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Leadership and Management for the First-time PI

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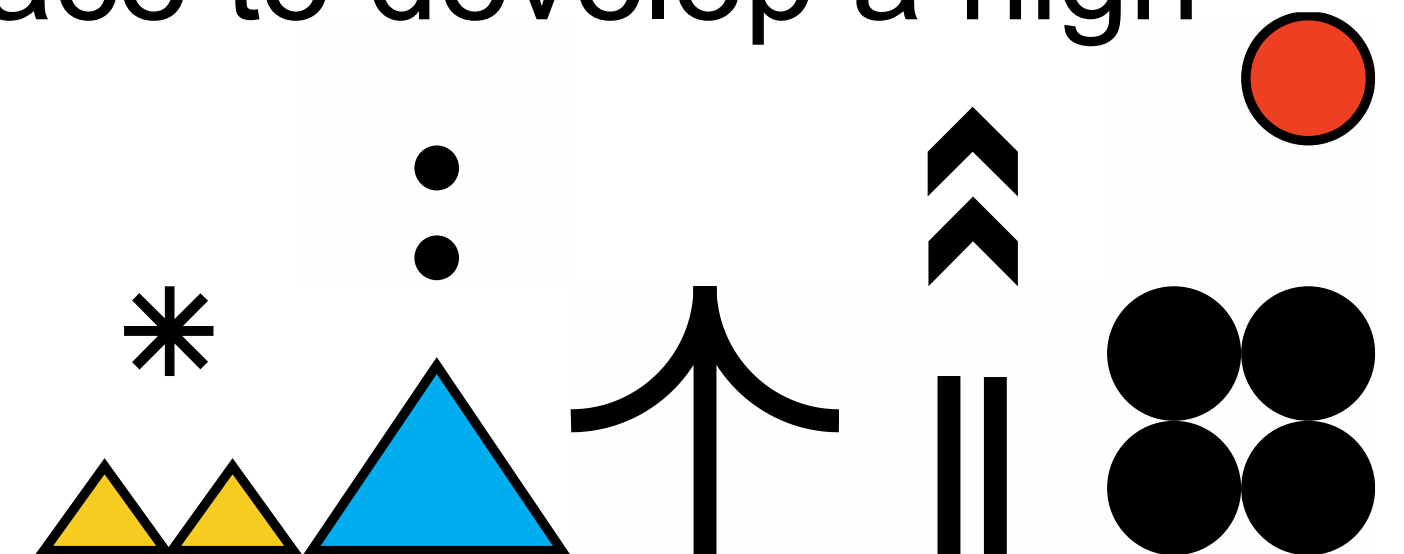
Housekeeping



Workshop Objectives

At the end of this session you will have:

- Explored the differences between leadership and management and the benefits of developing your own abilities as a leader and manager.
- Discovered approaches for how you can employ leadership and management techniques effectively with your research staff.
- An understanding of the key elements that need to be in place to develop a high performing team



Activity – Break out groups

- Identify behaviours that you associate with a Manager
- How do those behaviours make you feel?

- Identify behaviours that you associate with a Leader
- How do those behaviours make you feel?



Leading an Effective Team

What are the key differences between leadership and management?

‘Management is doing things right

Leadership is doing the right things’

Peter Drucker

The difference between leadership and management

			Dictates	Enforces	Results
Controls	Asks when	Shapes culture	Innovates	Accepts	Asks why
Organises	Passionate	Influences	Challenges	Delegates	Motivates
Vision	Reactive	Breaks rules	Results	Develops	Makes rules
Excites	Inspires	Checks budgets	Risk taker	Plans	Avoids conflict
Being right	Changes	Avoids risks	Empowers	Uses conflict	Disrupts

Management

- Task-oriented
- Transactional
- Doing things right
- Events and tasks
- Rational thinking
- Instructs people
- Cognitive intelligence
- Relies on authority
- Push-approach
- Status quo

Leadership

- People-oriented
- Transformational
- Doing the right things
- Attitudes and behaviours
- Inspirational and visionary
- Listens and empowers
- Emotional Intelligence
- Leads through others
- Asks people
- Pull-approach
- Risk taking

