

Creating leaders and managers for the future

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Creating leaders and managers for the future

- ◆ *What are the qualities of a great leader?*
- ◆ *The first steps to developing future research leaders*
- ◆ *Outcomes and future developments*
- ◆ *Questions*
- ◆ *Experiences from other Institutions*



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In groups discuss:

*What qualities do successful
Research Leaders share?*

A framework for development

Inspiring others

Leadership

*Initiates action and gives direction.
Takes responsibility appropriately. Develops others*

Interacting, Presenting and Translating

An effective communicator and networker who is able to persuade and influence

Working together

Enterprising and Performing

*Understands business and finance and acts commercially when appropriate.
Is driven to achieve results for themselves and the team. Seeks personal development opportunities*

Working with People

Supports others, caring for and showing an interest in them as individuals

Looking to the Future

Creating and Innovating

*Proactive in idea generation. Embraces change.
Thinks and acts strategically.*

Problem Solving and Analysis

Able to think analytically and to solve complex problems

Taking responsibility

Management of Pressure

Manages pressure and copes with setbacks

Planning, Organising and Executing

Manages time and resources effectively to ensure that goals are met

Leadership and Management Development at Newcastle University



PI Development Programme

- ◆ *For new and aspiring PIs*
- ◆ *Development need from the BOS RL Survey*
- ◆ *Internal research*
- ◆ *2006-08: 6 cohorts of 16 participants*
- ◆ *Mixture of disciplines, levels and gender*
- ◆ *Programme covers: roles and responsibilities; managing individuals and leading a team; project management; financial management; increasing research output; research strategy*

PI Development Programme



“I think this course has given me increased clarity and confidence in who I am, what I’m trying to do, why I’m here and why I’m trying to do things.”

“In terms of working with people I think I have become more patient and a much better listener.”

“I have a greater sense of responsibility particularly with Ph.D. students, I now feel that I have to think about them as the team, and them as the individual.”

“now I do have frameworks that I didn’t have before – in managing a project, and problem avoidance, but what is even more important is the team dynamics.”

Faculty Futures

- ◆ *For experienced researchers and early career academics*
- ◆ *Development need from Faculty*
- ◆ *Internal research/ focus groups*
- ◆ *2006-08 25 participants over 2 cohorts*
- ◆ *Focused on one Faculty with participants from various schools and disciplines.*

Faculty Futures

- 8 sessions over 10 days
- Leadership and Teamwork
- Balancing priorities
- Financial management and funding
- How the University works
- Building research networks
- Engagement and the Media
- Teaching in the Faculty
- Reflections and Feedback

Faculty Futures



'there is the potential for me to feel like I belong, and can contribute to the running of the wider University'

'It's made me feel a lot more confident about what I do. It's helped me understand better how the university works and what role I can have in shaping things.'

'I was impressed that the VC actually listened to what we had to say and even took notes. It really looked as though he thought he might learn something useful from us.'

'It made me feel more confident that in future I might be in a leadership position. Being a leader may not be as unattainable as I had thought.'

Development Centres for Research Leaders



“A Development Centre is the use of assessment centre technology for the identification of individual strengths and weaknesses in order to diagnose development needs that will facilitate more effective job performance/career advancement which in turn contributes to the greater organisational success.”

(Ballantyne and Povah, 2004)

Development Centres for Research Leaders



- Two day event for 6 researchers
- Psychometric tests and exercises which measure the behavioural framework
- No pass/fail
- Entirely supportive/developmental
- Observation and feedback to participants
- Confidential
- Post-Centre support in designing their personal development plan

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Questions?

Discussion



How are you approaching the leadership and management agenda for researchers in your institution ?

What are the challenges you face?