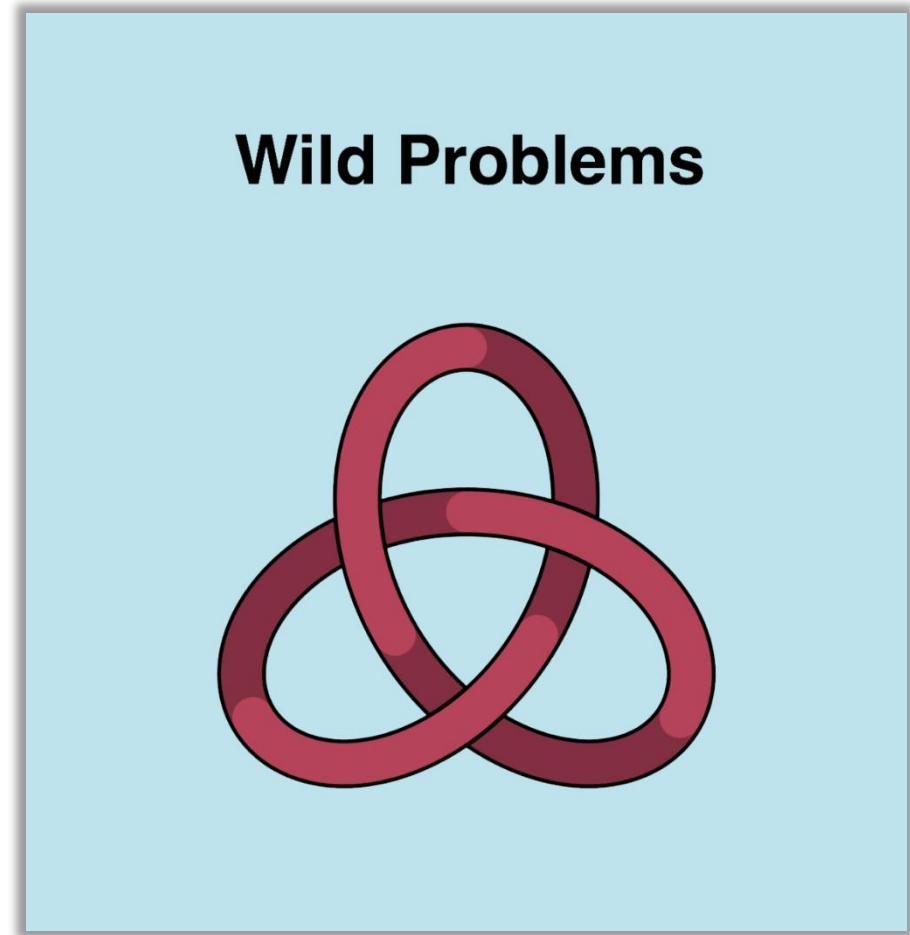




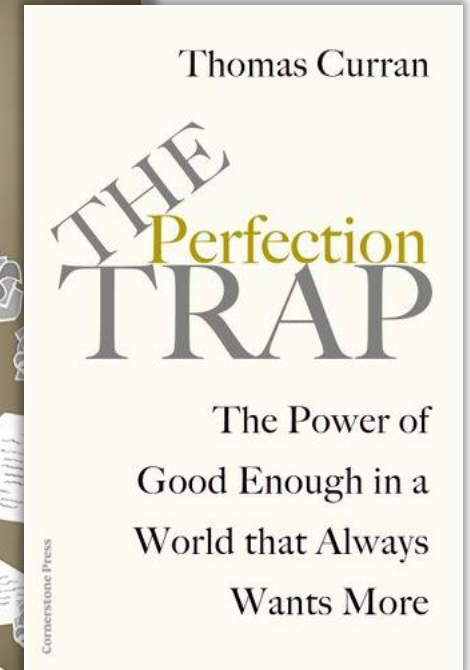
# #ELIS4me



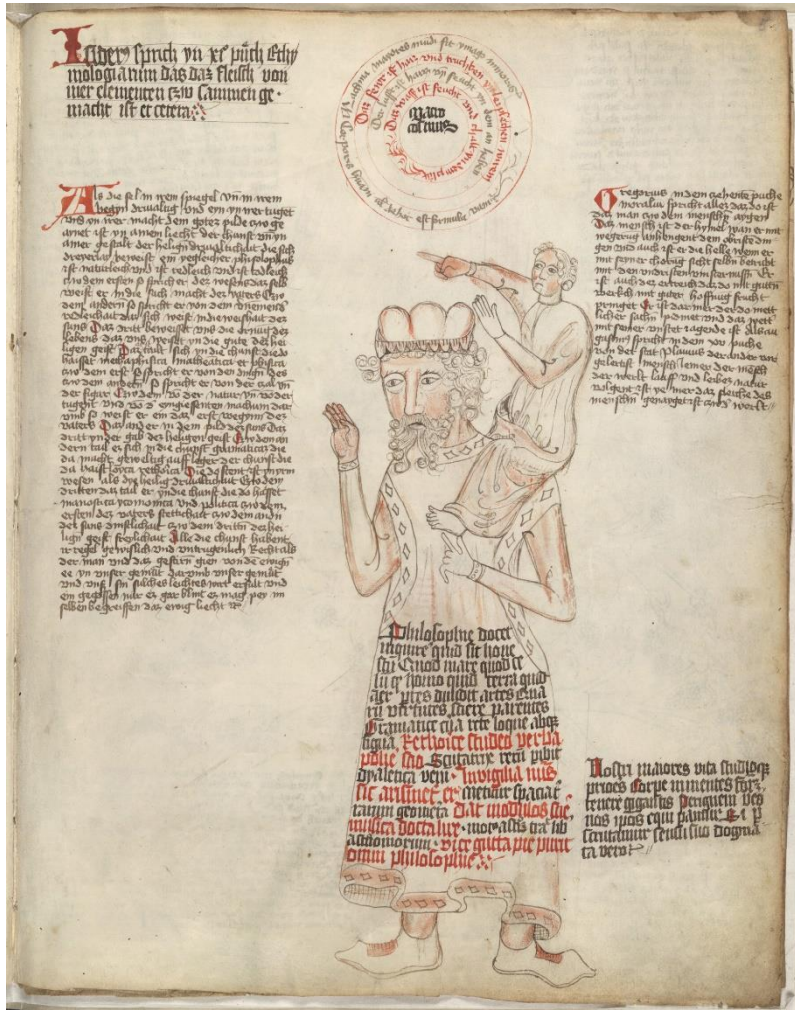












The  
**No Club**  
Putting a Stop  
to Women's  
Dead-End  
Work

LINDA BABCOCK, BRENDA PEYSER,  
LISE VESTERLUND, and LAURIE WEINGART



# #ELIS4me

- # ensure that everyone feels safe to take risks and disagree
- # admit to and show own weaknesses and doubts
- # exercise self-compassion and promote mutual care in the team
- # never let own ego stand in the way of students' success
- # be aware of cultural norms that may inhibit equal opportunities

# #ELIS4me

Thomas Bandholm, Professor, PhD



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Department of Orthopedic Surgery,  
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[www.hvidovrehospital.dk/pmrc](http://www.hvidovrehospital.dk/pmrc)



**PMR-C @PhysMed\_CPH**  
Excellence | Integrity | Transparency | Diversity | Kindness

# Disclosure

- This talk comes with bias.
- It will reflect my personal views
- You don't have to share my views - let's discuss

## Catalogue of Bias



## Confirmation bias

The search for and use of information to support an individual's ideas, beliefs or hypotheses.

