



Leadership Workshop
WINGS

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PostdocTraining

Workshop Aims

Leading = lifelong learning

- Tools and mindset

Benefits on 2 levels:

1. Your own leadership skills and challenges
2. Activities to do with your own group

Who am I?

- My research background
- Research leadership
- Research management leadership – leadership at any level
- PostdocTraining



Workshop Details

- Interactive workshop
- partner work – meet your neighbour
- Networking – meeting new people
- Questions
- Parking lot
- References/ further reading
- *Live tweeting encouraged #WINGS*

Please set your phone to silent, thanks!

Outline of the day

- 13:00 – 14:00 **Session 1:** The leadership challenge
- 14:00 – 15:00 **Session 2:** Communicating and coaching as a leader
- 15:00 – 15:30 Coffee break
- 15:30- 16:30 **Session 3:** Essential tools for leadership

Focus

My own leadership challenge

- **What:**
 - Write down (p.2) your 3 largest leadership challenges (as a leader / being led / in peer group)
 - challenge will not be shared publicly
- **Why:**
 - Help you to think of an immediate application of the contents / take home action



Session 1:

The Leadership Challenge

Exercise

'Nightmare Leadership'

- **What:**
 - Turn to your neighbour – groups of 2
 - list bad leadership examples and traits with neighbour
 - think of examples of bad leadership you have experienced or heard of
 - Share results with group
- **Why:**
 - Identify what doesn't work in leadership

What is leadership?

"Leadership is *organsing* a group of people to achieve a common goal. The leader may or may not have any formal authority"

- Leadership at any level
- Old theories: leaders are born, not made
- New thinking: leadership requires life-long learning
- Terms 'Leadership' and 'management' often used interchangeably

Challenges of Academic leadership

- 'Herding cats' – individualist culture
- Used to giving harsh criticism (reviews / grant applications) – less focus on constructive criticism
- Bad leadership examples common and often not managed (see Nature article in references)
- Fact-driven, interpersonal skills often not officially valued
- Task-oriented vs. relationship-oriented

Relationship-oriented Leadership

- Personalities: yours and others
- Personality typing
 - Myers Briggs
 - DISC profile
 - Enneagram
- Helps recognising different personalities, everyone is different and that's ok!
- Are they difficult or just different?
 - Example: matcher and mismatcher

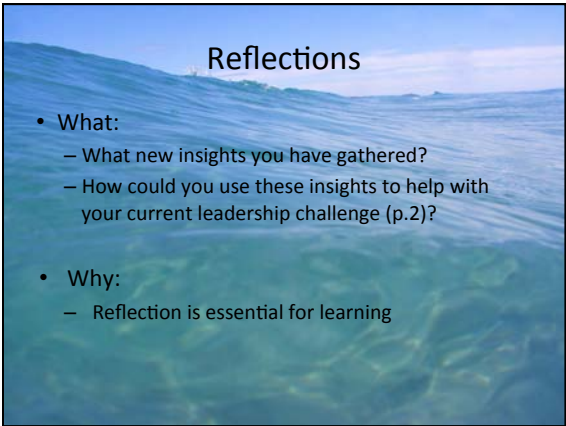
Exercise

How I and others prefer to work

- **What:**
 - Questionnaire: Please fill out to and identify your work styles (p. 3-5)
 - Practical – Creative
 - Structured – Flexible
 - Extrovert – Introvert
- **Why:** Illustrate that
 - everyone has different preferences and 'hot buttons'
 - others' behaviour is no reflection of yours

How to use this exercise yourself

- Members do test and share results. Create groups by types and do the following activity (or think up your own scenarios)
 - **Creative – Practical** (plan a holiday)
 - **Structured – Flexible** (marooned on a desert island/won a big grant: describe your first / last day)
 - **Extrovert – Introvert**
 1. How do you like to do your research?
 2. How do you like to communicate your results?
 3. What is good about having the other type in the team?



Reflections

- **What:**
 - What new insights you have gathered?
 - How could you use these insights to help with your current leadership challenge (p.2)?
- **Why:**
 - Reflection is essential for learning

5 min break!

