

*Programme*

# Research Team Leadership

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**Facilitators:**

David Faraday

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## Course Focus

Research Team Leadership is a two-day course, designed to develop your skills as a research team leader. As a participant on Research Team Leadership 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.

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. Consequently, this course will help prepare you for the leadership challenges involved in delivering your research on-time and within resource constraints, ensuring timely publication of your research findings.

## 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.

## Outcomes

### Participants will have:

- Practiced and developed their listening skills
- Engaged in team working and team building
- Reviewed the characteristics of different teams
- Considered individual's team roles
- Understood the role and function of a team leader
- Reviewed the role of a Research Team Leader
- Practiced or reviewed taking on a team leadership role
- Considered how to provide drive and gain commitment towards achieving research goals
- Considered ways to address and resolve the conflicting demands of research, teaching and administration
- Prepared an action plan for implementing their learning
- Developed a strategy for creating a personal vision for their research career

## Day One

### 08:40 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 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?*

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

### 12:45 Lunch

13:45 **Team Activity: Team Characteristics** Delegates  
**Needs and Responsibilities** DBFF  
*Introduction to areas of need, the three circles and leadership  
 Responsibility.*

### 15:15 Break

15:45 **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

### 17:15 End of Day One

## Day Two

### 08:50 *Arrival*

#### 09:00 **Introduction to Day Two**

**Input:** Running Effective Meetings

*Facilitators*

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

**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?"*

### 11:00 *Break*

#### 11:30 **Leadership Exercise: Further Delay**

*Delegates*

### 12:45 *Lunch*

#### 13:45 **Research Team Leadership Case Study** Consultation Phase

*Delegates*

**Research Team Leadership Case Study**  
Reporting Phase

*Delegates*

**Research Team Leadership Case Study**  
Debrief

*Delegates*

### 15:30 *Break*

#### 16:00 **Personal Vision and Action Planning Meeting**

*Delegates*

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

#### 16:50 **Round-up**

*Delegates*

### 17:00 *End of Course*

#### **Post –Course:**

#### **Individual Consultations & Mini-Coaching Sessions**

*Each delegate will have the opportunity for a 35-minute, one-on-one session with a member of the training team to discuss their leadership profile, engage in a mini-coaching session and / or address any other questions from the programme.*

#### **Follow-up on your Action Planning**

**Output from discussion sessions distributed.**