Manage tasks and lead people

Leading an Effective Team



ROLE MODELS

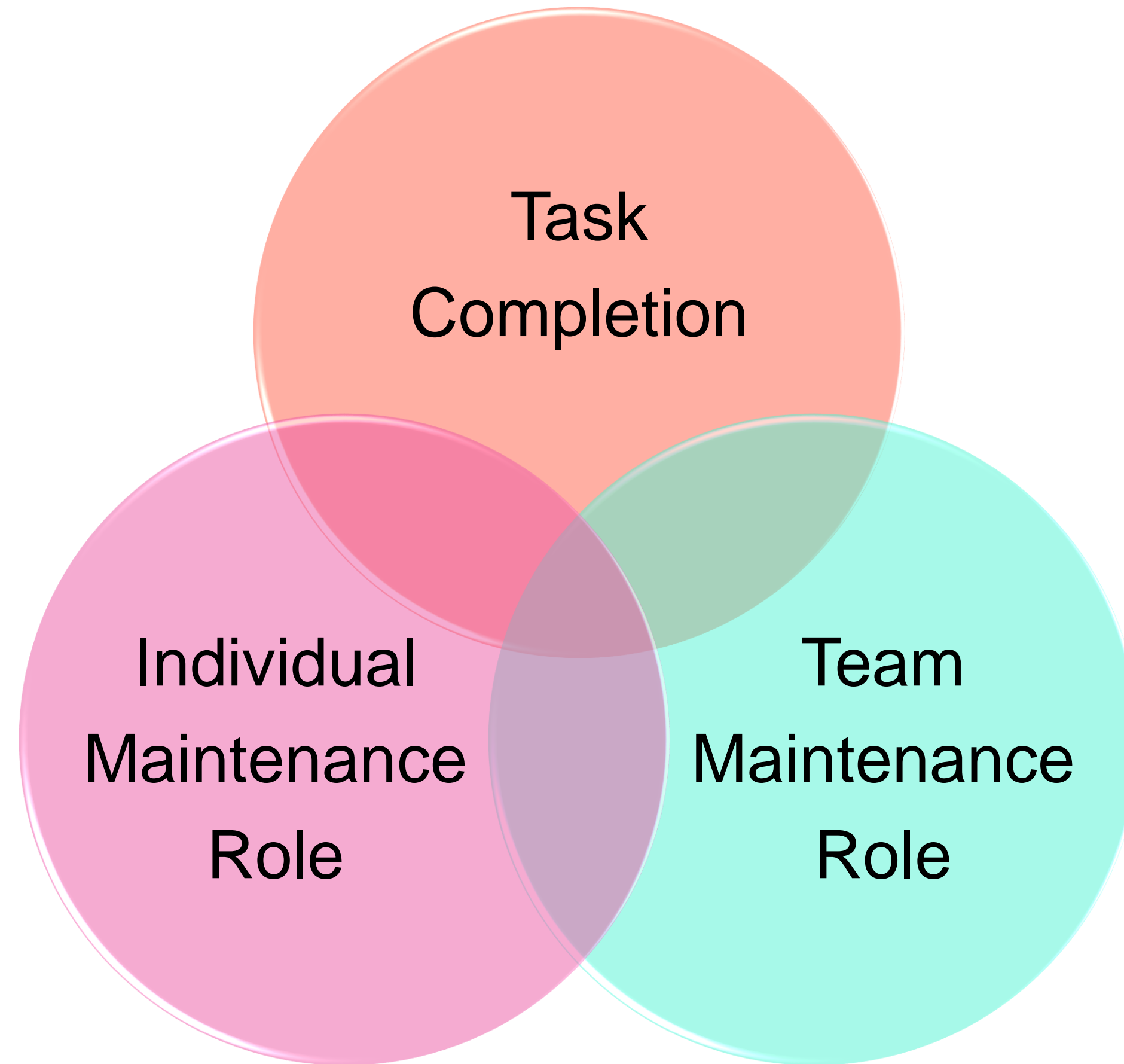


WHO ARE THE LEADERS WE ASPIRE TO BE?

What are the observable skills and attributes of the person you have identified?



John Adair's Action Centred Leadership Model



Leaders Responsibilities

Task

- define the task
- make the plan
- allocate work and resources control quality and rate of work
- check performance against plan
- adjust the plan

Team

- maintain discipline
- build team spirit
- encourage, motivate, give a sense of purpose
- appoint sub-leaders
- ensure communication within group
- develop the group

Individual

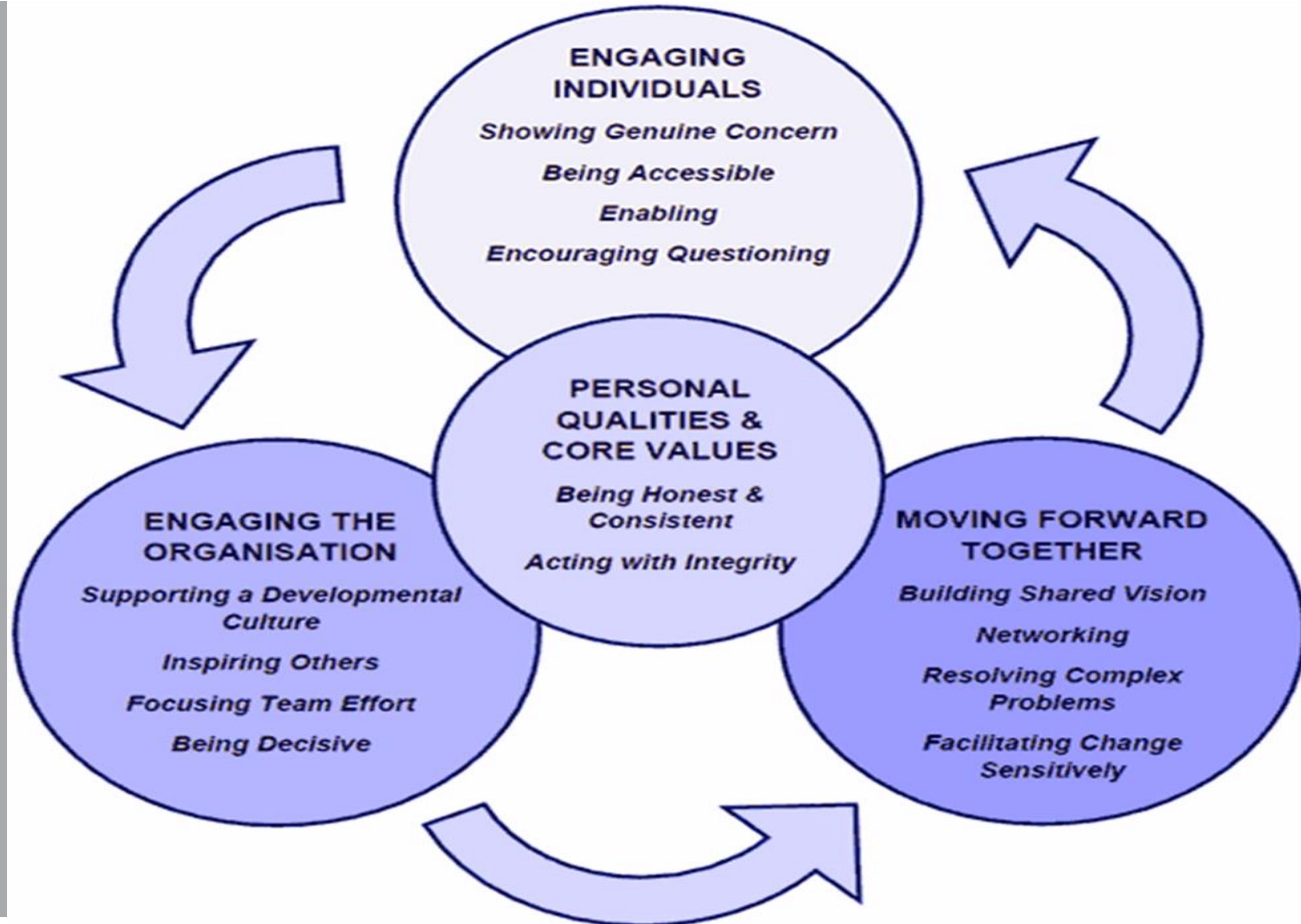
- attend to personal problems
- praise individuals
- give status
- recognise and use individual abilities
- develop the individual

Leading an Effective Team

Leadership qualities



Transformational/Engaging Leadership Model



Transformational Leadership Qualities

HUMAN BEINGS – NOT HUMAN DOINGS!

