

*Programme*

# Research Team Leadership in Changing Times

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**Facilitators:**

David Faraday

Shirley Wardell

## Course Focus

Research Team Leadership in Changing Times is a two-day course designed to develop your skills as a research team leader with particular reference to supporting research leaders and their teams in these changing times.

As a participant on this programme, you will discover how to build and lead a research team, run effective research team meetings, support individual researchers and develop your role as a team leader; thus enhancing your capability as a research leader and developing your career potential. Particular attention will be given to the demands of accomplishing this in a virtual environment and through periods of uncertainty.

## Course Delivery

This two-day interactive course will be delivered entirely on-line. Programme facilitators will create an interactive, virtual space in which delegates will be able to work with their colleagues one-to-one, in small discussion groups and in larger teams. The course content will be conveyed through short presentations, interactive exercises and discussion. Contributions from delegates will be captured and used to generate an interactive tool for their on-going development.

This course will be delivered by facilitators with extensive experience of research team leadership and a thorough knowledge of the challenges involved in conducting publicly funded research. They are eager to engage delegates in understanding and addressing the additional demands of undertaking research in changing times.

It is intended that this course will help prepare you for these leadership challenges, supporting you in delivering your research on-time and within resource constraints ensuring timely publication of your research findings.

## Outcomes

### Participants will have:

- Practiced and developed their listening skills
- Engaged in team working and team building
- Reviewed the characteristics of effective teams
- Understood the role and function of a team leader
- Reviewed the role of a Research Team Leader in changing times
- Practiced or reviewed taking on a virtual team leadership role
- Considered ways to address and resolve the challenges of leading and managing research teams in changing times
- Experienced and practiced using on-line tools for one-to-one, small group and research team meetings
- Experienced and practiced using on-line tools for creating breakout spaces, sharing information and fostering collaboration
- Prepared an action plan for implementing their learning
- Developed a strategy for creating a personal vision for their research career

## Day One

### 08:45 *Arrival*

09:00 **Introduction** All  
*To the course staff, fellow delegates and to the programme.  
 Your name, your institution and something about your research*

**Listening Skills** SAW  
*Plenary on listening, review of common listening habits,  
 listening exercise." What is Leadership?"*

### 10:45 *Break*

11:15 **Teams and Team Working** DBFF  
*Team membership, team building and team characteristics.*

**Team Activity:** Team Characteristics Delegates

**Approaches to Leadership** DBFF  
*The qualities approach, the situational approach,  
 the functional approach, other leadership approaches.*

### 13:00 *Lunch*

14:00 **Leadership Exercise: Further Delay** Delegates

**Needs and Responsibilities** DBFF  
*Introduction to areas of need, the three circles and leadership  
 Responsibility.*

### 15:30 *Break (Issue Profiles)*

16:00 **Leadership Functions** SAW  
*The generic functions of a leader and the principle of helicoptering.*

**What should Research Team Leaders do?** DBFF  
*Personal reflections on leadership functions in a research  
 group context.*

**End of Day Round-up** Delegates

### 17:30 *End of Day One*

## Day Two

08:45 **Arrival** (zoom waiting room)

09:00 **Introduction to Day Two**

**Team Dynamics**

SAW

*Key aspects of team dynamics and the SCARF model.  
What can leaders do to create the conditions that help teams to be Productive?*

**Input: Running Effective Meetings**

Facilitators

*Listening, go-arounds, questions as agenda items, using thinking pairs, SMART actions.*

10:15 **Break**

10:45 **Group Meeting: Challenges of Leading and Managing Research Teams in Changing Times**

Delegates

*Parallel meetings, chaired by delegates, follow specific structure outlined above. "What are the challenges?"; "How might these challenges be overcome?"*

12:15 **Lunch** (Select Leaders for Case Study and Issue Briefs)

13:15 **Research Team Leadership Case Study**  
Consultation Phase

Delegates

**Research Team Leadership Case Study**  
Reporting Phase

Delegates

**Research Team Leadership Case Study**  
Debrief

Delegates

15:00 **Break**

15:30 **Personal Vision and Action Planning Meeting**

Delegates

*Conduct action planning meeting and think about a possible personal vision.*

**Individual Consultations**

Facilitators

*Each delegate has the opportunity to spend ~10 minutes one-on-one with a member of the training team to discuss their leadership profile or another specific leadership issue.*

16:50 **Round-up**

Delegates

17:00 **End of Course**

**Post –Course:**

Follow-up on your Action Planning.

Output from discussion sessions distributed.