

NEW TO RESEARCH LEADERSHIP

For new heads of research who are responsible for the professional development of other researchers and for the development of their research group. Participants often have 0-2 years of experience in research leadership.



Target audience

The course is for new heads of research who are responsible for the professional development of other researchers and for the development of their research group. For example, you may have 0-2 years of experience in research leadership.

Purpose

The aim of the course is for you to:

- get introduced to research leadership at the University of Southern Denmark (SDU), the University's ambitions for good leadership and the help available to you as a head of research
- develop best and reflective leadership practices that suit you and your professional environment as well as your own and your research group's ambitions
- get inspiration for and feedback on working with specific day-to-day leadership considerations and challenges
- set a strategic direction and develop long-term goals for your research leadership and the research group's work in collaboration with the research group and your immediate manager to ensure your goals and strategy have support and managerial anchoring.

Benefits

After the course you will have:

- gained knowledge of models and theories, allowing you to understand and work with research leadership and tested tools to develop your leadership practice
- worked with:
 - setting a direction that is clear to everyone in your research group
 - strengthening group interaction
 - creating dedication
- developed your personal leadership foundation
- worked with specific dilemmas in research leadership and gained inspiration and feedback on how to deal with them in practice
- tied up any loose ends in your everyday life
- expanded your network with other heads of research
- clarified your leadership space and coordinated the strategic direction with your immediate manager
- formulated concrete ambitions jointly with your research group to develop your group and its research

Contents

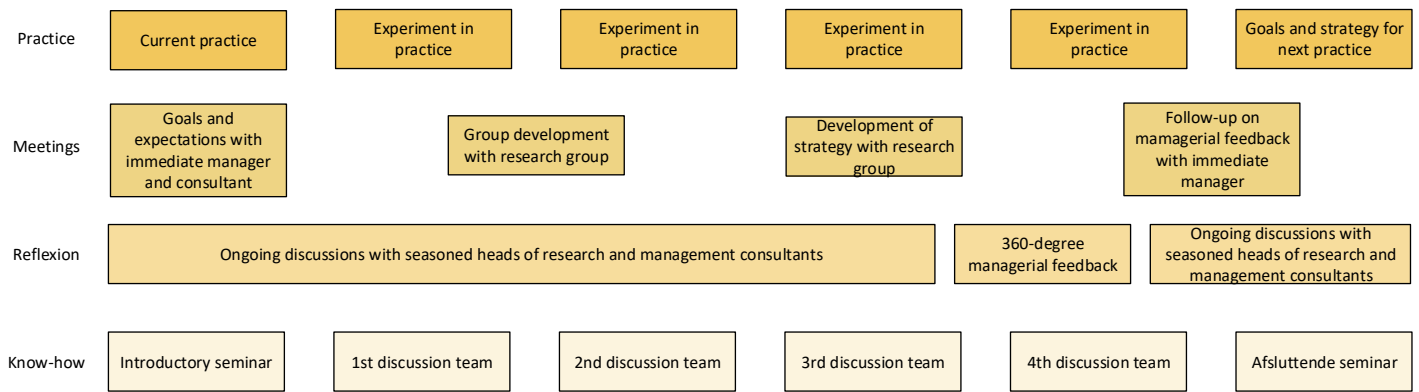
The course includes:

- Introductory joint seminar with introduction to leadership at the University of Southern Denmark: Presentations, dialogue and exercises
- Matching of expectations with your immediate manager, where you can express your ambitions for your personal development as a leader; for the research group's development as a group; and for the development of strategic direction and goals for your research. The meeting is facilitated by a consultant from the course
- Four discussion group meetings with presentations, dialogues and exercises facilitated by a course consultant
- Hands-on practice periods where you can test leadership tools and get feedback from your research group. Along the way, you can use experienced heads of research and consultants from the course as sounding boards.
- 360-degree leadership feedback, providing feedback on your leadership from researchers in your research group, research leadership colleagues and partners
- Leadership development review with your immediate manager
- Concluding joint seminar featuring an assessment of your benefit from the course and future focus in relation to developing your research leadership

The course is primarily practice-oriented. You will be working with your own leadership practice and cases and get theoretical input from textbooks and other sources of inspiration.

The course is led by an experienced head of research with a solid knowledge of leadership, and two seasoned leadership and process consultants with an extensive knowledge of SDU and leadership in academic environments.

Course overview



Course activities

Introductory seminar: Research group leadership at the University of Southern Denmark

The first half of the day is an introduction to leadership at SDU with presentations from the executive board and the Central Administration.

The second half of the day features a direct dialogue with a representative from the executive board as well as with seasoned heads of research to discuss the framework and conditions for research leadership and strategic direction for research at SDU.

Four back-and-forth group meetings

Each back-and-forth group meeting focuses on a research leadership theme:

- Role and tasks as a head of research
- Development of goals for the research group
- Development of strategy for the research group
- Personal leadership and leadership practice

At the back-and-forth group meetings, we will work with presentations, dialogues and exercises. You will be given case assignments by experienced heads of research and leadership consultants, and you will have to bring sample cases from your everyday life, which are put into play at the meetings.

Your own meetings during the course

As part of the course, there will be a number of meetings that help you translate your ambitions for your personal managerial development as well as for the research group into practice. You must organise and carry out some of the meetings yourself:

- Meeting with the head of department on clarification of expectations (organised and facilitated by a consultant from the course)
- Meetings in your own group on group development (organised and carried out by you)
- Meetings in your own group on strategy development (organised and implemented by you)
- Meetings with individual group members as needed (organised and conducted by you)
- Meeting with your immediate manager about your benefit from the course, your personal managerial development and the group's development in the future (organised and implemented by you and your manager)

360-degree leadership feedback

You will receive 360-degree feedback on your leadership by members of your research group (90 degrees), your own immediate managers (180 degrees), research leadership colleagues (270 degrees) as well as internal and external partners (360 degrees). This is done according to a fixed concept with a questionnaire with general questions and the possibility of qualitative elaborations of answers. The question frame is based on SDU's leadership compass.

The process involves the following steps:

- Information on the 360-degree leadership feedback where you select the people you want feedback from
- The selected persons answer the questionnaire
- You will participate in an individual feedback review with a consultant from the course (the same consultant who facilitates your back-and-forth group)
- After receiving feedback, you will qualify your plan for your own managerial development and goals and strategy plan for the research group...
- ... and meet with your immediate manager, with whom the results of the 360-degree leadership feedback are discussed. Together, you will draw up joint points for the development of your leadership and the research group, including goals and strategy for research.

Final seminar: Leadership feedback and forward-looking focus

The first half of the day picks up on the 360-degree leadership feedback process. You will draw up and prepare to present your plan for the upcoming year to your research group and immediate manager.

The second half of the day features the following content:

- Assessment: Status of the past year and benefits from the course in relation to research leadership
- Feedback to the course leadership about the course. This is done together with a representative from the Competence Development Subcommittee.

Expected time consumption

Introductory seminar (full-day seminar)	7 hours
4 back-and-forth group meetings (full-day meetings)	28 hours
Meetings with immediate manager (introductory and concluding in the course)	4 hours
Separate meetings with research group (on group development and research strategy)	4 hours
Description of ambitions for the group and strategy development	10 hours
360-degree leadership feedback	10 hours
Final seminar (full-day seminar)	7 hours
Total	70 hours*

*Part of this time is included in the managerial work that normally belongs to the task of a head of research, and will therefore not constitute an additional burden.

Contact regarding academic content

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