Please change seats to meet someone new



Session 2:

Communicating and coaching as a Leader

Communication and leadership

1. Communicating Goals

- Essential for leadership: Setting and communicating clear goals
- “The single biggest problem in communication is the illusion that it has taken place”. *George Bernhard Shaw*
- “When they get bored of you talking about the goal, you have succeeded in communicating it” *Geoff Garrett*

Communication and leadership

Setting S.M.A.R.T.E.R. Goals

- Specific
- Measurable
- Action-oriented
- Reasoned and realistic
- Time-bound
- Exciting and Enjoyable
- Resourced

Communication and leadership

2. Reaching your goal

- Your goal will only be achieved if everyone can reach it
 - therefore you need to bring everyone with you on the journey

Manager vs. Leader (often the same person)

<p>Manager</p> <ul style="list-style-type: none"> Arranger Acts Tells <ul style="list-style-type: none"> Arranges resources to achieve the goals created by leadership Getting things done 	<p>Leader</p> <ul style="list-style-type: none"> Envisages Enables Empowers <ul style="list-style-type: none"> Creates potential and platform for solution Getting things done / problems solved by empowering others
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How do you bring everyone along to reach the goal?

- Delicate balance - absent leader vs. micro manager
- Your approach depends very much on the skill and will level of the person you are coaching/supervising
- Coaching vs. teaching

Skill / Will Matrix

Will ↑	Guide	Delegate
↓	Direct	Excite
	←	→ Skill

- Invest time early on (coach, explain)
- create risk-free environment to allow mistakes
- Relax control as progress is shown

- Set objective, not method
- Praise, don't ignore
- Encourage to take responsibility

- Build will, then skill (identify motivation, clear briefing, structure task for quick wins)
- Provide frequent feedback to build will
- Supervise closely, clear rules and deadlines

- Identify reason for low will
- Motivate
- Monitor and feed-back

Source: The Tao of Coaching, Max Landsberg

How to give constructive criticism

- Always make it a sandwich!
 - What you did really well:
 - What I would like to see more of:
 - Overall you are doing great / have really improved / are making a real effort
- 'But' vs. 'and'
 - You did X well **but** you could improve this even more with...
 - You did X well **and** you could improve this even more with...

Exercise

Determining skill and will

- What:
 - Role play: Groups of 3 people
 - Staff 1: new enthusiastic PhD student
 - Staff 2: experienced and motivated postdoc
 - Staff 3: experienced postdoc who is asked to take on a task not furthering his/her career
 - 1 is leader for 2, 2 is leader for 3, 3 is leader for 1
 - Leader chooses task to give to staff
 - Leader to establish skill / will of staff and devise plan of how to manage staff in conversation
 - 3rd person listens and gives constructive feedback

Coaching as a Leader: GROW model

Goal: for the conversation and topic

↓

Reality: clarify current reality– relevant information about this issue

↓

Options: how can the issue be solved – generate options, perspectives, ideas, possibilities

↓

Wrap-up: commit to action and support (if appropriate)

Why use GROW?

- Empowering vs. telling
- Coachee owns solution and has the skills to achieve it
- Finding long-term, sustainable solutions – this is not a quick fix!
- Manage your ego, impatience, agenda and your need to have it right
- Also suitable for peer coaching



30 min coffee break!

Please change seats when you return

Session 3:

4 Essential Tools for Leaders

Essential Tools

Managing projects

1. Running a successful meeting
2. Managing Risk

Self Management

3 tools / concepts for dealing with mistakes and building confidence

Managing Projects

The holy grail – the productive meeting

- Definition of a successful meeting: it finishes on time with agreed actions
- 6 Golden Steps
 1. Do we need a meeting? Actions vs. information
 2. Objectives (what do you want to achieve – and who needs to be there?)
 3. Distribute an agenda (delegate tasks)
 4. Set time for each item and stick to it
 5. Start and end on time, do not wait for late comers
 6. Capture who will do what when (action points) and email to attendees after meeting

Managing Projects

The productive meeting II

- How to keep people on time:
 - “Thanks you, a valid point but goes beyond the topic today, let’s schedule another meeting”
 - If it only affects small part of group, ask them to discuss afterwards
 - Introduce parking lot – “Great idea but not quite on the topic, let’s add it to the parking lot and discuss at another time”

