Research Leadership
A Service to Others

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Disclaimer: the opinions within this presentation are my own and are in no way a value judgment on Imperial College London, any other academic institution or the British Army and the Ministry of Defence

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Everyone can be and is a leader

Leadership…

Leaders set direction and help themselves and others to do the right thing to move forward. To do this they create an inspiring vision, and then motivate and inspire others to reach that vision. They build and coach their teams to make them ever stronger and manage the delivery of the vision. They galvanise a group of people to achieve a common goal, often one that was not thought possible.

“Leadership is the art of achieving more than the science of management says is possible”

Colin Powell, 65th United States Secretary of State

Imperial College London

2007

2009

2015

2016

2017

2021

KING'S College LONDON

MSc at King's … 3 + 1 at Imperial

- The Rude Professor
  - Short & sharp
  - Arrogant
  - Embarrass & ridicule

- My first supervisor
  - Absence of short
    strategy
  - [illegible] research
  - [illegible]mmunication
  - No team work
  - Absence of scientific development
  - Unprofessional work ethos
    - Ethical compliance
    - Questionable research practises

Luck!

The Problem (in general)

Wellcome Trust 2020

Disconnect between researchers' perception of their management skills and their abilities in practice

- 80% say they have the knowledge and skills to manage a diverse team

- 48% have received training.

- Only half have received feedback on their performance (55%)

Wellcome Trust 2020

SERVE TO LEAD

Our values…

Values and Standards of the British Army

- Loyalty
- Courage
- Integrity
- Discipline
- Respect for Others
- Selfless Commitment

On reflection…

1. Understand self
2. Understand others
3. Lead by Example

In Practise…My Team

In Practise…My Team

- Train Hard, Fight Easy
- Feedback
  - Including positives
- Look after each other
- **Build Trust**

Challenging ‘traditional’ views of leadership

- Who can/should be a leader?
- The Hierarchy/Power imbalance
- ‘Sink or swim’ vs Training for confidence
- Individual vs team

Scholarly Excellence and Integrity

- Increase transparency
- Increase academic rigour
- Increase reproducibility
- Shorten timeframe of publication

Smaldino and McElreath 2016

How do we get there?
An Academic Leadership Code…

Values

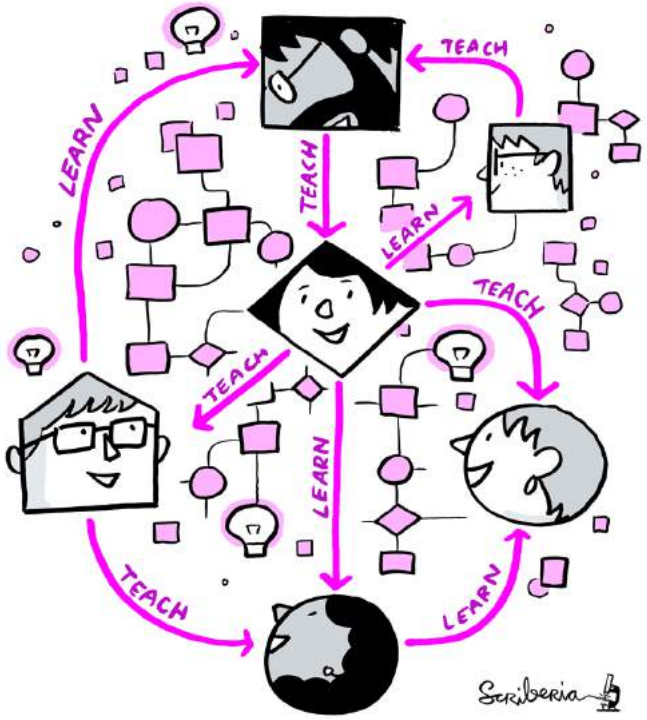
- Academic Freedom
- Scholarly Excellence
- Mutual Respect
- Collaboration
- Integrity

Leadership Behaviours

- Lead by Example
- Develop Others
- Build Teams and collaborations
- Strive for Team Goals
- Do the Right Thing (not the easy thing)

How do we get there?
Collaborative Leadership Model

- Silo busting
- Building trust
- Promoting learning
- Promoting diversity



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How do we get there? *Leadership Training*

- Learn about ourselves
- Space & Time to reflect
- Share experiences
- Opportunity to receive/give advise and help
- Continual, progressive, situation based

