

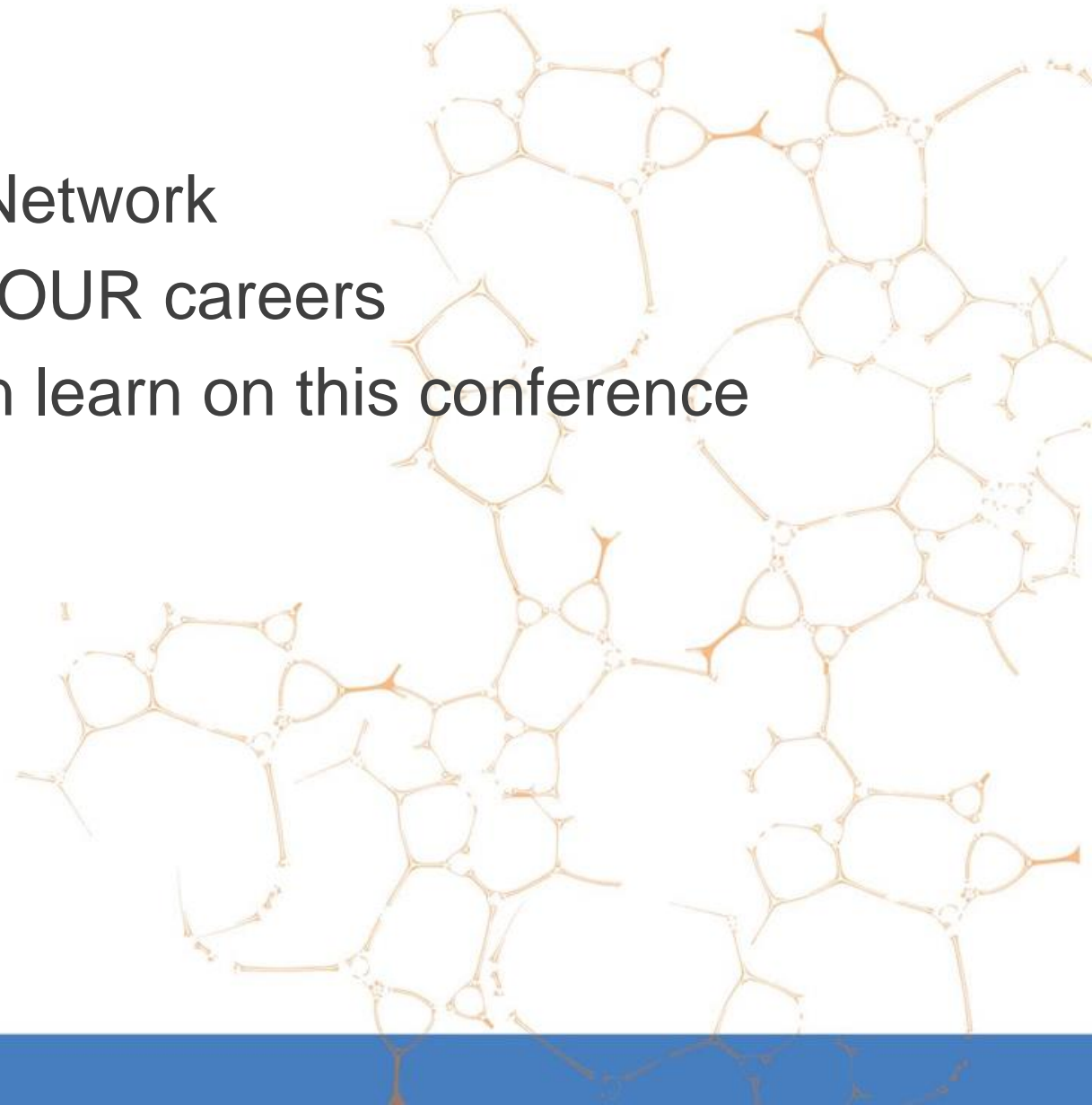
# A Fresh Approach

Dr Sara Shinton (she/her)



# Today

- Learning from the Development Network
- A chance for you to think about YOUR careers
- Some prompts for you so you can learn on this conference



# UKRI Future Leaders Fellowship Scheme

- UK Government investment – grow talented individuals to ensure world class UK research and innovation
- Address a known pinch point
- Work across whole disciplinary and challenge remit
- Fellows are based where R&I happens – universities, companies, now charities and other research organisations
- 8 rounds to date, ~85 Fellows per round

UKRI = UK Research and Innovation



What does  
leadership  
mean to us?





