

Leading a Research Team

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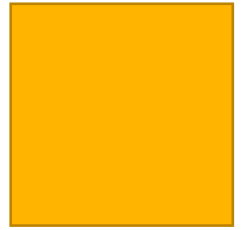
A TRADITION OF
INDEPENDENT
THINKING



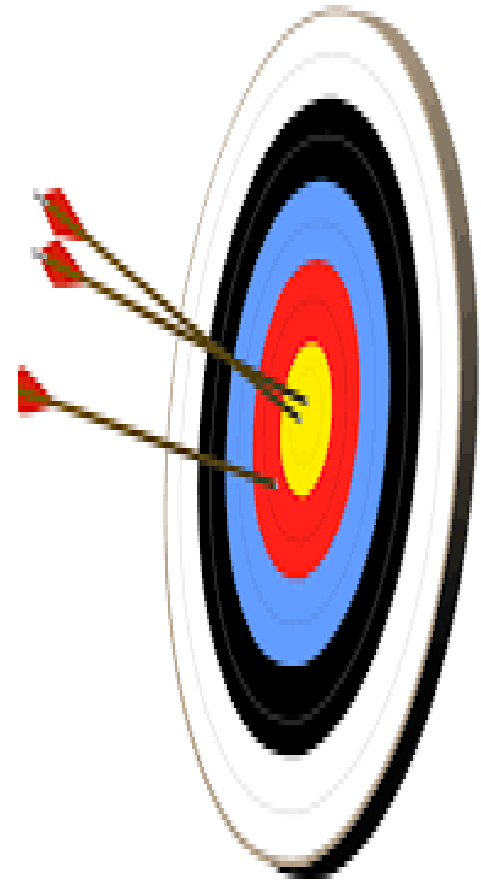
UCC

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Session Objectives



- To explore what leadership is
- To identify what make leaders effective
- To reflect and gain some insight into our own leadership style and approach



Introductions and reflection

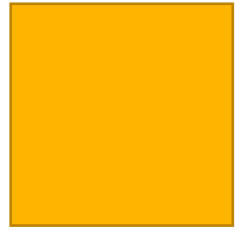


- What is your name and where do you work?
- In one word, what does leadership mean to you?

LEADERSHIP



What is Leadership?



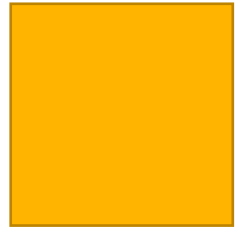
Leadership is a process of social influence, which maximises the efforts of others, towards achievement of a goal (Kruse, K. 2013)

Leadership is the ability to influence others, with or without authority (DeLisle, P. 2019)

A leader today is someone who creates an environment that other people choose to join and do their best in.

(Erickson, T. 2019)

What is Management?



'Management is a set of processes that can keep a complicated system of people and technology running smoothly'

John Kotter (1996)



Leadership & Management

Both management and leadership are essential for an organisation to run effectively

Ultimately the role of **leadership** is to create a vision and encourage widespread support, while **management** is required to actually turn that vision into a reality

Hard Skills & Soft Skills

Hard Skills

Teachable abilities or skill sets that are easy to quantify.

vs.

Soft Skills

Also known as "people skills" or "interpersonal skills."

你好好吗?

Proficiency in a foreign language



A degree or certificate



Typing speed



Machine operation



Computer programming



Communication



Flexibility



Leadership

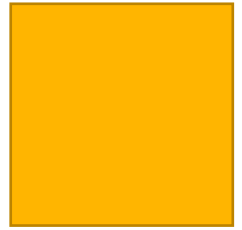


Teamwork



Time Management

What are the ingredients of job success?



- **85%** of job success comes from having well-developed **soft skills & people skills.**
- **15%** of job success comes from technical skills & knowledge (hard skills)

These statistics were extrapolated from a Study of Engineering Education, authored by Charles Riborg Mann and published in **1918** by the Carnegie Foundation.



What is leadership?

- *Leadership – it starts with you.*
(P. Drucker)

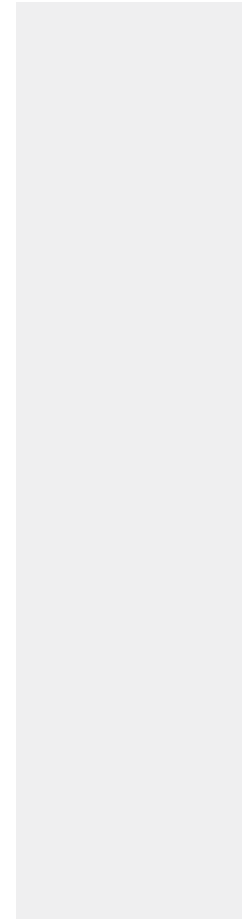
Leadership is about **who you are**

Leadership is about **how you act**

Leadership is about **what you do**

Leadership is about **how you work
with others**

(Kotter, 2012)



Leadership facets which create research effectiveness

- Providing direction
- Creating a structure to support direction
- Having personal integrity
- Facilitating participation and consultation
- Fostering and supporting a collaborative environment

(Bryman, 2007 cited by
Manville et al, 2015)



What do followers look for in their leaders?

