

Chris Pahlow, Impact Consultant, Research Adjacent Episode 73

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[00:00:40] **Sarah McLusky:** Hello there. I'm Sarah McLusky and this is Research Adjacent.

[00:00:46] **Sarah McLusky:** Each episode I talk to amazing research adjacent professionals about what they do and why it makes a difference. Keep listening to find out why we think the research adjacent space is where the real magic happens.

[00:01:01] **Sarah McLusky:** Hello and welcome to another episode of Research Adjacent. Chris Pahlow, my guest today, is joining us all the way from Australia. I first heard of and heard Chris through his excellent podcast Amplifying Research, and if you haven't listened to it yet, make sure you go and check it -out after you finish listening to this episode of course.

[00:01:21] **Sarah McLusky:** Chris runs a consultancy business, also called Amplifying Research, where he helps researchers think through research impact, and importantly the relationships that underpin that impact. Chris didn't have the most conventional path into this work. He started out as an indie filmmaker and took on some teaching work to help pay the bills. This turned out to be a baptism of fire, but also the path that led him into research communications, and impact. Chris and I talk about why relationships are at the heart of the work he does, how being independent can help him be honest, even when it's not what people want to hear and the often invisible work of research professional staff. Listen on to hear Chris's story.

[00:02:00] **Sarah McLusky:** Welcome along to the Research Adjacent podcast. Chris, it is fantastic to have you here all the way from Australia. Tell us a bit about who you are and what you do.

[00:02:10] **Chris Pahlow:** Sarah, thank you very much for having me on the show. Big fan of what you're doing and the mission, of championing research adjacent folks is something I'm a big believer in and I'm looking forward to chatting about it.

[00:02:23] **Chris Pahlow:** What do I do? I run a consulting company here in Melbourne, Australia called Amplifying Research. I work with academic teams, primarily focused on research centers and folks like that. And I think if I had to think of two words to sum up what my focus is, it's impact and relationships. I don't think the language the sector uses is always that helpful. Terms like comms and engagement, and dissemination and science communication get thrown around a lot.

[00:02:56] **Chris Pahlow:** And so sometimes I get put into those buckets. But the way I think about it if someone says, Hey Chris, we wanna do a podcast series to disseminate our research, or we wanna hold an event, or we need to update our branding or update our website, inevitably when we are thinking about external audiences that researchers need to work with, whether that's practitioners, whether that's industry, whether that's the dreaded general public in quotation marks. Ultimately, when we start talking about things we end up talking about the team within the research center or within the department or whatever it is. And it's all about relationships. I'm thinking about something Sarah Morton said, Sarah Morton, from Matter Of Focus, basically saying that relationships are at the heart of impact. You can't really do a whole lot just working away on your own in the lab or at your desk. We need connections.

[00:03:57] **Chris Pahlow:** And so what I do, when I'm working with researchers and academic teams, I help them think about. What do they want to do? What impact do they want to contribute to, and what are the different relationships they need to build and strengthen over time to make that impact possible?

[00:04:14] **Sarah McLusky:** I think that sounds very much aligned with my take on things as well. And I agree that the language that we use around it is not always helpful. Where I find myself talking about, oh, I do things like communications, but it's but that isn't really what I do. Yeah. Yeah. It is. As you say, much more about people.

[00:04:30] **Sarah McLusky:** So tell us a bit about, so you're based in Australia and I think impact, as we said, thinking a little bit about the language, impact is a really big deal here in the UK. I'd love to hear about whether that understanding of impact in Australia is the same or whether it's slightly different and what are the priorities there around impact.

[00:04:51] **Chris Pahlow:** I think we're probably still a little bit behind where things are at in the UK, but impact is becoming increasingly important. If we think about things like grant applications, the government funding bodies, the big funding bodies, they do want to see some sort of evidence of impact if they're gonna be awarding taxpayers, money to research projects, they want to see it.