Brainstorming

- Traditional brainstorming
 - favours extroverts
 - can lead to defending of positions rather than exploring of topic
- 6 Hat technique — *Edward de Bono*
- parallel thinking : everyone looks at a challenge using the same mode of thinking, then moves onto the next mode
- Allows co-operative exploration

6 Hat Technique – Edward de Bono

1. **Blue** - Conductor: Organising thinking, focus and outcome
2. **White** : Focus on information
3. **Red**: Focus on emotion, intuition
4. **Black**: Focus on faults, weakness, mismatch
5. **Yellow**: Focus on value and benefits
6. **Green**: Focus on creative effort, new ideas

Managing Projects

Risk Management

- Rarely done beyond occupational health and safety
- **“In business, as in life, risk is essential: [but] you have to protect against the downside.”**
Richard Branson
- You limit risk by anticipating it and having a plan B in place

Managing Projects

Exercise: Risk Assessment

- What:
 - Identify 3 possible risks in your current research project and assess likelihood and decide on measures
 - Give likelihood score out of 10, create plan B for score of 5 and above

Risk	Score	Plan B

- Why: Key to managing projects with as little nasty surprises as possible

Self Management

Dealing with mistakes and building confidence: yours and others

1. Developing a Growth Mindset for good leadership

- Fixed mindset
 - Believe in innate ability: mistakes threaten self-worth
 - 'judge and be judged'
- Growth mindset
 - Ability can be grown through effort
 - 'grow and help grow'

Carol Dweck, Mindset: The new psychology of success

Self Management

Impostor Syndrome

- Thoughts that achievements are just luck or they are 'faking' it, fear to be found out as a fraud

"You think, 'Why would anyone want to see me again in a movie? And I don't know how to act anyway, so why am I doing this?'" **Meryl Streep**

- Not feeling internal sense of success
- Particularly common among students/ academics

Self Management



Dealing with the Impostor Syndrome

- It's common – find people to share (even if it is anonymous online blogs)
- Feeling incompetent and being incompetent are two very different things – find ways to accurately self-assess (see next tool)
- Collect reminders of compliments / praise / achievements

Self Management

Tool - Posture and confidence


- Power posing: brief nonverbal displays affect neuroendocrine levels and risk tolerance (Carney, Cuddy and Yap, 2010, Psych. Sci.)
- Amy Cuddy, Ted talk

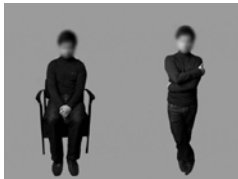
Self Management

Poses used in study

High-power pose



Low-power pose



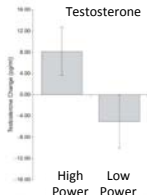
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Self Management

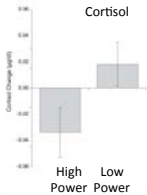
Results after maintaining pose for 2min

- Psychological: Gambling task
 - High power poses caused more risk taking (86% vs. 60%) and feeling significantly more 'powerful' and 'in charge'
- Saliva analysis

Testosterone



Cortisol



From: Carney, Cuddy and Yap, 2010, Psych. Sci.

Self Management

ANTs and MATHs

- Habitual thoughts - up to 85% of thoughts we have daily
- ANTs: Automatic Negative Thoughts
- MATHs: More Accurate Thoughts
- For example:
 - I'm too junior to take leadership here, they won't listen to me so I'll be quiet
 - Actually, I know I'm the expert on this topic here and they have listen to me at occasion A, B and C. So there is no reason not to give my opinion now.

Self Management

Exercise

Turn Your ANTs into MATHs

- What & How
 - Think of your main challenge and record your automatic thoughts
 - Counter your ANTs with MATHs
- Why
 - Replacing to your ANTs replaces them with more useful thoughts
 - Useful to help with impostor syndrome

ANTs	MATHs
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Questions?

Reflection

- What:
 - Note 3 new insights you have gathered
 - How could you use these insights to help with your current leadership challenge

About PostdocTraining

it's about your career

- Why
 - Postdocs need support!
 - Finding the best approach for your career
 - "if I'd only known"
 - Helping postdocs with their careers
- What
 - Career coaching and mentoring focussed on early career researchers
 - Online / One-on-one mentoring / Workshops
- How
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Thank You!

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