



ECSS2018 Workshop for Deans & Heads of Informatics
Departments
Personal Development

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Key Points

Positive deviance

- Challenges addressed by building on resources, capacities, strengths, what is right
- Significant evidence-based benefits – at individual & organisational levels; Broaden and Build theory (Barbara Fredrikson)
- Core characteristics of:
 - leadership: authenticity, positivity, strengths-based
 - organisations: growth ‘getting better’ mindset; trust; psychological safety

Culture - Creating climate change

- Building high quality connections, making people feel noticed, valued, equal:
 - saying thanks, celebrating, compassion, being present/listening.
- Example communication technique: Active Constructive Responding (Gable et al 2004)
- Every day acts of kindness – contagion of everyday prosocial behaviours

People - Unlocking resources of clever people – one-on-one and group interactions

- Creating role clarity and doing regular check ins
- Asking more generative ‘thinking’ questions, rather than telling, empowering people to mobilise their own resourcefulness – AWE “And what else?”
- Creating psychological safety - feeling safe to make a contribution, offer an opinion without fear
 - Lead by example, encourage active listening, create a safe environment, develop an open learning mindset
- Example change/workshop technique: Appreciate Inquiry (Cooperrider & Whitney 2005)
 - Framing the topic in positive constructive language
 - Using a positive strengths-based approach: Discover, dream, design, deliver

You - Getting the foundations right

- Know thyself – values, meaning, strengths, spheres of control/influence
- Look after thyself
 - Eat, sleep, move, play, relate. BE. What are your non-negotiables?
 - Work - Who/what are you saying yes to? Working hours, emails, meetings etc
- Grow thyself – learnable critical skill areas:
 - Self-compassion, emotional/social agility (self/other awareness, self/relationship management), attentional regulation, systems intelligence
- Example technique: the purposeful pause - the power of a breath.
 - E.g., S.T.O.P. Stop, Take a breath, Observe/reflect, Proceed

Useful pointers

Changing Academic Life Podcast Series

<http://www.changingacademiclife.com>

Listen to others talk about academic leadership (see relevant web page notes for time-stamps to jump to where in the discussion this gets discussed):

- Mike Twidale; Lindsay Oades; Jan Gulliksen; Janet Read; Jon Whittle; Tom Rodden; Lone Malmborg

Example of 'things to think about', explore further

Values

What is important to you? What guides your actions?

Values exercises you might like to try:

- Berkeley: <http://thegoodproject.org/toolkits-curricula/the-goodwork-toolkit/value-sort-activity/> [online interactive]
- Self-guided Core Values Assessment: http://www.ethicalleadership.org/uploads/2/6/2/6/26265761/1.4_core_values_exercise.pdf

Strengths

A strength is something you are good at *and* enjoy doing.

- What are your key strengths? How can you use these more?
- When do they not serve you so well, get over-used etc?
- Are there other strengths that would be good to develop more?

There are a variety of ways of identifying your strengths. You could:

- Think about when you feel really alive at work – what are you doing etc?
- Ask people what they think your strengths are
- Take an online analysis, e.g., [VIA Survey](#), [Capp Strengths Profile](#), [Clifton Strengths Assessment](#)

Emotional social intelligence

- Four example free tests: <https://www.themuse.com/advice/cheap-free-emotional-intelligence-quizzes> - e.g., Harvard Business Review: '[Do you lead with emotional intelligence](#)'
- See also '[Consortium for Research on Emotional Intelligence in Organizations](#)' for tests

Attentional regulation

- Example mindfulness assessment: https://surveys.potentialproject.com/index.php/survey/index/sid/936338/newtest/Y/lang/en?mc_cid=85ccce50f3&mc_eid=47fc54caa8

Example leadership resources

- Google's manager guides: <https://rework.withgoogle.com/subjects/managers/>
- UK Advance HE: Leadership Foundation for Higher Education: <https://www.lfhe.ac.uk>
- Vitae: The Leading Researcher: <https://www.vitae.ac.uk/vitae-publications/guides-briefings-and-information/the-leading-researcher-vitae-2011.pdf/view>

Example agendas for a different university culture:

1. [Okanagan Charter: An International Charter for Health Promoting Universities and Colleges](#) (2015).
2. Lindsay G. Oades, Paula Robinson, Suzy Green & Gordon B. Spence (2011) [Towards a positive university](#), The Journal of Positive Psychology, 6:6, 432-439, DOI: [10.1080/17439760.2011.634828](https://doi.org/10.1080/17439760.2011.634828)