[00:05:13] **Chris Pahlow:** I think. I'd like to think it's becoming more and more something that's on the radar of academics. Certainly the people that I work with regularly and the people that inspire me and even inspired me to completely change my career are the ones who are focused on impact. And yeah, I feel super grateful to be working with people like that every day.

[00:05:33] **Sarah McLusky:** Oh, that's brilliant. And I think what I particularly love about, I know the concept of impact. It isn't, sometimes it's a little bit of a tricky thing for people to get their head around. Sometimes it's a bit of a love hate thing. I know here in the UK it's all become very incentivized, which has become a little bit difficult.

[00:05:50] **Sarah McLusky:** But the general concept of it that it's, it is about not just let's randomly put stuff out into the world, but thinking through really carefully who you want to reach and why you want to reach them. So tell us a bit about your process your kind of thinking of when you're working with somebody.

[00:06:09] **Chris Pahlow:** That's a great question and you've caught me at a very interesting time. If I can share a little bit about, I guess me and my motivation, something I've been saying a lot recently is. I just get really cranky sometimes and I've ended up doing the work that I do and indeed focusing on trying to develop new ways of working and thinking about impact and thinking about the relationships academics need to have.

[00:06:36] **Chris Pahlow:** It's just because I get too cranky and too frustrated with the way things have been done. And I can give you some specific examples at varying levels of infuriatingness, that's not even a word, but various levels that can make my blood boil or, make your eyes roll.

[00:06:52] **Chris Pahlow:** And for a long time. I was consulting specifically on academic videos and podcasts, 'cause we can, maybe we can talk about this later, but I have a long background in the film industry and so I ended up working with academics almost by accident. And so yeah, people would come and say, Hey, we finished our research project, or we're almost finished. And let's disseminate it and then you'd be like, okay, well it would've been nice if you came and talked to us at the start of the project that you're here now. That's good. That's a start. Let's talk about

[00:07:22] **Sarah McLusky:** That's such a recurring theme.

[00:07:24] **Chris Pahlow:** I know. I know. And the thing is, everyone's trying their best.

[00:07:27] **Chris Pahlow:** So there's a, I hope, a happy ending to this story. Certainly. I'm very optimistic, but people would come and they know they need to do something with their research, whether it is because on a personal level they have a, an impact driven mission or whether it's just because the incentives are changing, as you say.

[00:07:47] **Chris Pahlow:** But then you'd start to ask them questions about, do you have any behavioral goals? Do you want people to change what they do? Do you want people to change their beliefs and who? What type of people do you need to be engaging? And sometimes they would say, I don't, I dunno, I didn't think about that.

[00:08:03] **Chris Pahlow:** And sometimes they would give you a very long list of my grandma, every person in the village I grew up in, scientists, you people in space, alien, the general public like I was saying before, right? And again I don't put any blame on any of them, and this is something I've been thinking about a lot the last few years.

[00:08:21] **Chris Pahlow:** I just don't think there's been nearly enough support. Certainly not what I've experienced here in Australia. I'm yeah, keen to hear what it's like in your experience over in the UK, but I just saw so many researchers doing incredible stuff in all sorts of fields and some of it very moving. I felt really humbled to be just sitting in on some of the meetings where people, they're dedicating their life to really trying to make a positive difference and it just didn't seem like they were getting the support they needed to, to drive that impact and the longer I got to work with people like that and was kicking around the

universities here in Melbourne, it just seemed like there are some big structural issues.

[00:09:05] **Chris Pahlow:** And on the one hand, universities are trying to take lessons from industry, whether, that's something like the film industry or podcasting is increasingly big in the academic world now. So whether they're trying to take lessons from those kind of folks, or whether it's from consulting firms or whether it's from, advertising and marketing.

