

NIBIO - Norwegian Institute for BIOeconomy Research



700 staff and 5 research divisions

Food production and society

Forestry and forest resources

Environment and natural resources

Biotechnology and plant health

Surveys and statistics

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IMPACTS: Research organisation has to respond to the society challenges:

In short- and long term perspectives

At many different scales

- Challenges are complex: **YES**
- Complex research agenda: **YES**
- Trans- and multi-disciplinarity: **YES**

But – *cannot replace «basic disciplinarity» – just add to it*

In an era of growing populisms and alternativisms;

- Firm standing and understanding of the basics of *agronomy, growing plants, managing soils, animal husbandry*

WHAT THE HEALTH



Content and adaptation to complex research agenda

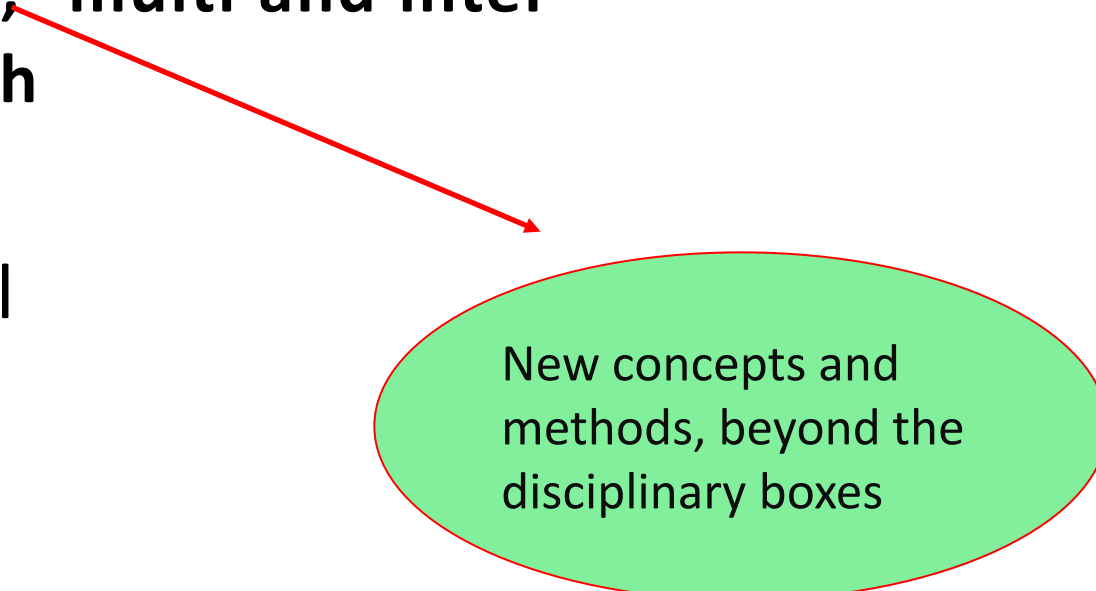
Agriculture different from other sectors/industries

Grand global challenges – integrated approaches

A particular challenge

Staff skills for trans, -multi and inter disciplinary research

- Institutional level
- Personal level



New concepts and methods, beyond the disciplinary boxes

Understanding Contexts – Creating Concepts

System, processes and interactions at different scales

To see how the small «detail» is part in a larger picture,
... and the big puzzle of details of the large picture



CRUSHING STONE OR BUILDING CATHEDRALS

SOME POINTS TO CONSIDER, *in particular with regard to trans- and interdisciplinarity*

Looking for the individuals and talents with adequate potentials

- Not just pure academic competence
- Personalities, type of people and mode of behaviour and working
- Investing in talents

Creating environment and institutional framework

- that allows «outside-the-box-people» to develop
- Exposure to «other» ideas, approaches and methods
- avoid growing bureaucracy squeezing creativity, initiatives and enthusiasts

Understanding individuals, group dynamics and team construction

SOME POINTS TO CONSIDER, *in particular with regard to trans- and interdisciplinarity*

Modify the way of managing research organisations;

- More «facilitating» and «indirect management»
- Incentives and dis-incentives
- Understand how the «system and structures» affect innovative thinking

Providing opportunities and building culture

- Ability to translate society demands into relevant scientific approaches
- Bringing people, cultures and traditions together
- Establishing platforms

Project structures and mechanisms that allow higher risks (of failure)

Avoid multi- and interdisciplinarity getting lost in coordination, administration and theoretical discussions outside practical realities