

This exciting Research Leadership programme provides academics with skills and knowledge to plan and deliver research projects, and to get the best out of research teams. It follows on from a very successful pilot and subsequent first run where sessions were consistently rated 4+ out of 5 (*5 being Excellent*), with comments from participants such as “Totally relevant to tasks we have to undertake and very enjoyable learning experience”, (ECR); “Excellent workshop, learned a lot of useful information I didn't know”, (MCA); and “Fantastic tools were given for future leaders both in research and academic leadership”, (Senior Research Leader).

Who is it for ?

This programme supports the development of all academics from Early Career Researchers (ECR) and Mid Career Academics (MCA1) through to senior Research Leaders and Associate Professors (MCA2). The programme is organised into three cohorts in order to support different needs, such as; those who have been successful in bidding and are just about to start their first project (ECR), those who have some experience of running a research project either as a Principal Investigator or Co-Investigator (MCA1); and those who are experienced Research Leaders (MCA2).

Programme Objectives

1. Help participants develop the necessary knowledge and skills to lead teams to successfully deliver funded research projects, in line with stakeholder and funder requirements.
2. Provide an understanding of effective team leadership and team working within a research context in order to be able to devise strategies to get the best out of teams in the challenging environment of research.
3. Equip researchers with an understanding of their strengths and limitations in order to be confident in developing their leadership skills in line with their career stage and future aspirations and be more confident to expand their funded research activities.

How do I apply ?

There is no application form. The Research Development and Support (RDS) team will request nominations from your Department Head, with the deadline for their reply being Friday 6th December 2019. This is something you can discuss with them if you wish to attend.

Want a course on research bid-writing ?

This is not it! This programme will provide project management and team leadership approaches that can contribute to better research bid applications and the successful delivery of funded research projects. It is not designed to provide detailed guidance on the completion of research bids, which is available through other RDS courses.

How the Programme works

There will be 3 cohorts in the programme, and in discussion with your Department Head you will be nominated to attend the cohort most relevant to you:

- Early Career Researchers and those new to research applications, looking for your first grant or fellowship.
- Mid-Career Academics, with extensive teaching experience, who may be new to research, or have a little research application, seeking to increase your research leadership activity.
- Research Leaders – experienced research leaders, at mid-career to associate professorial level and those with significant externally funded experience who are aiming for higher value grants, more strategic grants and longer-larger funding.

Commitment

This programme is delivered through a series of 5 or 6 workshops which are 1 or 2 days in length, held every 3-6 weeks over a 4 month period starting in February 2020. You will be expected to attend all the workshops, and you will be supported by your Department Head and RDS to make this possible.

Dates for 2020 as follows (there's also a visual representation in the Annex):

Early-Career Researchers: Fri 21st February (half-day); Thu 5th March; Wed 25th & Thu 26th March; Thu 16th & Fri 17th April; Tue 12th May (half-day).

Mid-Career Researchers: Thu 20th February (half-day); Tue 10th March; Thu 2nd & Fri 3rd April; Wed 22nd & Thu 23rd April; Tue 12th May (half-day).

Research Leaders: Tue 4th & Wed 5th February; Thu 20th February (half-day); Wed 11th & Thu 12th March; Fri 27th March; Tue 21st April; Tue 12th May (half-day).

For any queries about the Research Leadership programme or the nomination process, please contact [Emily Cieciora](#), RKEDF Facilitator on 01202 968241 .

Annex 1 Indicative Timetable

Early Career Researchers (ECR) / Mid-Career Academics: New to Research (MCA1)

Title and Indicative Content / Learning Outcomes ¹	When
Programme Kick-Off: Introduction	
<p>Introduction to the programme:</p> <ul style="list-style-type: none"> • Introduction by a Senior Academic • Introduction to the programme: <ul style="list-style-type: none"> ○ Course leaders ○ Structure ○ Main themes / underpinning models ○ Learning and teaching style ○ Action-learning and Reflective Learning Log • Career development considerations • Personal Learning Objectives for the Programme • Getting to know fellow cohort members in preparation for collaborative learning 	<p>ECR</p> <p>Friday 21st Feb AM</p> <hr/> <p>MCA1</p> <p>Thursday 20th Feb AM + Lunch with MCA2</p>
Releasing your Research Leadership Potential	
<p>By the end of the workshop, participants will have:</p> <ol style="list-style-type: none"> 1. Identified personal career development goals to guide their future research leadership activity. 2. Identified the characteristics of effective leadership in research. 3. Learned a range of established leadership approaches and explored how to apply these in a research setting. 4. Learned the DiSC[®] behavioural profiling framework and the strengths, motivators and limitations of the four DiSC[®] behavioural styles. 5. Created a self-assessed DiSC[®] leadership profile to identify working preferences, strengths, limitations and development priorities. 6. Used their understanding of the DiSC[®] framework and other leadership models in order to identify professional development strategies to play to their strengths and address their limitations in research leadership. 	<p>ECR</p> <p>Thursday 5th March 2020</p> <hr/> <p>MCA1</p> <p>Tuesday 10th March 2020</p>
Research Project Management & Planning for Uncertainty	
<p>By the end of the workshop, participants will have:</p> <ol style="list-style-type: none"> 1. Discussed the critical factors that will influence whether or not a research project will be “successful”. 2. Learned the basics of the project planning process and appreciated fundamental principles of a well-led and well directed project, including the importance of managing stakeholders, clearly defining scope and effective estimating. 3. Discovered work breakdown structures, network diagrams, critical path analysis, Gantt charts and other elements that ensure robust project control. 4. Experienced a full project initiation by implementing all the techniques taught to a case study project. 5. Based on their plan, 'bid' for work - in much the same way as researchers and staff have to present their projects and proposals to managers, colleagues, funders and 	<p>ECR</p> <p>Wednesday and Thursday 25th and 26th March 2020</p> <p>Two full days</p>