<https://catalogofbias.org>

## Outline



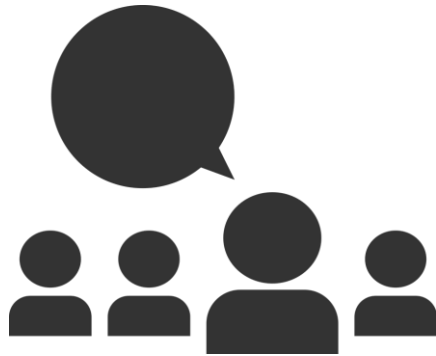
# #ELIS4me

1. How it started for me (I think)
2. Doing right by people
3. Omega over alfa community
4. How I use ELIS currently

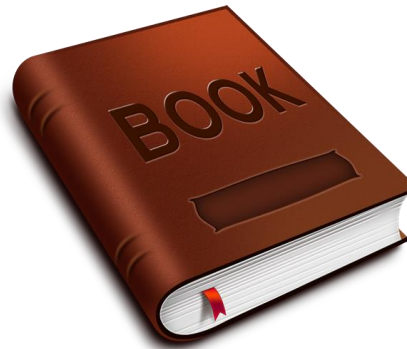


# #ELIS4me is based on a combination of resources

## 1. Personal opinion



## 2. Inspirational books



## 3. Scientific data



How it started for me (I think)



Physical Medicine & Rehabilitation Research –  
Copenhagen (PMR-C)

2021-2022 revision

## Mission

### Fantastic research and excellent education

Our mission is to improve rehabilitation healthcare by producing fantastic research and educating excellent researchers who know right from wrong.

We focus on the use of physical medicine to enhance recovery in patients, or to prevent injury or disease. Our approach is clinical, but we also conduct basic research to investigate mechanisms and research to develop new outcome measures.

### Collaboration over competition

The PMR-C core is the Department of Physical and Occupational Therapy's activities within research, development work research, implementation, education, and clinical work improvements.

We actively seek to create synergy between PMR-C and the other research groups of the three departments.

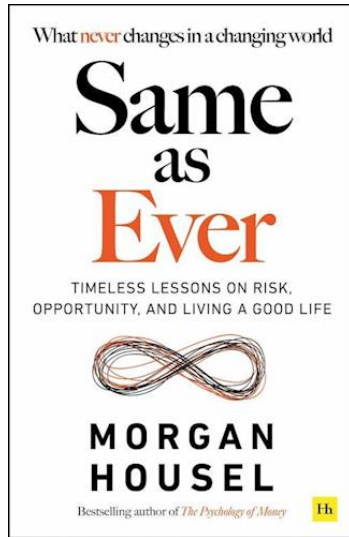
We believe strongly in collaboration over competition.

### Excellence without kindness has little value

Academia can be competitive. We believe that excellence must not come at the expense of kindness, and that excellence without kindness has little value. We recruit talent and seek collaboration based on this belief. Our value keywords are; **excellence, integrity, transparency, diversity and kindness.**

Doing right by people

# Keep it simple (I like simple things)



“Finance: Spend less than you make, save and invest the rest”

“Health: Eat healthy, exercise, sleep 8 hours/day, have love in your life”



“Do right by people and they will do right by you”

Omega over alfa community





Does success at work lead to happiness or the other way around?

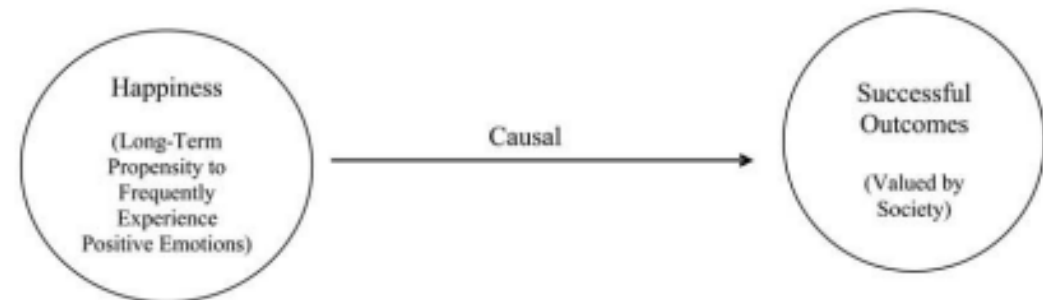
### SONJA (SOFYA) LYUBOMIRSKY



Distinguished Professor, University of California, Riverside

Ph.D. Stanford University, 1994

#### CONCEPTUAL MODEL



The scientific study of happiness

Psychological Bulletin  
2005, Vol. 131, No. 6, 803–855

# The Benefits of Frequent Positive Affect: Does Happiness Lead to Success?

Sonja Lyubomirsky  
University of California, Riverside

Laura King  
University of Missouri—Columbia

Ed Diener  
University of Illinois at Urbana–Champaign and The Gallup Organization

“...happiness precedes important outcomes and indicators of thriving, including fulfilling and productive work.”