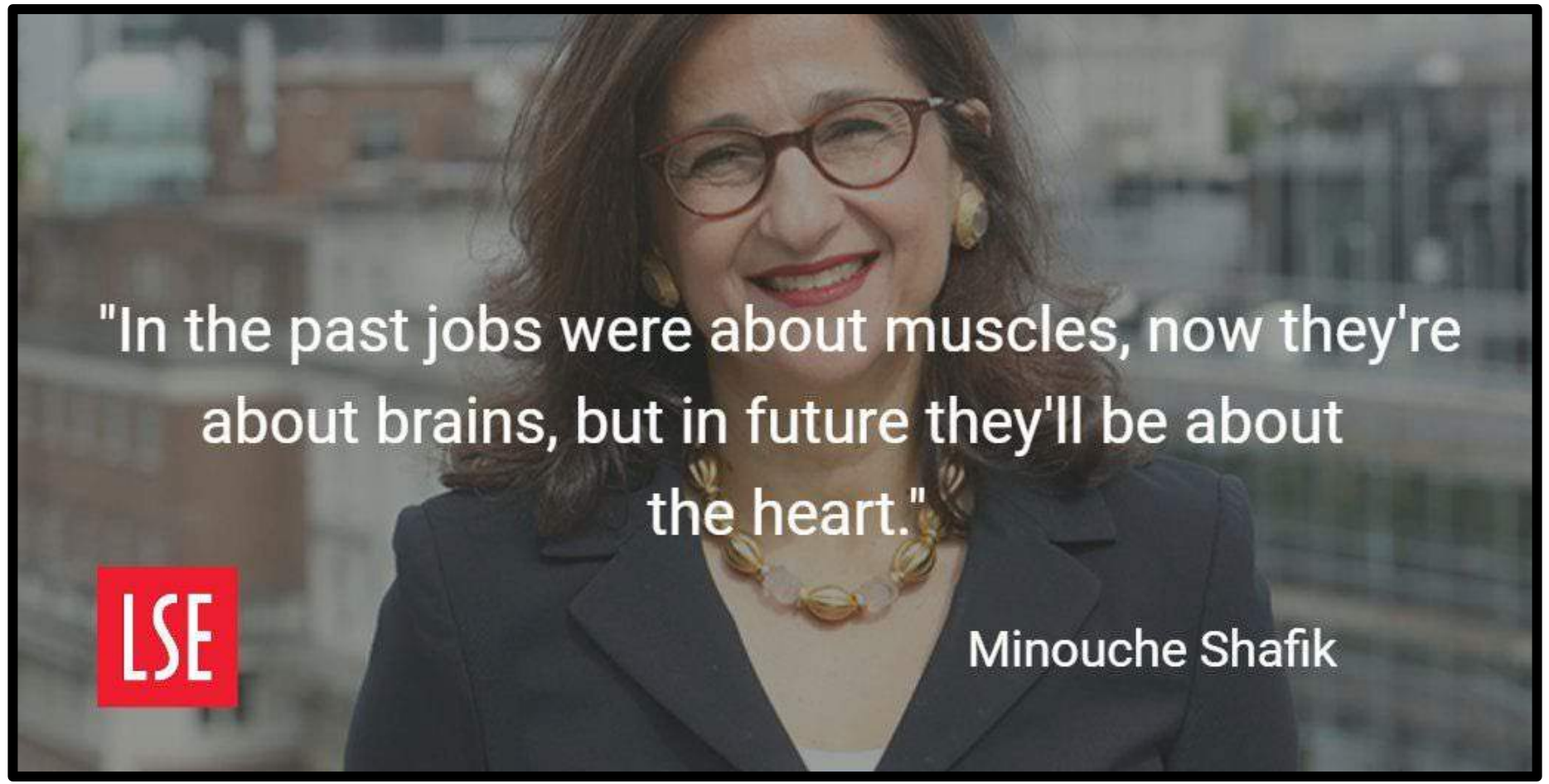
A Service to Others…

- **What it isn't…**
  - Noble suffering

- **What it is…**
  - Modelling healthy examples
  - Caring for others
  - Supporting professional development
  - Creating an inclusive environment
  - Empowering & Delegation
  - Not tolerating bad behaviours

What can we do…?

- Understand ourselves and others
- Have integrity and moral courage
- Take responsibility
  - Recognise the importance of developing these skills
  - Make time and space for personal development and reflection
  - Advocate for change
  - Help others


"In the past jobs were about muscles, now they're about brains, but in future they'll be about the heart."
LSE
Minouche Shafik