[00:09:23] **Chris Pahlow:** There's a lot of great stuff there, but the way it's applied, in my opinion, in the academic world really has a lot of gaps. And so that's what I'm trying to tackle now. And so to go back to your question of what's my approach when it comes to helping people think about who they work with, this is hot off the presses I haven't even published it on my website yet, but I feel like people need to prioritize. That's a really big thing, I understand. Your work is super important and you're dedicating your life for a huge part of your life to it. But you don't have unlimited resources. You don't have unlimited time.

[00:10:00] **Chris Pahlow:** So it's really important to think about for the life cycle of the project, who are the different types of people or organizations where your time is gonna be best spent. And there's been some great thinking done like Professor Mark Reed and his team developing the three I framework, encouraging people to think about not just influence and interest, which those are two criteria that have been used for a very long time. But we also need to think about who are we potentially impacting with our work. So people have been doing great thinking about that, but I also think on top of prioritizing, we also need to do a bit of categorization and differentiation. Because in my experience on the ground, working with research teams, when I'd asked them, okay, who are the stakeholders or who are the relevant parties you think are most important?

[00:10:45] **Chris Pahlow:** We end up with a huge list or a huge Eisenhower matrix just with so many different names and so many different cards. And we'd look at them all, and people would ask, I think, very legitimate questions of how are we supposed to choose between community members who might be affected by our work and a funding body, or the faculty executive or, a peak body, like they're just categorically different types of relationships.

[00:11:10] **Chris Pahlow:** And what I'm trying to do at the moment is to get teams thinking about not just the dissemination or the translation or knowledge mobilization. It's really good to think about the beneficiaries or end users of the

research. But you also gotta think about what I'm calling ecosystem enablers. So who are the people or organizations that are gonna set up your team for success and if you're in a university that probably is gonna be decision makers in the faculty or in chancellery or something like that. It's really important that you understand the strategic priorities of the funding bodies.

[00:11:44] **Chris Pahlow:** Increasingly I'm talking with people who are looking for philanthropic funding or, or, industry partnerships. So they're not just thinking about funding on a project level, but they're thinking about the future of their center or their organization. How can it last more than those first five years?

[00:11:58] **Chris Pahlow:** So I guess that's just an example yeah. Prioritization, but categorization and thinking about the fact that not all relationships are the same. They do have different purposes in the lifecycle of your project or your organization or indeed your career.

[00:12:14] **Chris Pahlow:** And I guess I'll say one other thing. I really like the word relationships 'cause I think it has some really helpful connotations. And if we go back to my criticism of the existing language it's very common for me to hear people say things like, oh yeah, comms is one way. I'm just gonna be broadcasting out my ideas, which I think is based on a fundamental and very unhelpful misconception. And they talk about engagement is two ways. So comms is one way. I'm just gonna be shouting into the void and hoping someone listens. Engagement, I, maybe I'll do some listening and I'll do some talking and we'll split it 50 50. But when people think about engagement, I think that can still have some pretty heavy limitations.

[00:12:50] **Chris Pahlow:** They might think about consultation. Like I, I'll go and do a focus group with some representatives from a community group. And it could just be a one-off or a short term kind of situation. Whereas I think relationships suggest something that's ongoing, something that's reciprocal something that requires, investment and even like love and care from all parties.

[00:13:10] **Chris Pahlow:** And I think those things are all really important. I guess just for life and just for being a person, but especially if you really do want your work to have lasting impact.

[00:13:22] **Sarah McLusky:** Yeah, I think it's so true. I think when you say they're shouting into the void there's many a research communication thing I've seen that it just felt like that.

[00:13:30] **Sarah McLusky:** It's just yeah, we've got some money. We're just gonna create this thing and then we don't quite know what we're gonna do with it. I think it's so interesting is always when it's a tagged on part of the research, there's always that people always say, I haven't got the time.

[00:13:44] **Sarah McLusky:** Whereas if you think about it as just an integral part of how the research is done, as you say, not just thinking about it as like a one-off thing, but like an ongoing relationship that runs, all the way through, that's just threaded through everything that you do. And then in those cases, you are gonna have considerably more impact than chucking thousands of pounds in animation that you're gonna post once on social media and then it's gonna disappear without trace. And actually so much of that impact really is about the difference that we make to people, isn't it?