Charismatic – Idealised Influencer - The leader does the right thing – acting out and displaying traits of honesty, trust, enthusiasm, pride etc

Individual consideration – ability to connect – be in tune – leader acts as role model

Intellectual stimulation – challenge team to be creative and think differently and be independent

Inspire team to develop and move them to higher levels of performance – transform them into leaders

CREDIBLE LEADER

- understands the institution, strategy and drivers and can translate these in a meaningful way
- is renowned in their area of academic / research / teaching / professional expertise
- establishes vision and common purpose
- balances and connects strategy with every day operations
- is confident and inspires the trust and confidence of others
- takes ownership and is accountable for decision making
- has a can-do attitude and manages own frustrations constructively and productively
- remains resilient in the face of competing demands
- is self aware of own strengths and takes ownership for personal development

AMBASSADORIAL LEADER

- creates and takes opportunities to raise the university's profile
- strengthens and develops strategic partnerships
- horizon scans to build awareness of national and global developments
- leads external engagement
- is commercially aware
- maximizes use of available resources
- spots and pursues relevant partnership and funding opportunities
- collaborates and partners within and outside of the institution
- innovates and is forward thinking
- plans ahead to ensure sustainability

INCLUSIVE LEADER

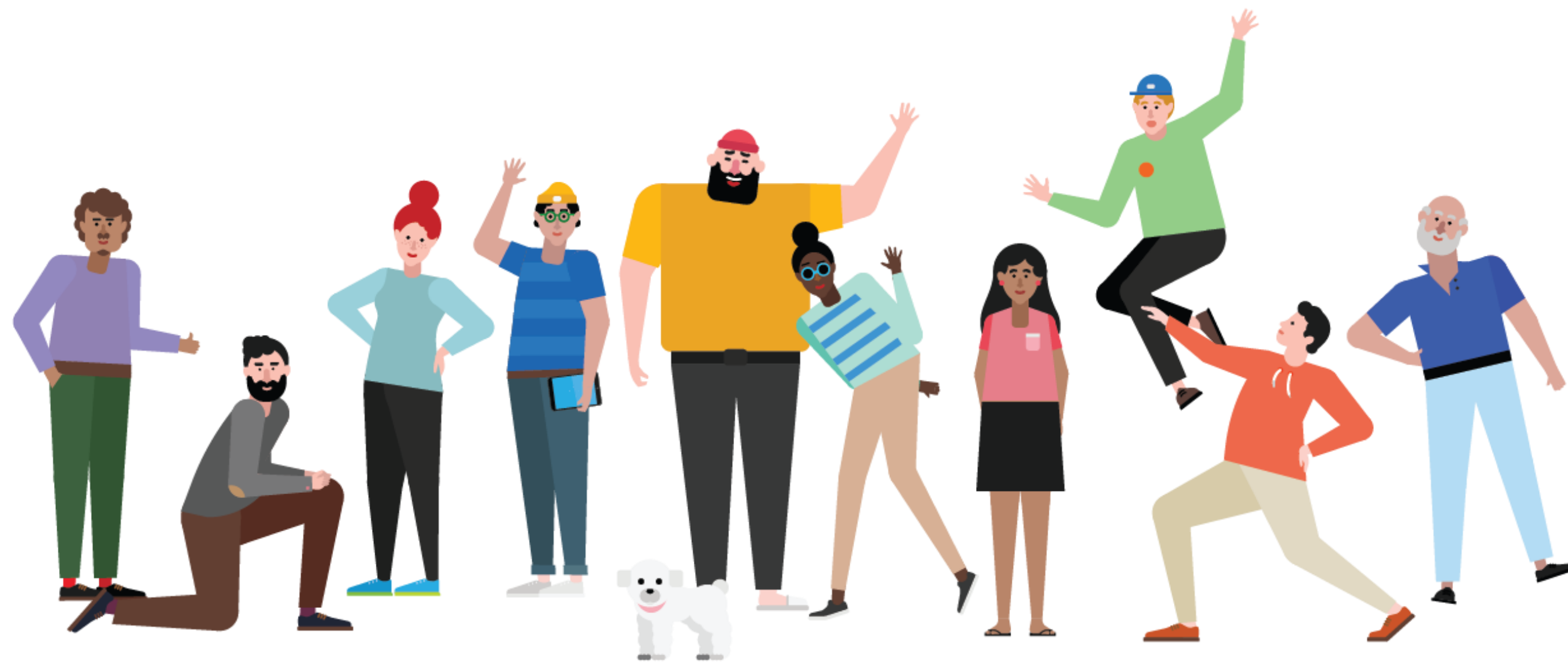
- builds strong, respectful relationships within and outside the institution
- demonstrates emotional intelligence and uses a coaching style to listen to, empower and develop others
- values teamwork and develops the team to successfully meet current and future challenges
- spots, nurtures and develops talent within area of responsibility
- is supportive and collegial to facilitate others' wellbeing
- involves and engages others in decisions / changes that affect them
- acknowledges own biases and takes pro-active steps to embed equality
- puts aside personal / departmental allegiances to ensure fairness and impartiality
- role models honesty and integrity

IMPACTFUL LEADER

- delivers results and evidences impact
- creates a culture for high performance within their area of responsibility
- effectively leads change
- develops and enacts vision aligned to strategy
- successfully aligns people with different ambitions / priorities towards the institution's strategy and goals
- manages the expectations of those around them
- effectively negotiates and influences across traditional boundaries
- inspires and motivates others
- effectively navigates institutional governance and processes
- problem solves to overcome challenges

What is a Team?

A group of people who co operate in such a way that they accomplish more than the sum total of the individuals



Peter Honey

What is a High Performing Team?

“A group of people with complimentary skills who are committed to a common purpose, goals and approach for which they hold themselves mutually accountable”

“Has members who are also deeply committed to one another’s personal growth and outperforms all other like teams”



Katzenbach & Smith (2003)

High Performance Teams

What are the characteristics of a high performing team ?

ACTIVITY – POP THESE WORDS IN THE CHAT



Characteristics of a high performing

- **A common sense of purpose**
- **A clear understanding of objectives**
- **A focus on Research priorities**
- **Mutual respect**
- **Mutual trust – Psychological Safety**
- **Willingness to share knowledge and expertise**
- **A range of skills and abilities**
- **A range of styles**
- **Willingness to speak openly**
- **Celebration and recognition of achievements**

High Performance Teams

What are the benefits of high performing teams?