¹ Although the Indicative Learning Outcomes are the same for both groups, there will be differentiation provided by the activities and examples used to challenge both cohorts appropriately for their level of experience.

<p>other stakeholders.</p> <ol style="list-style-type: none"> 6. Responded to changes in resource, funding and other demands, and make decisions about how to respond and/or re-plan the project. 7. Understood the impact of human “utility” on project planning and management. 8. Learned techniques to deal with project uncertainty and apply the tools by undertaking a proactive, detailed analysis of the case study following a rigorous and robust management process. 9. Learned how to calculate and justify how much time, or budget, should be set aside for contingency to cover uncertainty within a research environment. 	<p>MCA1</p> <p>Thursday and Friday</p> <p>2nd and 3rd April 2020</p> <p>Two full days</p>
<p>Practical Leadership: Getting the Best out of Your Team</p>	
<p>By the end of the workshop participants will have:</p> <ol style="list-style-type: none"> 1. Reflected on the nature of successful research teams and learned a range of models to understand and manage team processes. 2. Used the DiSC[®] behavioural framework to understand the motivators, strengths and limitations of others in team working, and adapt team leadership approaches accordingly. 3. Explored approaches to adapt communication in line with individual preferences in order to create better clarity of understanding. 4. Devised tactics for motivating a range of colleagues in order to deliver required research outcomes. 5. Gained clarity on how to improve team dynamics and collaborations in order to capitalise on the range of strengths available across the team and avoid potential problems such as conflict and unequal contributions. 6. Learned and practised listening and questioning skills in order to empower team members in their approach to professional development, problem-solving and conflict situations. 7. Learned analytical and interpersonal conflict management approaches, in order to be a more effective mediator of team conflicts. 	<p>ECR</p> <p>Thursday and Friday 16th and 17th April 2020</p> <p>Two full days</p> <hr/> <p>MCA1</p> <p>Wednesday and Thursday 22nd and 23rd April 2020</p> <p>Two full days</p>
<p>Programme Review and Next Steps (ECR and MCA1 jointly)</p>	
<p>During this ½ -day session, participants will explore the following topics:</p> <ul style="list-style-type: none"> • Participated in peer learning review activities in order to maximise their learning from the programme. • Considered the future applications of their learning in their professional and career development and planned action to implement this learning in future. • Identified their next professional development objectives. • Been introduced to the range of internal resources available to them in BU to support their ongoing professional and career development. • Made plans for their next steps in professional and career development. 	<p>ECR and MCA1</p> <p>Tuesday</p> <p>12th May 2020</p> <p>Morning & lunch</p>

Mid-Career Academics: Research Leaders (MCA2)