Psychological Bulletin  
2005, Vol. 131, No. 6, 803–855

# Omega community over Alfa community

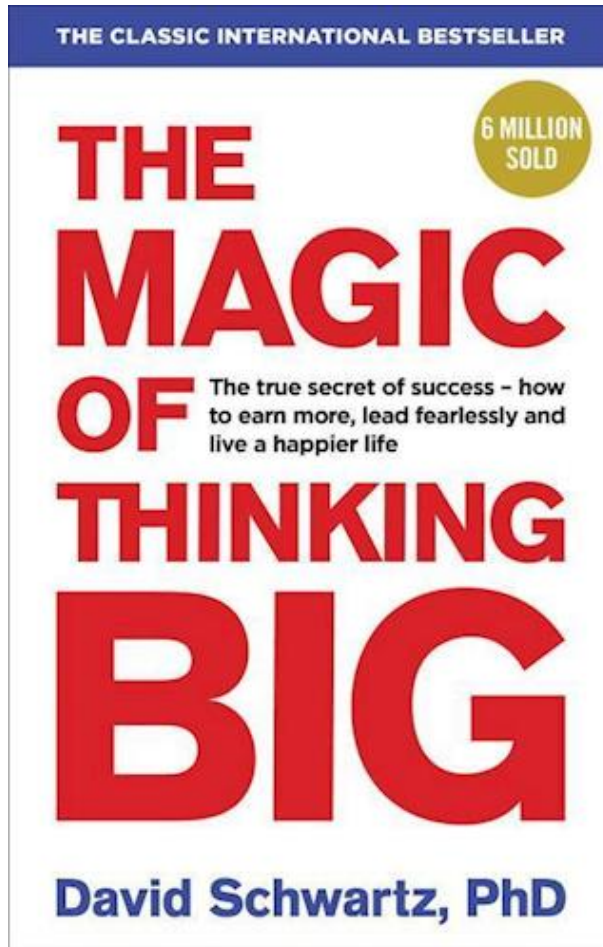
»Jeg vågner op næsten hver morgen med bankende hjerte og tænker; Gud, hvor er det spændende, det her«

**Karriere** Efter mange års forskning i hestens kardiologi har professor og dyrlæge Rikke Buhl sat sig i en ny stol. Som den første veterinær nogensinde skal hun lede KU SUNDs ph.d.-skole. På sin egen vej gennem forskningen slog hun overraskende smut mellem hestene og mennesket, og i forskernetværket lærte hun, at »The lonely rider« sjældent når samme højder som ryttere i flok.

Dansk  
Veterinær-  
tidsskrift



# How to foster a great Omega community?



“Success depends on the **support** from other people”  
(Most - if not all - science work products are team-based)