- Activity – pop in the chat



Benefits of a high performing team

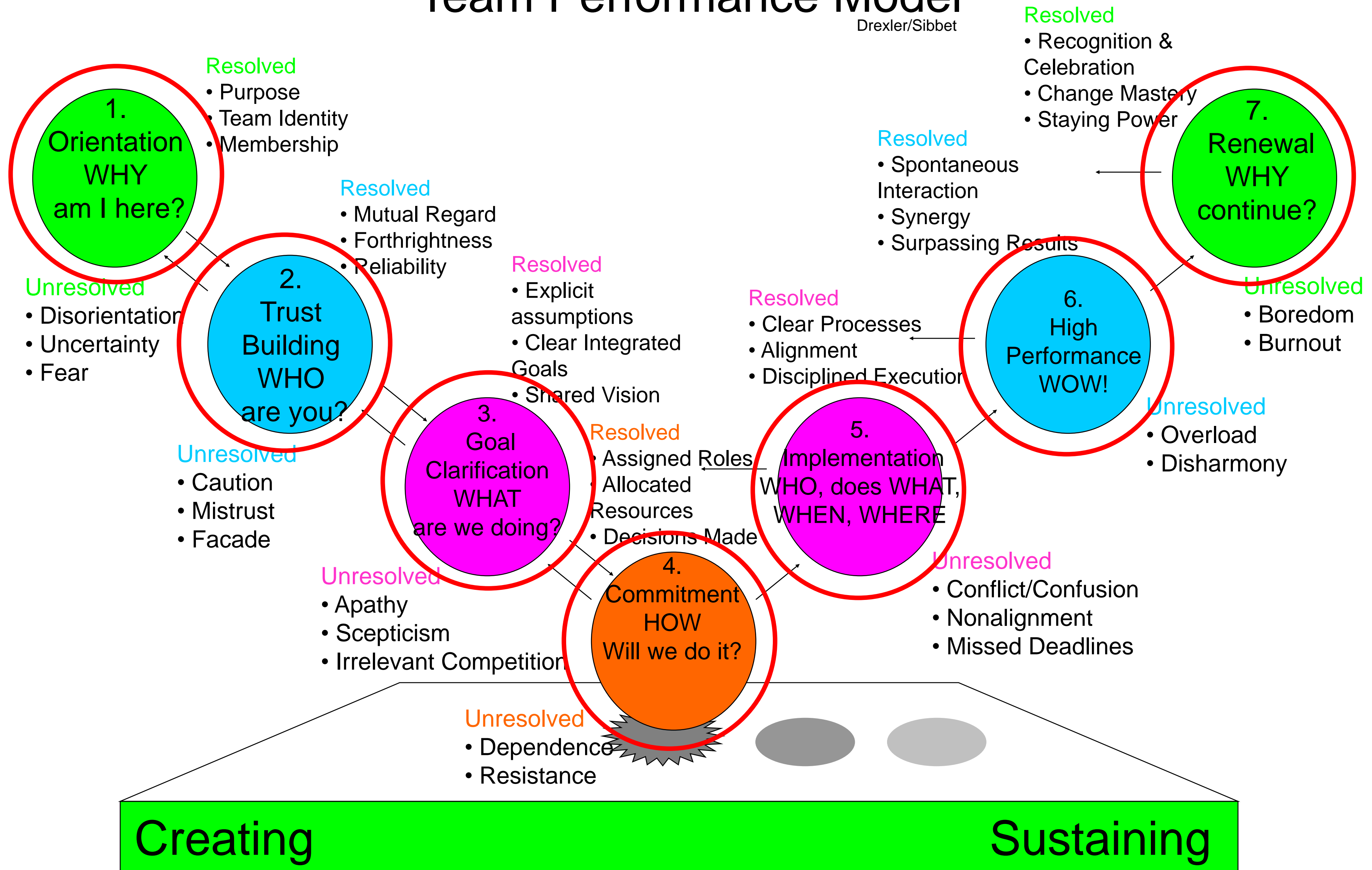
- Success, achievement and long term sustainability
- Outstanding experience for our Stakeholders – internal/external
- Enhanced reputation
- Creativity and innovation
- Enhanced agility and ability to respond
- Shared knowledge and skills
- Continuous Learning and Development



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Team Performance Model

Drexler/Sibbet





The importance of effective communication

- We cannot not communicate
- Effective communication underpins everything we do
- How do we communicate – V,A,K,AD
- Communication Model
- Johari Window
- Dilts – Neurological levels of change