[00:14:19] **Chris Pahlow:** A hundred percent. Yeah. Yeah. I would be so happy. I'd be overjoyed if I, if anyone listening who's a researcher. I know we're pro Sarah, we're probably preaching to, to the choir here because it is, I know you

[00:14:31] **Sarah McLusky:** I think probably the people who listen to this. Yeah.

[00:14:35] **Chris Pahlow:** I guess what I would, what I'd love to see in the future is if folks working in research organizations could just take one day a quarter. Just take stock of where are your current relationships at, the important ones, and just do a bit of thinking about what relationships might be most important next quarter.

[00:14:54] **Chris Pahlow:** If we could just do that four times a year, I think that would already make a big difference.

[00:14:59] **Sarah McLusky:** Yeah. Well maybe you're giving yourself something to organize there, to a kind of online little retreat thing. Yeah. Get people to come and talk about it. I think, as you say, I think our, most of our audience for this podcast are, will be on board with you.

[00:15:14] **Sarah McLusky:** But yeah, maybe if that message. Even if people, I think sometimes I find with this podcast, even if it just helps people feel that they're not alone, I think that can be really helpful. And even if the conversations they're having are challenging it know that other people are facing the same challenges, I think can be really helpful.

[00:15:31] **Sarah McLusky:** So you've hinted there that you're, this isn't a world that you've always worked in. You came from a very different background. Tell us a bit about how you've ended up doing what you do now, what you did before.

[00:15:45] **Chris Pahlow:** It's a pretty long and unusual story.

[00:15:47] **Chris Pahlow:** I imagine I'm probably quite far from the average listener of this podcast. I imagine a lot of them like yourself, probably went and did PhDs and had this period where they were considering are they gonna continue on the academic path or are they gonna do something research adjacent?

[00:16:02] **Chris Pahlow:** That's not my story. I didn't go to, I didn't even go to film school. I went to art school, so I'm really coming at it from a different angle. And um, there's a lot of like little steps in my journey, which at the time just seemed like really strange, almost random and at times really frustrating kind of things.

[00:16:26] **Chris Pahlow:** And I. Only now I look back and be like, oh, they all make sense now. They all contributed. And so one of the things that happened when I was doing my Bachelor of Creative Arts here in Melbourne was the university very kindly decided to delete the degree when I was halfway finished it.

[00:16:41] **Sarah McLusky:** Oh, goodness.

[00:16:41] **Chris Pahlow:** Yeah, I know. It's great. I know. But it meant I did a bunch of philosophy subjects just from the arts faculty and really enjoyed that and got along with one of my lecturers really well. And I was, at the time I was pursuing being a screenwriter and director and I was already working on a bunch of short films and documentaries and having some pretty good success in festivals and stuff like that.

[00:17:04] **Chris Pahlow:** And so I just needed some money to live while I made independent uh, films because if. If anyone listening knows anything about the film industry, it's a terrible, terrible way to make any kinda living. And I real, I thought teaching would be fun and I thought it'd be something I would enjoy. So I just asked one of my philosophy lecturers like, Hey, can I come work for you as a tutor?

[00:17:22] **Chris Pahlow:** And he's no I don't need anyone, but I just got offered this job at another university. I don't think you're qualified, but why don't you just give them a call and see, and I wasn't qualified. It was teaching a master's course in a graduate school of business, and the subject was critical thinking and communication.

[00:17:39] **Sarah McLusky:** Oh. Oh, wow.

[00:17:40] **Chris Pahlow:** I'd only really done continental philosophy. I hadn't studied any formal logic or anything, but you know what it's like in university sometimes they just need someone to start next week, and if you show up at the right time they'll give you a job.

[00:17:52] **Sarah McLusky:** You're just the one that's there. Yeah.