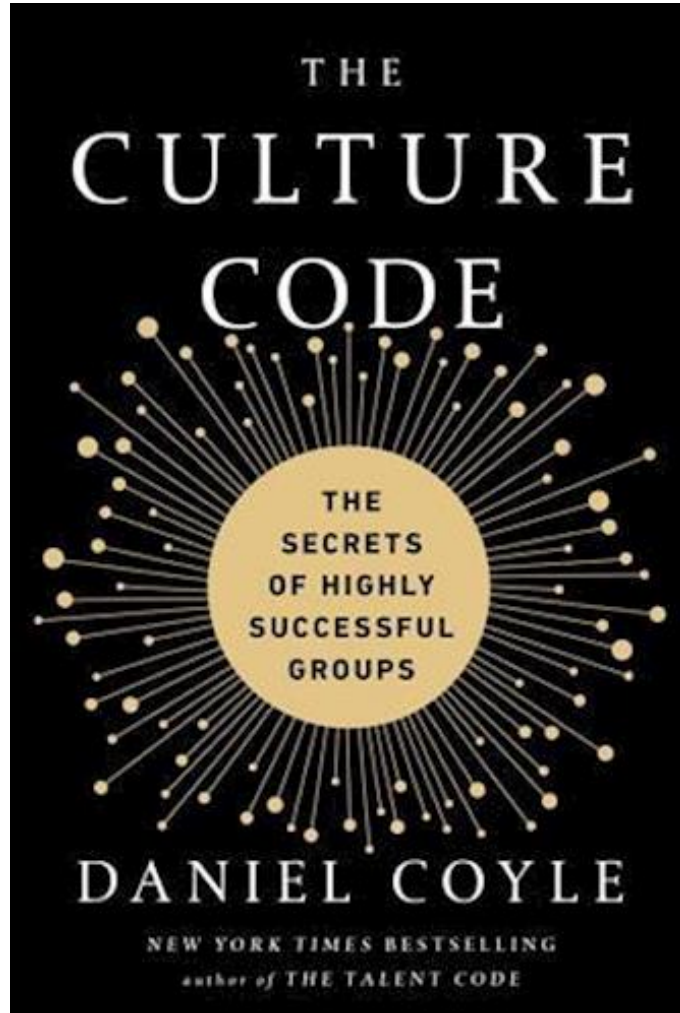
“Find people who breath **encouragement** into your plans and ideals”  
You know these people well: Great idea! Let’s do this! How can I help?)

“**Add value** to people”  
(As you move higher in the world of scientific success, more and more of your job becomes people development)

“Big thinkers see themselves as members of a **team effort**”  
(You want your team to consist of big thinkers)



# What characterizes highly successful groups?



**Building Safety:** Fostering a secure and trusting environment where members feel comfortable expressing ideas and admitting mistakes.

**Sharing Vulnerability:** Encouraging members to openly share weaknesses, fostering mutual trust and collaborative problem-solving.

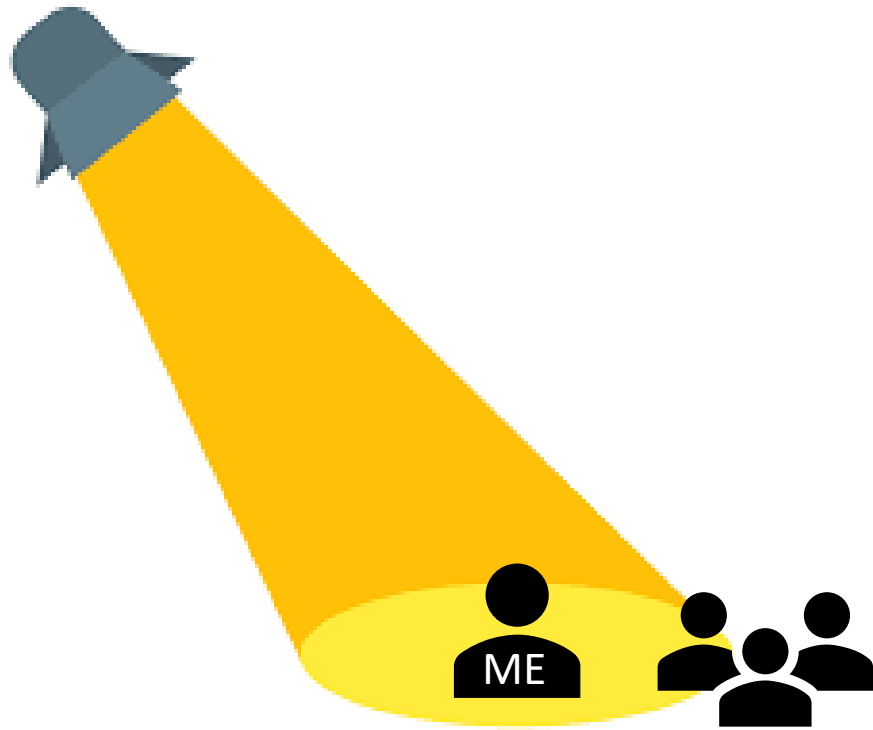
**Establishing Purpose:** Clearly defining the group's mission and goals, often reinforced through simple, consistent messaging.