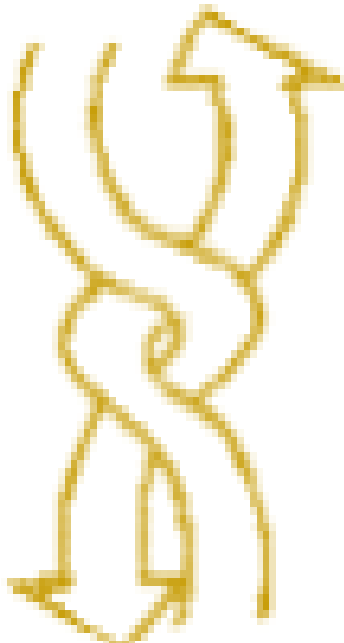
Filters

Delete Distort Generalise

Internal Representation



State



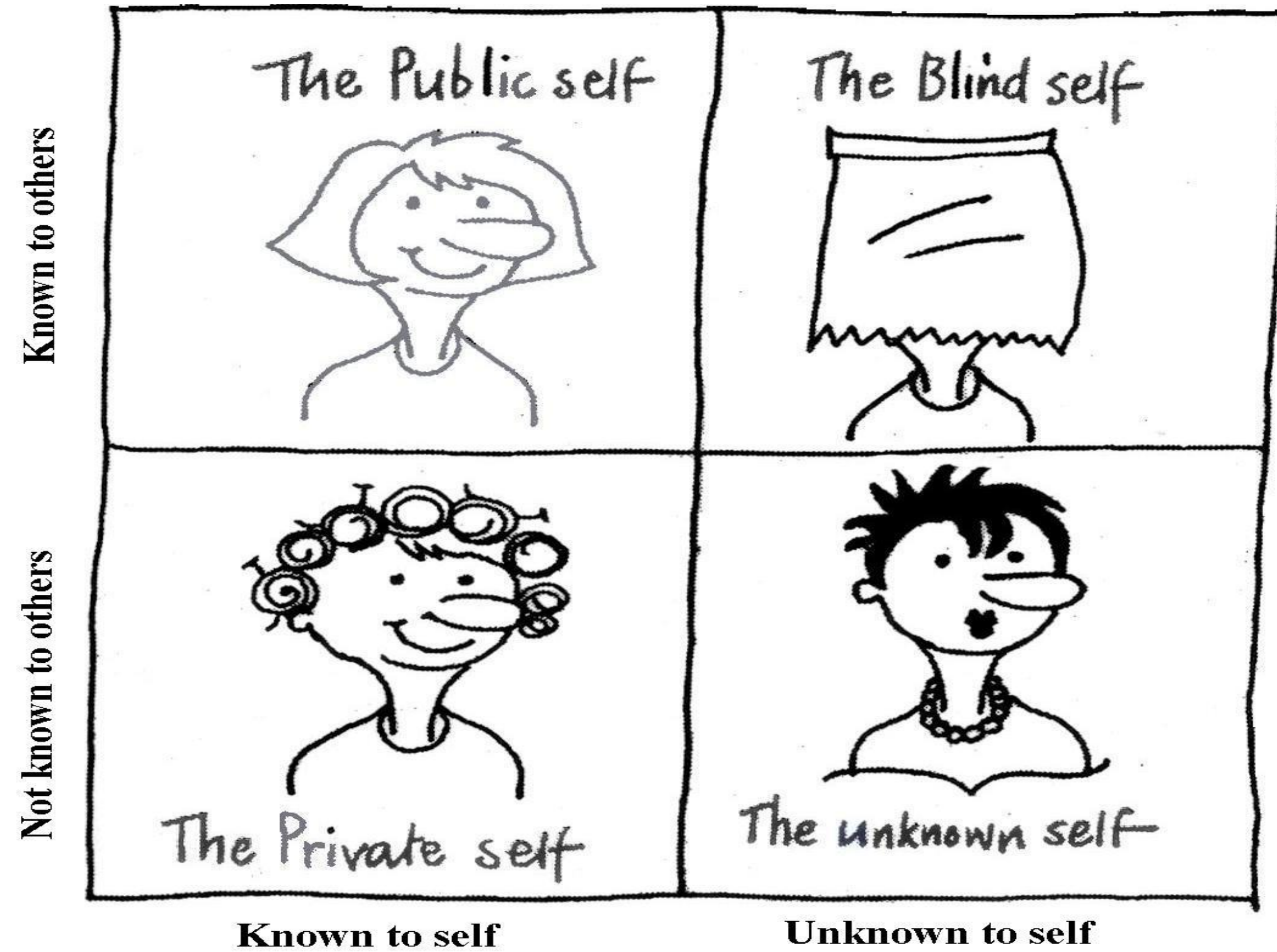
Physiology

Behaviour



External Event

Johari Window



Joseph Luft and Harry Ingham, 1955

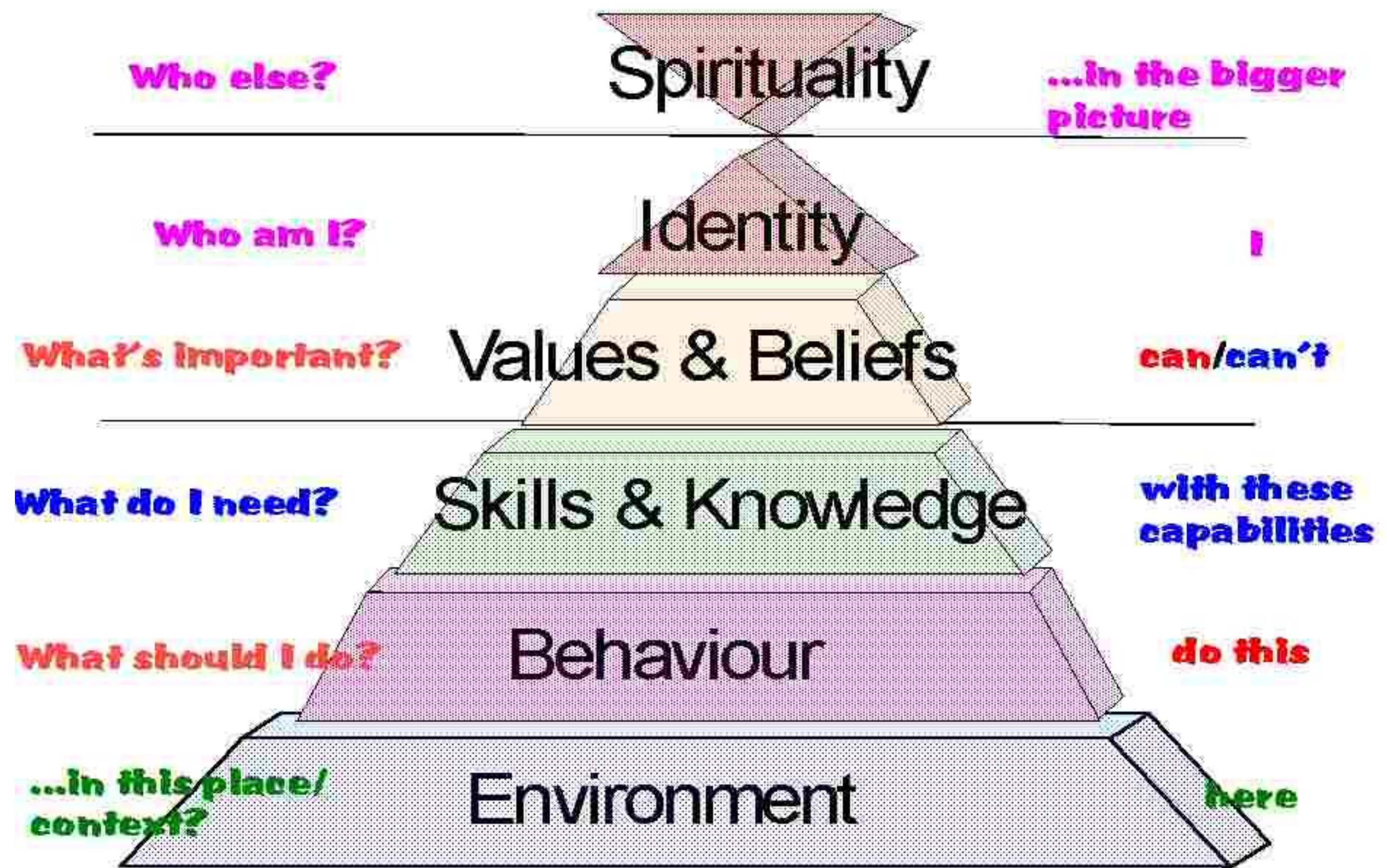
Empowerment

How do you empower staff ?