They made things happen

# Where could you be showing leadership now?

- In your own choices
- Think about the last 12 months

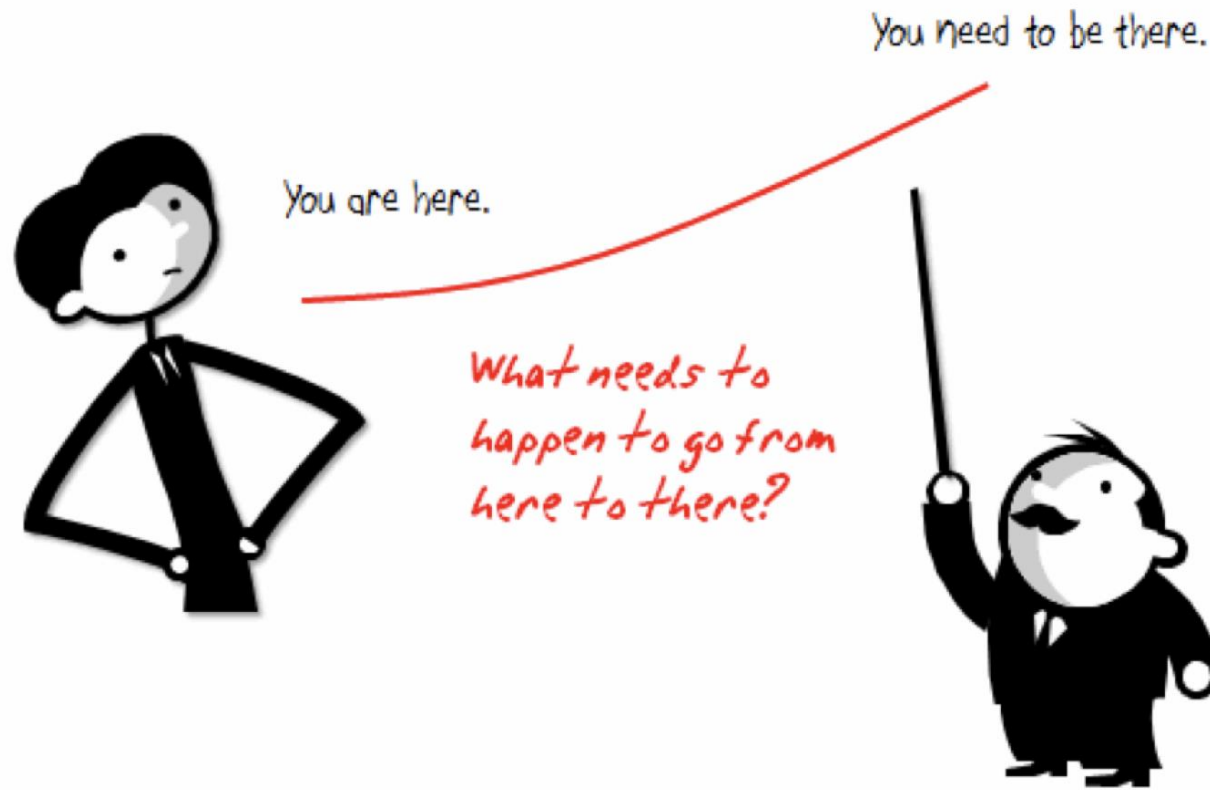


# Where could you show leadership next?

- In your own choices
- Talk to the person next to you about the NEXT twelve months



# My Career Planning Approach





# Where could you be showing leadership now?

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- Leaders use networks
- Leaders ask for feedback
- Leaders communicate their goals
- Leaders support others



Students or staff whose work you manage or supervise. Colleagues who are less experienced than you and look to you for support or advice.