**Effective Communication:** Prioritizing active listening, empathy, and clarity in communication to enhance understanding and collaboration.

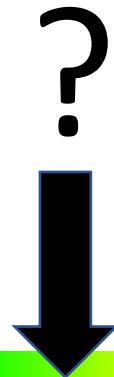
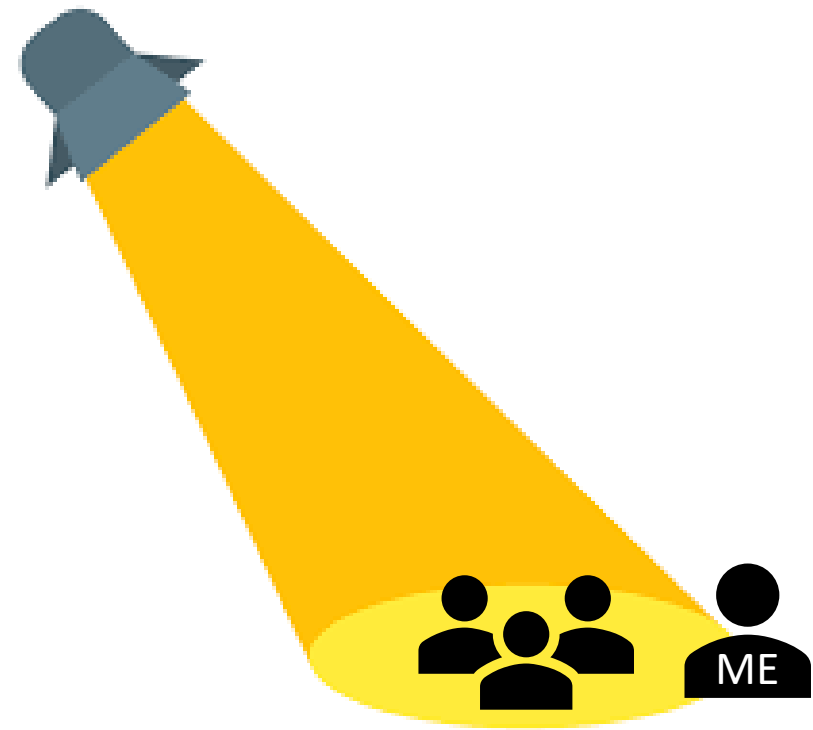
**Strong Leadership:** Leaders act more as facilitators than commanders, promoting team autonomy and mirroring desired behaviors and values.

# How do you see yourself and the team? An interesting exercise

**A:** Leader (me/alfa)-centric



**B:** Team (us/omega)-centric



100% alfa

100% omega



How I use ELIS currently

# Promotion of an ELIS culture: PhD program #MUSKOS

← **PhD Program #MUSKOS** 🔒

42 posts



**PhD Program #MUSKOS** 🔒

@MUSKOS\_PhD

Graduate PhD Program Basic and Clinical Research in Musculoskeletal Sciences (#MUSKOS) @UCPH\_health | Excellence and Kindness in Research Training 🇩🇰

📍 Copenhagen 🌐 [phd-musculoskeletal.ku.dk](http://phd-musculoskeletal.ku.dk) 📅 Joined December 2023

Edit profile

🔄 You reposted

**Thomas Bandholm** @TBandholm · Dec 19, 2023

Replying to @TBandholm

@MUSKOS\_PhD will be committed to Excellence and Kindness in Research Training (ELIS): [shorturl.at/avP13](https://shorturl.at/avP13)



**EXCELLENCE**  
AND KINDNESS IN RESEARCH TRAINING

**ELIS**

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# Promotion of an ELIS culture: when I chair events ("house rules")



## EXCELLENCE

AND KINDNESS IN RESEARCH TRAINING

ELIS

[www.hvidovrehospital.dk/ELIS](http://www.hvidovrehospital.dk/ELIS)