Dilts Model – Neurological levels of change

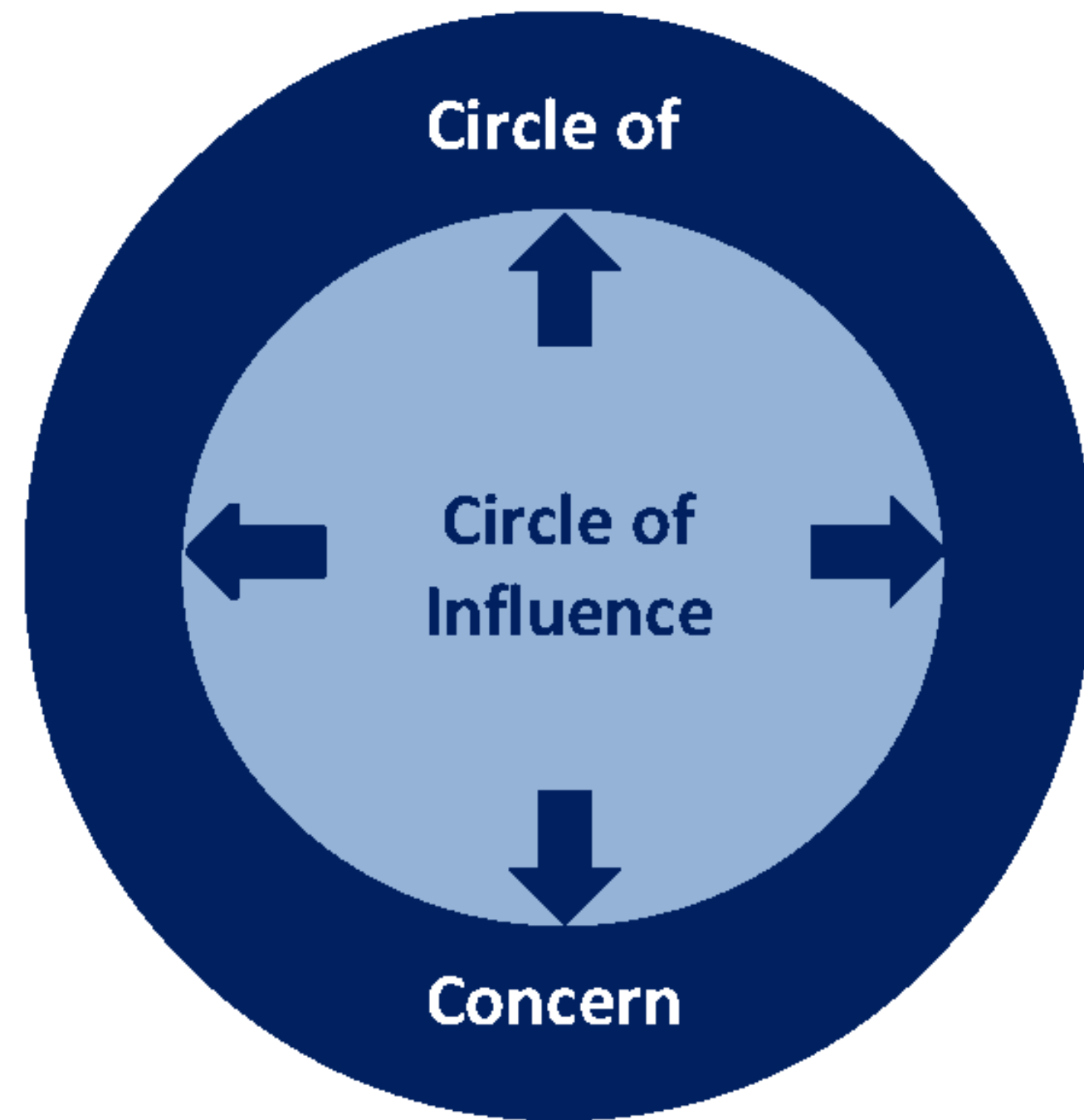






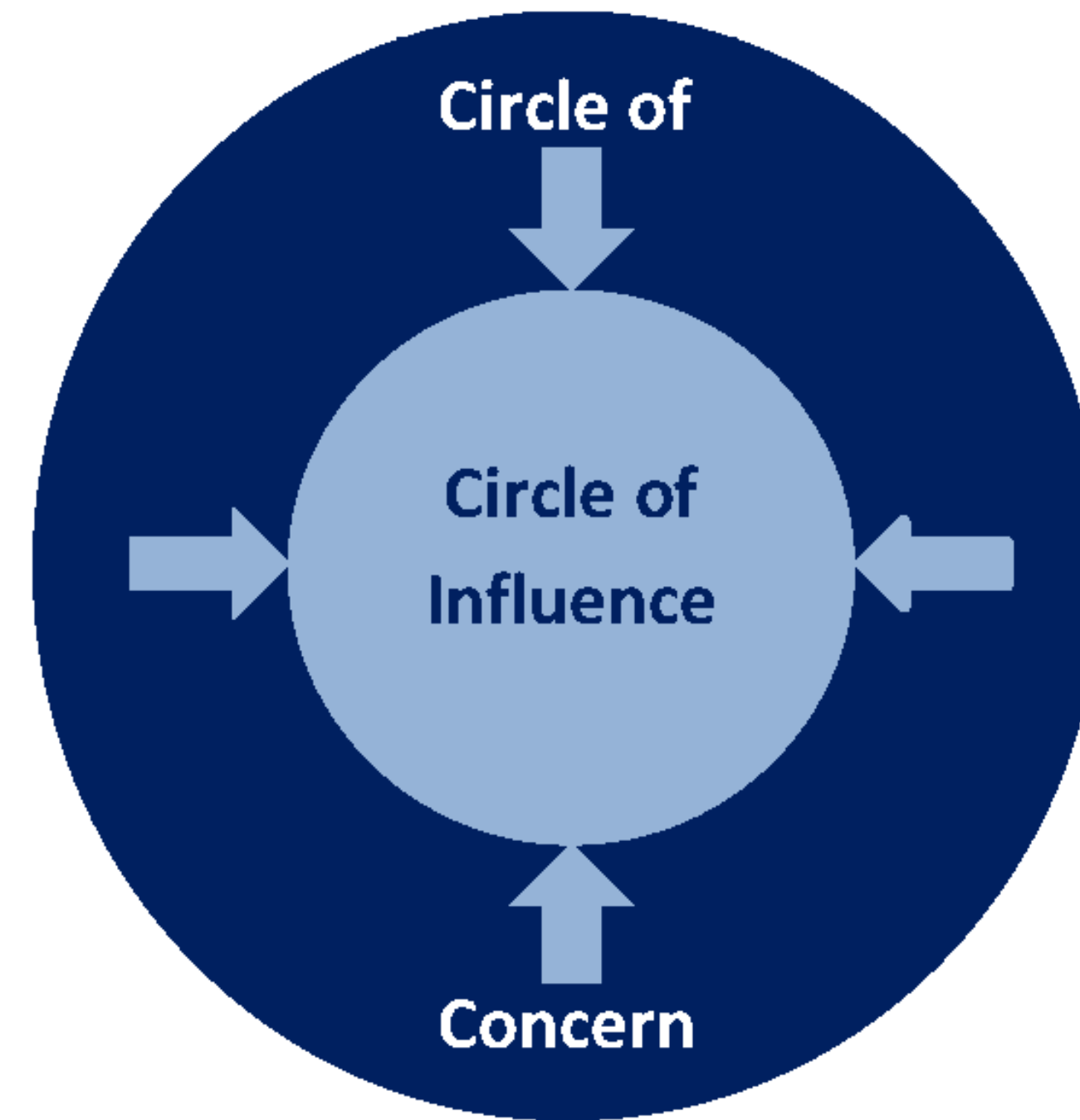
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Circle of Concern & Circle of Influence



Proactive Focus

Positive energy enlarges Circle of Influence



Reactive Focus

Negative energy reduces Circle of Influence

What do you as a leader need to put in place for Your well-being?



Resilience

Engagement

How do we know if our team is engaged ?

Gallup

Gallup Engagement Hierarchy



Engagement

“Employers want engaged employees because, as well as being happier, healthier and more fulfilled, they deliver improved business performance.