[00:17:53] **Chris Pahlow:** And so I went in and had my interview and they're like, okay, great. Have you read these books on the reading list? And I'm like, no. But I certainly could read them like, terrific, go to this tute now you can watch what this tutor does and then you can do it tomorrow.

[00:18:05] **Chris Pahlow:** And, already I, that's already strange enough as my kind of induction into the, a academic world. But then I went to the tute and teaching is now my friend Ashley Barnett, and he starts the class pretty normally talking about what critical thinking is. And then he starts doing magic tricks. He's like literally like pulling things out of his sleeves and making things appear behind people's ears.

[00:18:30] **Chris Pahlow:** And I'm like. I'm like looking around what the, am I supposed to learn how to do magic to teach this class? And no, that wasn't the expectation. He just happened to be an academic who was like a magician in his part-time and he was like an exceptionally good teacher. Yeah. But if I look back at that was, a real baptism of fire, but it's really paid off because so much of what I've done over the last few years has been, challenging folks to think about different ways of communicating stuff and not just going to the obvious kind of situation.

[00:19:01] **Chris Pahlow:** And I did that for about six and a half years, and then I taught another couple of unis in their film schools, which made a lot more sense at the time when I was making my first movie. And yeah, like I said, the film industry's a terrible way to make money, so I just kept hanging around

universities and eventually got asked to consult at the University of Melbourne on a bunch of different media projects and I worked off and on with them for a very long time, and it was some of those situations I described before seeing just how hard researchers were trying and how big their impact goals were. And again, I just didn't feel like the structures were set up to help them. And I felt like I was getting involved too late. Like I said, it might be the end of a project but even the fact that I was consulting with a video and media team and kind of like you said, it's good to think about who your audience is and what you want them to do differently before you spend all the, all that money on an animation or a podcast or whatever it is. And I found myself in the very awkward position of, the video and media team at this university would say, Hey Chris, can you come and take a look at these podcast projects, these video projects, and we wanna know what you think about it and what you think they should do.

[00:20:14] **Chris Pahlow:** And I'd have to say, I don't think they should make a video, or I don't think they should make a podcast. And eventually that led me to basically just consulting on comms strategy, and then the more I work with these organizations, like I said at the start of the episode, very often it would be like, yeah, great, let's communicate with your external audiences.

[00:20:34] **Chris Pahlow:** But right now you've got a team of amazing people who don't even know what each other do, and they don't know how to, talk about their work in the same way they have potentially fundamental disagreements about what they're doing, and how they should talk and think about it. This is I think, probably particularly challenging when we talk about interdisciplinary research, but I guess a long story sorry, hopefully there was some LOLs along the way.

[00:20:58] **Chris Pahlow:** But yeah a long, strange journey of going from teaching in universities when I probably shouldn't to working on podcasts and movies to, yeah, eventually like consulting on research strategy, particularly about stakeholders.

[00:21:11] **Sarah McLusky:** Yeah. That is a very unusual and very interesting journey, but you are reminding me of Yeah. I've certainly been the person in the room where I've just gone, no, you really shouldn't be spending your money on this thing. And that is quite a brave thing to do sometimes, especially when it's potentially like putting you out of a job. I've certainly been there, but when you think Yeah. But this is the right thing to do. How do you approach situations like that?

[00:21:44] **Chris Pahlow:** You're right. It is hard and there's definitely been a lot of emotions over the years, particularly in the early years when I was finding my feet with this stuff. I used to joke it's lucky that I'm a consultant 'cause I can just throw a hand grenade into the room and if, if people don't like what I say, I can, I just don't have to show up to the office for a few days 'cause I don't work here.

[00:22:03] **Chris Pahlow:** And I'm joking, but I do think that's actually been a bit of a superpower. Like I, I'm thinking of one particular meeting where a project was, had really gone off the rails. It was like six months overdue. All the stuff that can happen in any big organization like staff have changed. And, the briefs been changed five times and everyone's trying their best, but the circumstance is just not really working.