## Our 360 model

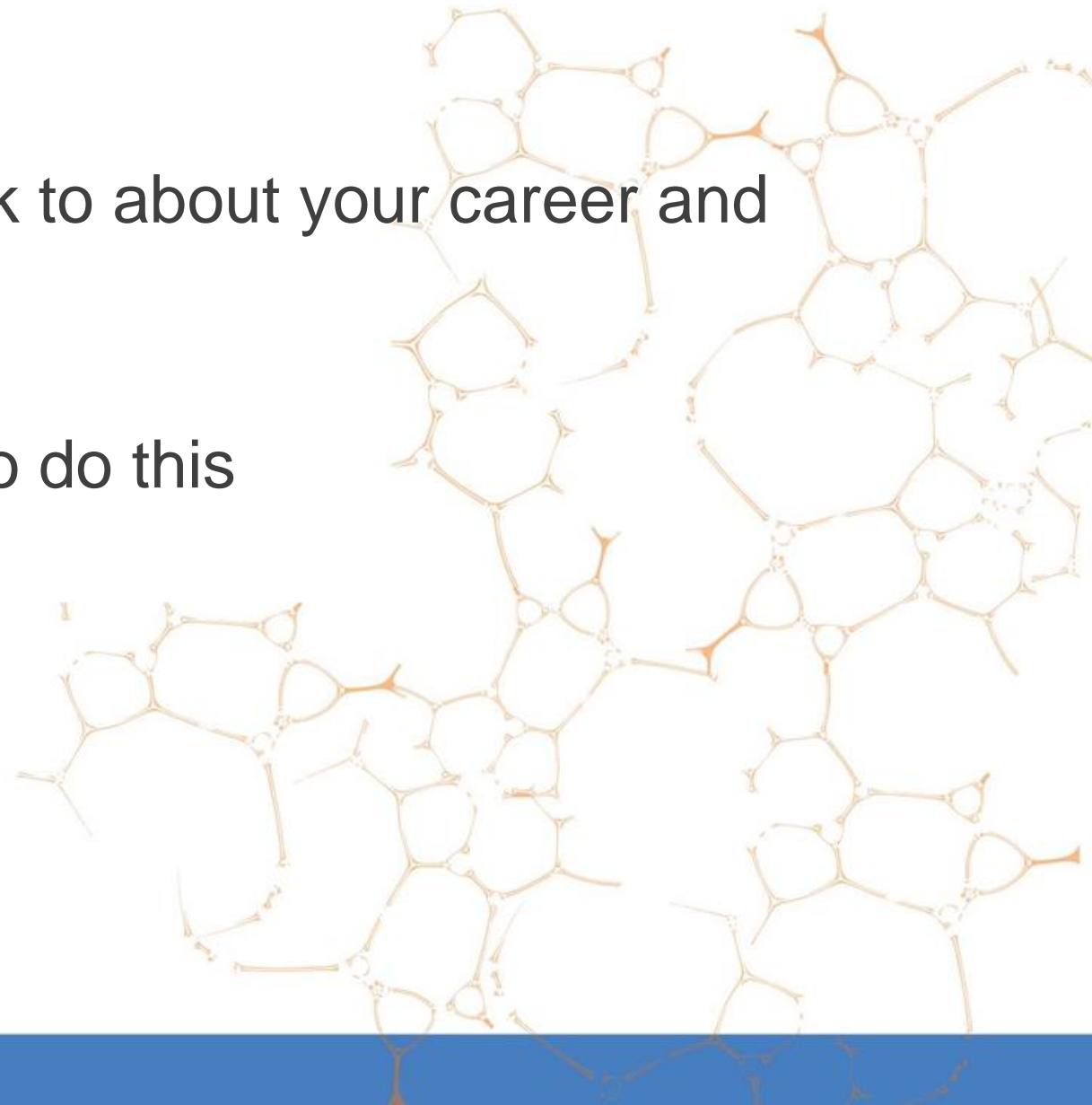
Current or recent line manager(s), principal investigator(s), head(s) of department, mentors



Colleagues from different institutions, sectors, disciplines, countries etc.