- This event is committed to ELIS
- It should be safe to present and ask questions
- Ok to ask hard questions – but do it respectfully



# Promotion of an ELIS culture: onboarding

## General onboarding templates to get started

Onboarding should be tailored to each new hire, but there are some universal elements. For the most part, every onboarding program should:

- Kick-off with an exciting [preboarding process](#) to get new hires excited about their first day
- Introduce new hires to key coworkers and stakeholders
- Familiarize new hires with your company's culture, tools, and processes
- Provide necessary training for the new hire to do their job



<https://360learning.com/blog/onboarding-templates-and-checklists/>

# Thank you



thomas.quaade.bandholm@regionh.dk



@TBandholm



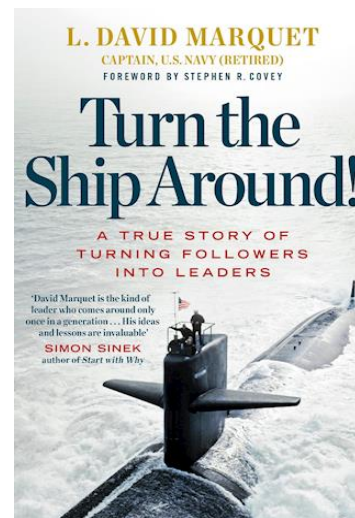
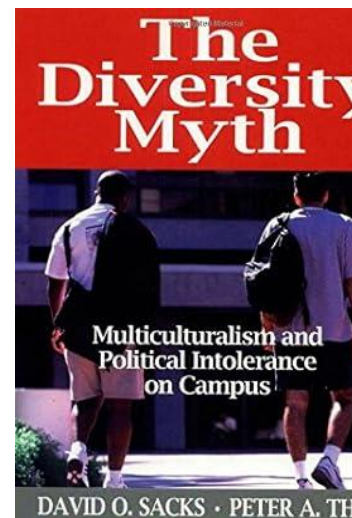
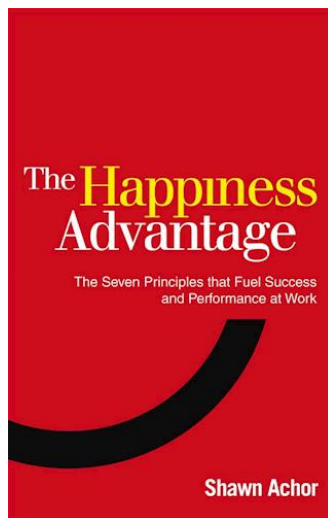
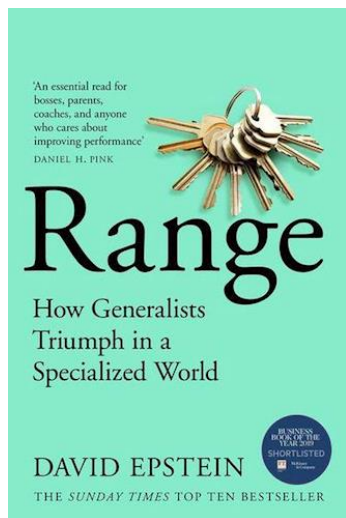
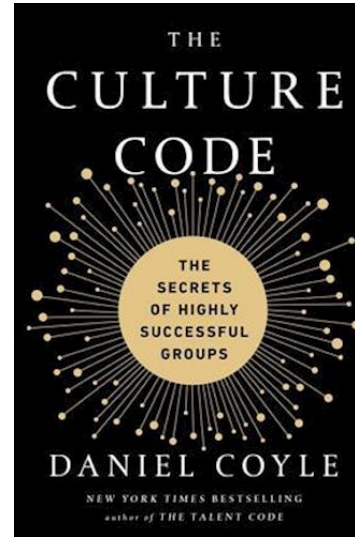
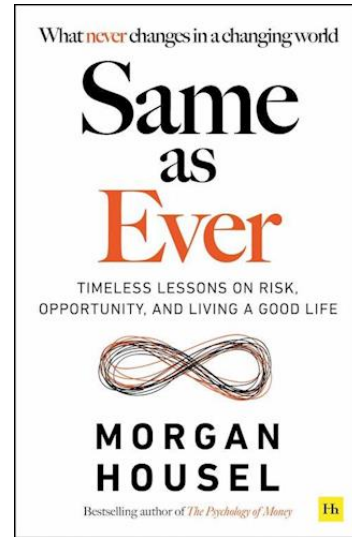
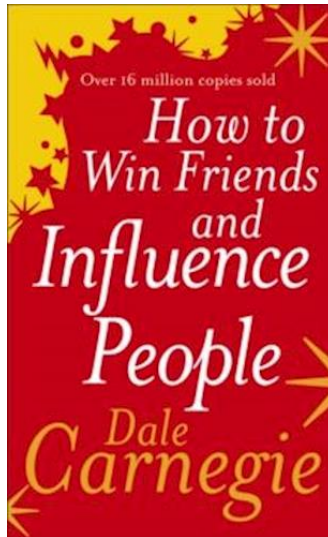
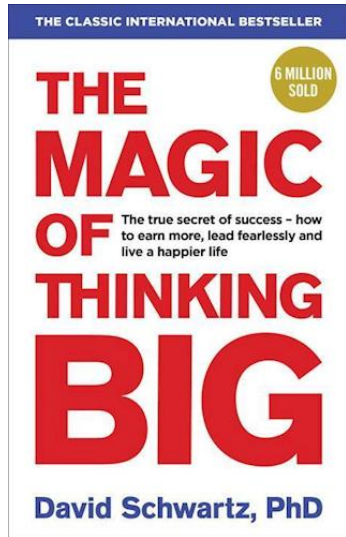
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**PMR-C @PhysMed\_CPH**  
Excellence | Integrity | Transparency | Diversity | Kindness