Authenticity

- Followers want leaders who are extremely good at what they do, but who have not lost sight of where they have come from, or who they are.

Significance

- Followers tend to respond to leaders who make them feel like their contributions matter.

Community

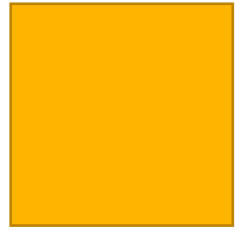
- Followers also look for their leaders to create a sense of common purpose at work, and a desire within the group to relate and interact with each other.

Excitement

- What followers really want is to get a buzz and feeling of excitement from their leader.

Goffee and Jones, 'The Art of Followership', *European Business Forum* (Summer 2006), p 24.

What is emotional intelligence (EQ/EI) and its role in leadership?



5 Elements comprising

- Self-awareness.
- Self-regulation.
- Motivation.
- Empathy.
- Social skills.

Leaders who display and nurture high emotional intelligence inevitably become better leaders
(Daniel Goleman, 2009)



Leadership Styles In Practice



	Modus operandi of the leader	Style in a Phrase	Underlying EI Competencies	When this style works best
DIRECTIVE / COERCIVE	Demands immediate compliance	<i>"Do what I tell you, now!"</i>	Drive to achieve, initiative , self-control	In a crisis, to kick start a turnaround, or with a problem
AUTHORITATIVE / VISIONARY	Mobilises people toward a vision	<i>"Come with me."</i>	Self-confidence, empathy, change catalyst	When changes require a new vision, or when a clear direction is needed.
AFFILIATIVE	Creates harmony and builds emotional bonds	<i>"People come first"</i>	Empathy, building relationships, communication	To heal rifts in a team, motivate people during stressful times.

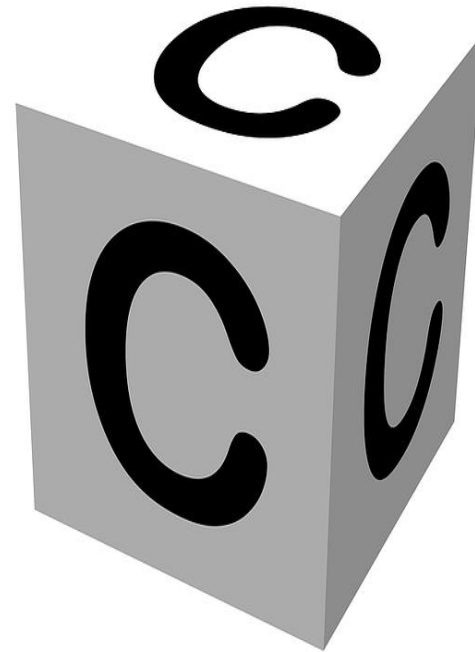
Leadership Styles In Practice

Leadership Style	Modus operandi of the leader	Style in a Phrase	Underlying EI Competencies	When this style works best
PARTICIPATIVE / DEMOCRATIC / COLLABORATIVE	Forges consensus through participation	<i>"What do you think?"</i>	Collaboration, team leadership, communication	To build buy-in or consensus, to get input from valued employees
PACE-SETTING	Sets high standards for performance	<i>"Do as I do."</i>	Conscientiousness, drive to achieve, competent team	To get quick results from a highly-motivated and competent team.
COACHING	Develops people for the future	<i>"Try this"</i>	Developing others, empathy, self-awareness	To help an employee improve performance or develop long-term strengths

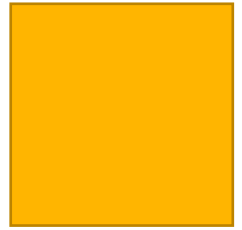
The 3 C's of Remote Leadership

(Wingard, J. Forbes, 2020)

- **Clarity** – around goals, roles, expectations, boundaries and communication
- **Communication** – without micro-managing
- **Connection** – create and maintain trust and engagement



How to develop your leadership skills



- Reflect and identify the skills that you need to lead effectively and create an action plan to develop these
- Ask for feedback from work colleagues and your manager
- Take opportunities to lead – in work, volunteering etc. and reflect and learn from this experience
- Seek training, development and consider opportunities to engage in coaching and mentoring