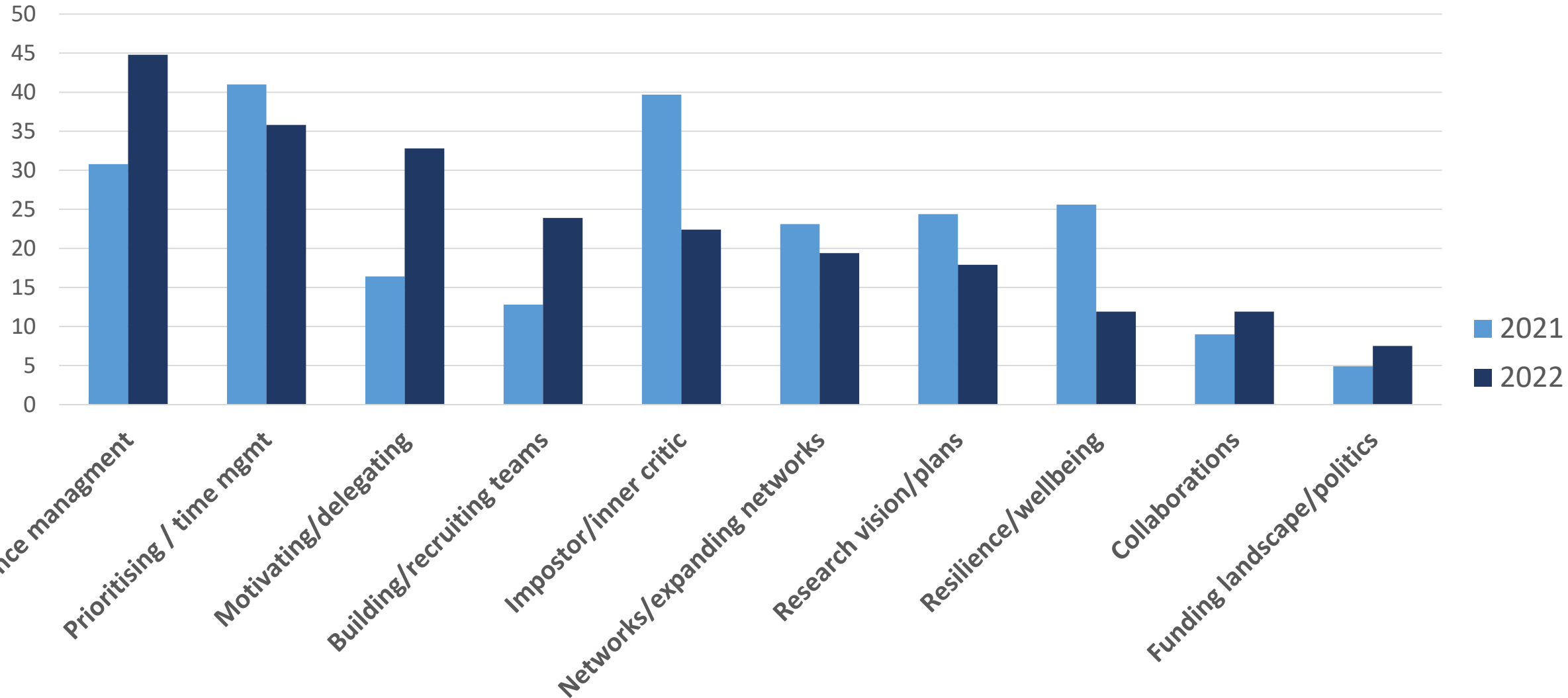
# You can do this!

- Think of three people you can talk to about your career and skills
- Find a partner and discuss how to do this



# Post-coaching survey – where do leaders need help?

Main topics discussed in coaching (%)



# More...

- Confidence
- Career development
- Research impact
- Saying no
- Bullying/ aggressive behaviour
- Knowledge exchange/industry partnerships
- Building profile/ promoting self
- Difficult conversations
- Career development of team
- Leading change
- Creating emotional safety in team
- Growing a start-up
- Policy engagement
- PhD supervision
- Leading with neurodivergence
- Parenting
- Adaptability
- EDI landscape
- Outreach/public engagement

# These are your clues – what are your questions?

- What could you ask someone to find out about your performance as a researcher?
- What could you ask someone to find out if you have the right profile as a researcher?
- What could you ask someone to find out if you have the right skills for your next career step?