# References and suggested reading





# ELIS4me

- I am not perfect, neither excellent, but I seek to improve and learn from all I experience in life
  - What is good supervision?
  - What is a good research culture?
  - What makes me happy (in research)?
  - How are my daily environment different compared to what i experienced abroad?
  - What is the recipe for a "good life" in academia?
  - Do we spend enough time discussion all the layers of the onion?
  - What is most important for us, you, the university, society or me?





# ELIS4me

- I am humble about leading a research group. In which part of my career did I learn about leadership? Strategic development? Implementation of strategy or what it takes to become an excellent research leader?
  - Am I a good professor and head of a group just because I am successful in getting funding and publishing papers?
- I want to support the next generation of researchers and research leaders to have forums where these things are discussed in the context of what excellent mentorship and culture creation is





# #ELIS4me: what do you want to spend your life (in academia) on?

- **My mission as an academic and a leader:** To create platform(s) for people to develop on, and create more collaborative impact, than what each individual person would have been able to do on their own
- ELIS is part of this





# Whats next?

- 8th of April – Opening seminar in Aalborg
- Open for all – please help share the word



# Whats next?

- 7th of May – **”Love Thy Conflict”**
- Henriette Rosendal (priest and conflict mediator for the police (one of two people in Denmark))
- What is the anatomy of the conflict and how can we learn to love and grow from it?
- Constructive conflicts is the road towards growth and exploration – but only if we dare to let it be...



 **Kamilla Bittmann** · 2nd  
Administrerende Direktør i Erhverv...  
1d · 🌐

Hvad er en konflikt?

I dag havde Erhverv Norddanmark arrangement his Spar Nord. ... [...see more](#)



  You and 34 others

7 comments · 1 repost



# Can we join ELIS?

Everyone can join ELIS. We just ask that you reflect on what ELIS is for you and how you want to live it. We call this #ELIS4me when you write as an individual, or #ELIS4us when you write as a group, institution, or some other unit. We kindly ask that you write it down and send it to us in case you or your group/institution/unit want to be named at the ELIS website as endorser of ELIS. Over time, we will have an inspirational catalogue on the ELIS website of different peoples' thoughts about ELIS and how they want to live it.



[www.hvidovrehospital.dk/ELIS](http://www.hvidovrehospital.dk/ELIS)