[00:22:27] **Chris Pahlow:** And I could go into the call and say Hey, this project's not working, we need to finish it. These are the things we need to do. And if we can't do that, I think we just need to stop and start again from scratch. And. That was quite a shocking thing for someone to say when there's been what I'm struggling to remember from my critical thinking days, the sunk cost bias. Yeah, that's what I'm trying to think of.

[00:22:48] **Sarah McLusky:** Sunk cost fallacy. Yeah.

[00:22:49] **Chris Pahlow:** Everyone's been working it for so long. They've invested so much time and money and energy, but it's just not working. And if we keep going, they're just throwing good money after bad. And I realized when I said that I was the only one on the call who could say that and the senior manager, she paused for a moment and she looked at me and she said.

[00:23:07] **Chris Pahlow:** You don't work for the university, do you? And I was like no, I don't.

[00:23:11] **Sarah McLusky:** Yeah.

[00:23:12] **Chris Pahlow:** And I found, even though those moments were scary and there were times I was like, oh, that's it i'm getting kicked off that project now. I think people, I. Trusted that I was being honest because yeah, I think it is scary and I don't know, I just couldn't sleep at night if I just went along with this stuff.

[00:23:29] **Chris Pahlow:** And like I said, I just got too cranky and if I think if I wanted an easier life I wouldn't be doing anything I'm doing, but I just can't, I can't bear the frustration sometimes, Sarah. I just, we gotta do something about this.

[00:23:43] **Sarah McLusky:** Oh, I can completely relate to that. And I think, again, I do think it is powerful. I don't think I could have made this podcast and said some of the things I've said if I had been employed in an organization. So yeah it can be a very powerful place to, to be. Power that needs to be used with responsibility, as you say, when doing it, when you feel it's the right thing. Yeah.

[00:24:09] **Chris Pahlow:** Yeah and like I don't want us to just be congratulating ourselves too much, but like I said at the start, I really do believe in your mission and I think what you're doing is really important because while I could make a joke and say, yeah, I'll just not turn up to the office for a few days 'cause I don't work here.

[00:24:29] **Chris Pahlow:** Everybody else still did work there. And it really made me upset to see how often professional staff and universities were treated like second class citizens and bossed around. And as my, a big part of my mission is trying to help amazing researchers drive impact, but I, a secondary mission, a personal mission is trying to create a better work environment for those professional staff who are working so, so hard. And I think they deserve a lot better a lot of the time.

[00:24:56] **Sarah McLusky:** Yeah. Couldn't agree more. And I think well perhaps that nicely leads us onto a question I like to ask all of my guests, which is, if you had a magic wand, what would you change about this world that you work in?

[00:25:08] **Chris Pahlow:** The whole world or just the academic world?

[00:25:10] **Sarah McLusky:** Just, just your little impact, research impact little corner. Although, it can be something connected, but it's your choice. If money and time were no object.

[00:25:20] **Chris Pahlow:** I mean there's a million things, but something that's, I think a personal bug bear. I think the academic world needs to put a lot more money into, yeah, what would come under professional staff or professional services? I'm biased because most of what I have done over the years has been communication sort related, but I've just been in too many meetings where the

leaders of a department or a center are saying like, we don't understand what's wrong with our operations, or why does it take so long to get any anything done?

[00:25:52] **Chris Pahlow:** And I have to point out again and again, this is a multimillion dollar operation you're running here. And if we looked at a commercial business who had the same yearly revenue. They would have it's not even a comparison I don't know, 10 x, a hundred x in terms of the spend and amount of staff they'd have working on things like marketing and sales and all that kind of stuff.

[00:26:15] **Chris Pahlow:** And so I feel like I, it's, there's just, it's just a lose lose situation. It's bad for academics 'cause they get frustrated. And it's also not fair to the professional staff who are working so hard and they're trying to do five people's jobs and they're not getting paid enough.