Title and Indicative Content / Learning Outcomes	When
<p>Accelerated Entry: This 2-day intensive course would be for participants who require direct entry into the Level 2 Research Leadership Programme, without completing the Level 1 course. The accelerated entry course does not cover all the content of the Level 1 course. The course focuses on key models and techniques from the Level 1 course, which form prerequisites for the effective utilisation of the advanced techniques of the Level 2 course.</p>	
<p>By the end of the workshop participants will have:</p> <ol style="list-style-type: none"> 1. Considered the nature of good research leadership and management and its characteristics. 2. Learned the DiSC® Behavioural Profiling Framework, and considered its implications for communication, working preferences, motivators, strengths, limitation and collaboration in a research setting. 3. Created a self-assessed, personal DiSC® profile and considered the implications for their research leadership preferences and abilities. 4. Learned a range of team development models through which to understand and improve teamworking. 5. Considered how to use their knowledge of DiSC® to encourage better communication, increased motivation and effective collaboration in research teams. 6. Learned the basics of the project planning process and received techniques that can be used immediately on any project. 7. Appreciated the fundamental principles of a well-led and well-directed project, such as identifying and scheduling tasks, activities and milestones, and understanding and managing stakeholders. 8. Become aware of the critical factors that will influence project success, including using planning tools to identify and therefore pre-empt potential problems. 9. Been introduced to work breakdown structures, network diagrams, Gantt charts and other techniques that ensure robust project control. 	<p>Tuesday and Wednesday 4th and 5th February 2020 Two full days</p>
<p>Programme Kick-Off: Introduction</p>	
<ul style="list-style-type: none"> • Introduction by a Senior Academic • Introduction to the programme: <ul style="list-style-type: none"> ○ Course leaders ○ Structure ○ Main themes / underpinning models ○ Learning and teaching style ○ Action-learning and Reflective Learning Log • Career development considerations • Personal Learning Objectives for the Programme • Getting to know fellow cohort members in preparation for collaborative learning 	<p>Thursday 20th February 2019 Lunch with MCA1 & PM</p>
<p>Advanced Research Team Leadership</p>	
<p>By the end of the workshop participants will have:</p> <ol style="list-style-type: none"> 1. Identified personal career development goals to guide their future research leadership activity. 2. Understood personal motivations and preferences and identified untapped potential that could be mobilised in research leadership. 3. Reviewed the DiSC® behavioural profiling framework and the strengths, motivators and limitations of the four behavioural styles. 4. Learned the 'Work of Leaders' framework and explored its implications 	<p>Wednesday and Thursday 11th March and 12th March 2020 Two full days</p>

<p>and value for effective research leadership.</p> <ol style="list-style-type: none"> 5. Considered the role of formal and informal power in effective research leadership. 6. Learned a range of advanced leadership approaches, upon which to base their ongoing research leadership development. 7. Understood and practised communication techniques to support empowerment in team members. 8. Explored a range of rhetorical techniques to construct clear, convincing messages. 	
<p>Managing Complex Research Projects</p>	
<p>By the end of the workshop participants will have:</p> <ol style="list-style-type: none"> 1. Understood the process of good communications planning and learn how to improve project communication within a collaborative research environment. 2. Prioritised multiple projects and calculate the cost of changed priorities. 3. Explored how to manage change effectively in a research environment. 4. Become aware of techniques to improve research project management through phased delivery, distinguish needs and wants, and avoiding "gold plating". 5. Been introduced to Agile project management methodologies. 6. Learned advanced methods of monitoring, reporting and forecasting budget and/or resource usage within the uncertain environment of research. 	<p>Friday 27th March 2020 One full day</p>
<p>Leading Resilient Teams in Demanding Environments</p>	
<p>By the end of the workshop participants will have:</p> <ol style="list-style-type: none"> 1. Understood the characteristics of resilience and its benefits in the research environment. 2. Appreciated how management of mindset, in themselves and their team members, can predispose individuals to success and resilience. 3. Learned the significance of threat and reward mental states in responses to the environment and explored techniques to maintain constructive mental states in themselves and others, in professional settings. 4. Been introduced to a range of psychological techniques to develop greater resilience in themselves and team members. 5. Understood the pressures which undermine resilience, such as conflict and change and learned techniques to maintain resilience in the face of such pressures 6. Applied a range of resilience-boosting techniques to situations from their own experience. 	<p>Tuesday 21st April 2020 One full day</p>
<p>Programme Review and Next Steps</p>	
<p>During this ½ -day session, participants will explore the following topics:</p> <ul style="list-style-type: none"> • Participated in peer learning review activities in order to maximise their learning from the programme. • Considered the future applications of their learning in their professional and career development and planned action to implement this learning in future. • Identified their next professional development objectives. • Been introduced to the range of internal resources available to them in BU to support their ongoing professional and career development. • Made plans for their next steps in professional and career development. 	<p>Tuesday 12th May 2020 Lunch & Afternoon</p>

Research Leadership Programme

Activity	Week Commencing															
	03/02/2020	10/02/2020	17/02/2020	24/02/2020	02/03/2020	09/03/2020	16/03/2020	23/03/2020	30/03/2020	06/04/2020	13/04/2020	20/04/2020	27/04/2020	04/05/2020	11/05/2020	
Accelerated Entry	04/02/2020															
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Introduction/Kickoff			20/02	20/02												
Introduction/Kickoff			20/02													
Releasing Leadership Potential					05/03/2020											
Releasing Leadership Potential						10/03/2020										
Advanced Research Leadership						11/03/2020										
Advanced Research Leadership						12/03/2020										
Project Management / Planning								25/03/2020	02/04/2020							
Project Management / Planning								26/03/2020	03/04/2020							
Managing Complex Research								27/03/2020								
Team Management										16/04/2020	21/04/2020					
Team Management										17/04/2020	22/04/2020					
Advanced Team Management											23/04/2020					
Programme Close															12/05	
Programme Close															12/05	

Research Leaders
Mid-Career Researchers
Early Career Researchers