Research has repeatedly demonstrated a relationship between how people are managed, employee attitudes and business performance.”

CIPD



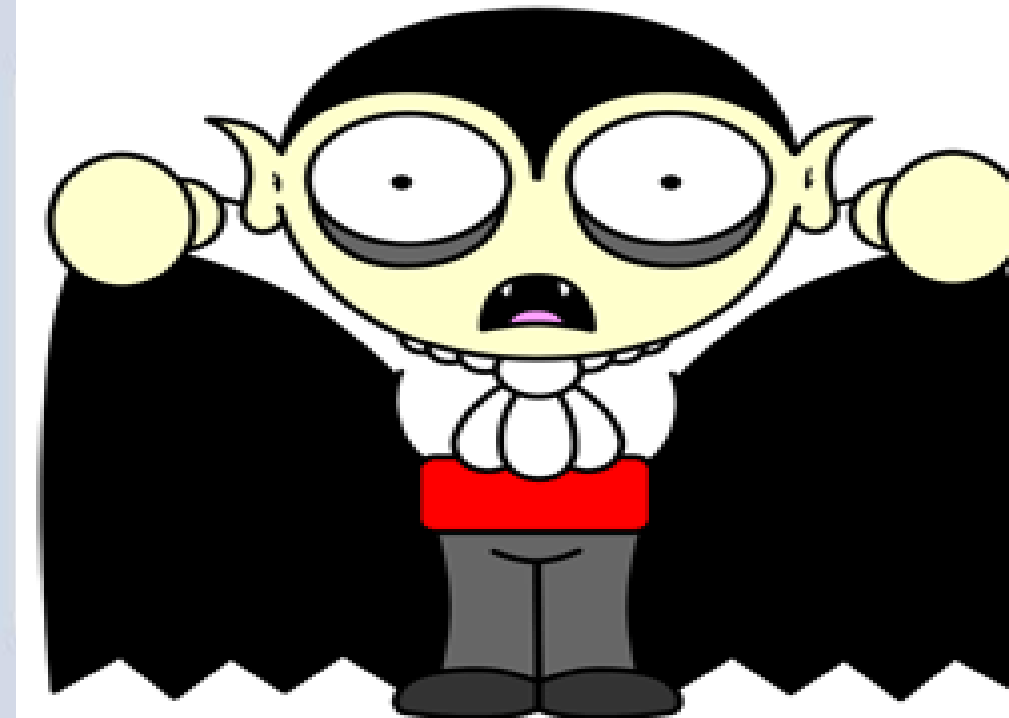
Types of Employees



Engaged employees work with a passion and feel a profound connection to their organisation. They drive innovation and move the organisation forward



Not engaged employees are essentially “checked out”. They’re sleepwalking through their work day, putting time – but not energy or passion into their work



Actively disengaged employees are just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish

Measuring Team Performance

“What gets measured gets managed”