[00:26:33] **Sarah McLusky:** Yeah. And I think that is very much what we're about is just making it apparent this work that is being done, because I think so often it is invisible unless there's a problem. And if there's a problem, suddenly yeah, it explodes. And I think also that really genuinely valuing the professional staff who work in these organizations is the secret to almost everything. So when academics are saying, oh, we're too busy and we can't, and now you expect us to do all this other stuff on top of our jobs, it's like well, no, we don't necessarily expect you to do it.

[00:27:09] **Sarah McLusky:** You could put other people in place who can do these other things that feel like it's, another demand on your time. And yeah. So I think the secret to making things better is bridging that divide between this kind of sense of academic and professional staff research adjacent, whatever you want to call them, and thinking about how we can get them working together because that's what they're doing.

[00:27:29] **Sarah McLusky:** They're all working together for a shared aim, but at the moment, doing it in very different ways.

[00:27:35] **Chris Pahlow:** And look, I empathize, like I know things are hard. I know. The structures aren't set up to make what I'm suggesting easy. And a lot of people would say it's not even possible, but I guess it's the magic wand question and I hope

[00:27:49] **Sarah McLusky:** Absolutely.

[00:27:50] **Chris Pahlow:** If we have this conversation again in 10 or 20 years, I really hope things have started to shift.

[00:27:55] **Sarah McLusky:** Yeah. Me too. Me too. Saying then that, we haven't really talked about this, but we're seeing what you can see on this podcast. Part of the reason we're thinking about that is 'cause you have a podcast as well, don't you? So would you like to tell the listeners a little bit about your podcast and where they can find it? The sorts of things you cover?

[00:28:14] **Chris Pahlow:** I'd love to. So the pod is called Amplifying Research, just like my company and I have the great pleasure of talking to amazing people from all around the world people who are passionate about impact, and we talk about how research organizations can communicate more effectively, how they can engage more effectively, and how they can collaborate more effectively.

[00:28:37] **Chris Pahlow:** Um, Incredible guests, like people talking about how can you co-design research projects with different communities, people talking about stuff, more like what we've been talking about. How can you work in comms or engagement and embed the right kind of approach in your center? Yeah, I feel really grateful just to get to talk to super, super cool people who yeah, they're trying to share everything they've worked on and all the knowledge they've got with the world. Yeah, so check it out. You can find it on Spotify, Apple Podcasts. Just type in Amplifying Research.

[00:29:10] **Sarah McLusky:** Yeah, I would definitely recommend it for anybody who is in this kind of comms engagement impact kind of space you've had some fantastic guests on and really talking about this, more the strategic piece, isn't it? It's the whys and where fors of doing things better. So yeah, definitely recommended. And if people want to get in touch with you personally or find out more about your company, where would you have them go and look?

[00:29:35] **Chris Pahlow:** You can find me on amplifyingresearch.com or just come look me up on LinkedIn and shoot me a message. Yeah, very happy to have a chat if you care about impact and any of the things we've talked about. Very happy to have a chat.

[00:29:47] **Sarah McLusky:** Fantastic. So it just remains to say thank you so much for coming along and sharing what you do and sharing your story.

[00:29:56] **Chris Pahlow:** Sarah, thank you very much for having me. Again, huge fan and it's yeah, it's like an honor and a pleasure to be on the show.

[00:30:02] **Sarah McLusky:** Oh, thank you. That's really kind.

[00:30:05] **Sarah McLusky:** Thanks for listening to Research Adjacent. If you're listening in a podcast app, please check your subscribed and then use the links in the episode description to find full show notes and to follow the podcast on LinkedIn or Instagram. You can also find all the links and other episodes at www.researchadjacent.com.

[00:30:23] **Sarah McLusky:** Research Adjacent is presented and produced by Sarah McLusky, and the theme music is by Lemon Music Studios on Pixabay. And you, yes you, get a big gold star for listening right to the end. See you next time.