# Common training and development needs for research leaders

## **Navigating the sector**

- Writing grant proposals
- Policy engagement

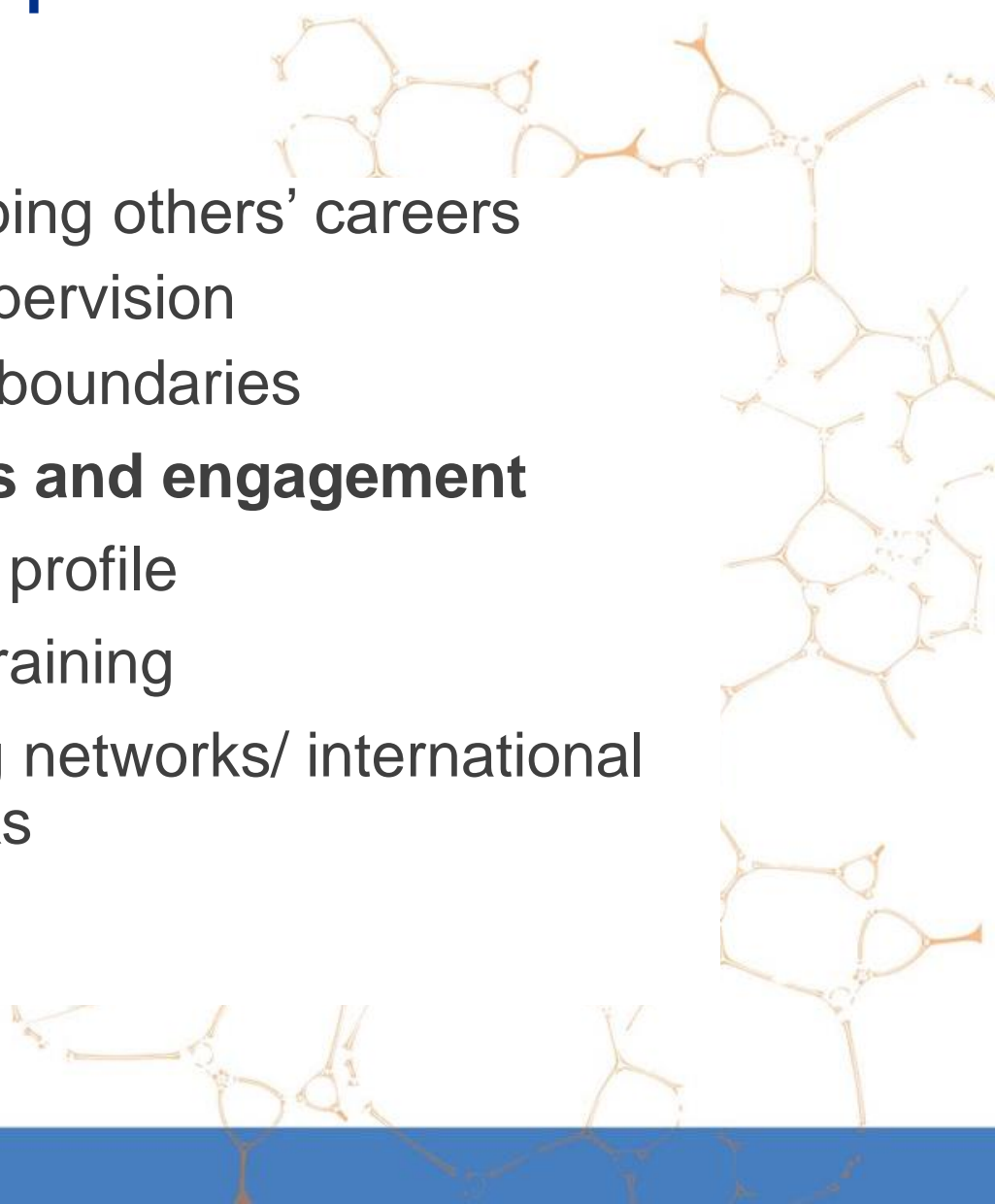
## **Team dynamics**

- Performance management
- addressing poor performance
- Delegation
- Communication
- Team dynamics