Drucker

Improving Team Performance

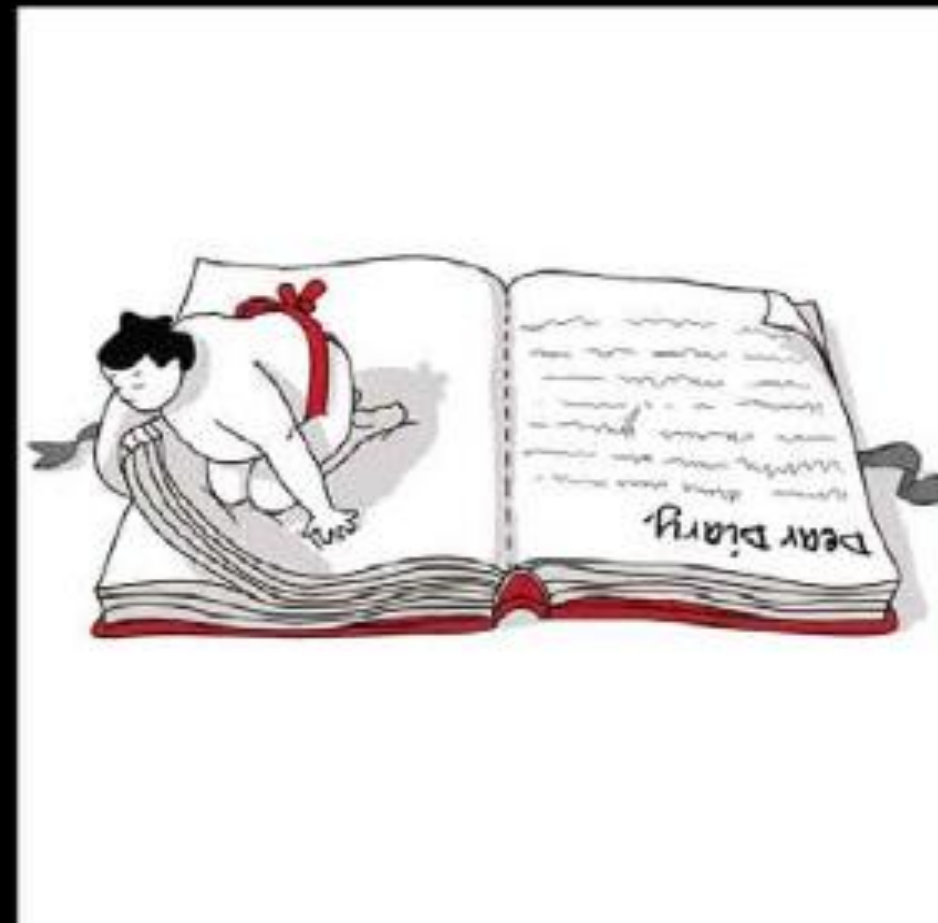
- Plan - What
 - Clear team action plan linked to individual SMART objectives
- Behaviours, Standards and Expectations – how
- Monitor – to identify progress
 - One to one/Team meetings
 - Performance Review
- Measure and evaluate – to celebrate success
 - Stakeholder feedback and benchmarking data
 - Objectives achieved/Key Performance Indicators

Faced with a challenge?

7 questions to help you
S.U.M.O.



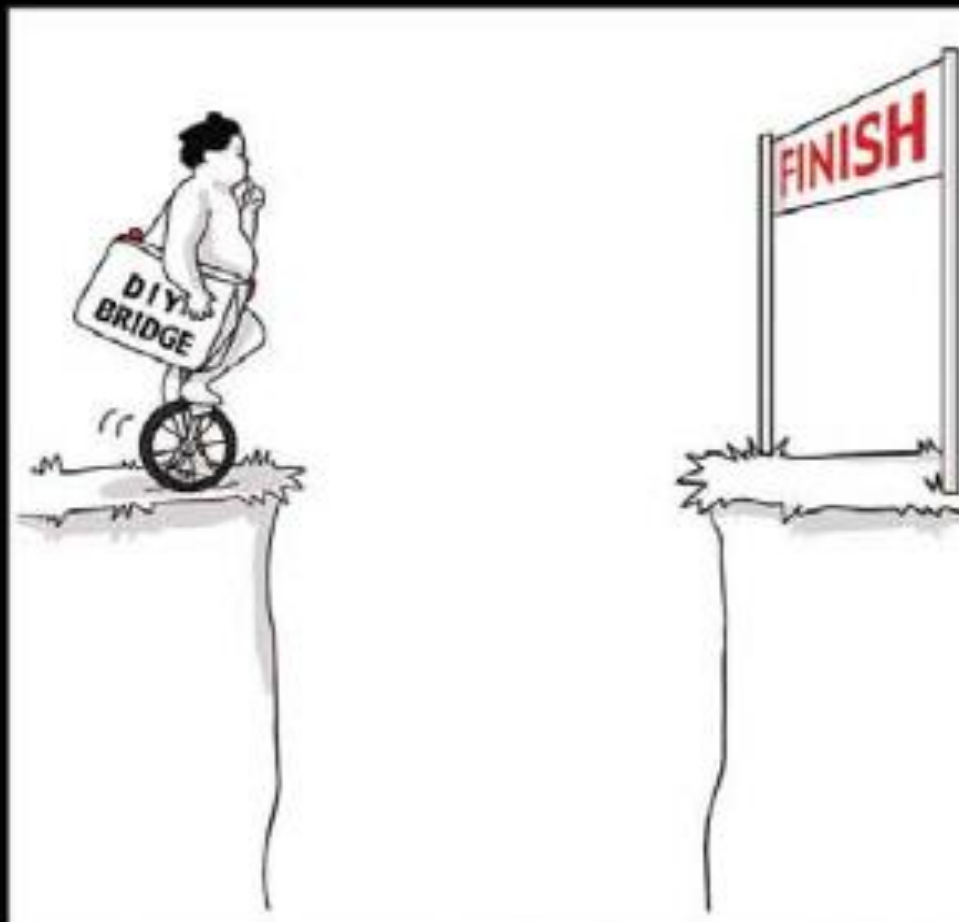
1: Where is this issue on a scale of 1 - 10?



2: How important will this be in 6 months time?



3: Is my response appropriate and effective?



4: How can I influence or improve the situation?



5: What can I learn from this?



6: What will I do differently next time?



7: What can I find that's positive in this situation?

So what will you do next?

Reflect on a learning point from today

What micro action will do from today? (pop in the chat)

And as the SMA add says – “you’re doing great”

Further References for CPD

Damian Hughes – Liquid thinking/High performance Podcasts, High performance teams

Paul McGee – the SUMO guy – contact@theSUMOguy.com

Dan Pink – Drive

Alex Ferguson - Leadership

Simon Sinek – Why Leaders Eat Last, Start with Why. Ted talks

Steven Covey – 7 Habits of highly effective people (circle of concern/circle of influence)

Robert Dilts – Neurological levels of Change

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Thank you. Get in touch:

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