- Developing others' careers
- PhD supervision
- Setting boundaries

## **Networks and engagement**

- Raising profile
- Media training
- Building networks/ international networks



# Common training and development needs for research leaders

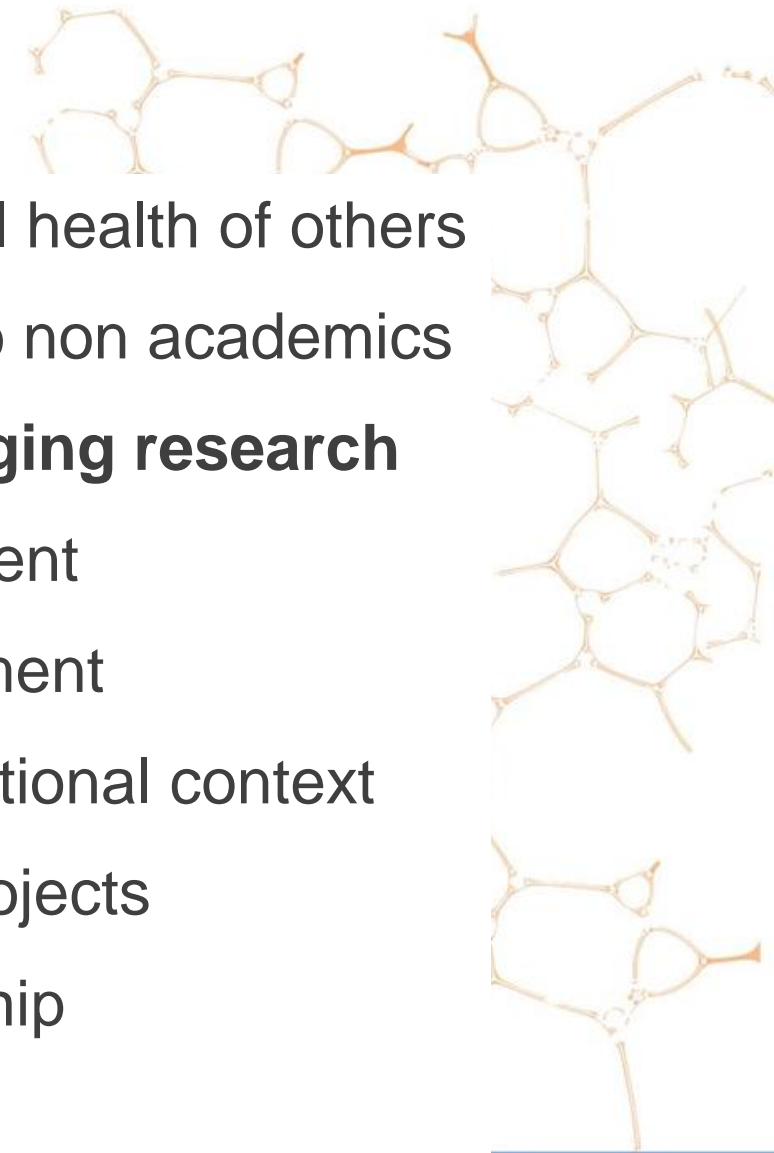
## **Personal effectiveness**

- Dealing with criticism
- Communication
- Creativity
- Coaching skills
- Time management
- Influencing without authority
- Leading with neurodiversity

- Supporting mental health of others
- Communicating to non academics

## **Leadership/ Managing research**

- Project management
- Change management
- Leading in international context
- Large complex projects
- Women's leadership





The background features a repeating pattern of speech bubbles in various colors (yellow, red, pink, white, grey) against a teal gradient. Each bubble contains a dark blue question mark. The text 'Permission granted to ask questions' is overlaid in white, with 'questions' on a separate line. An orange bar is at the bottom.

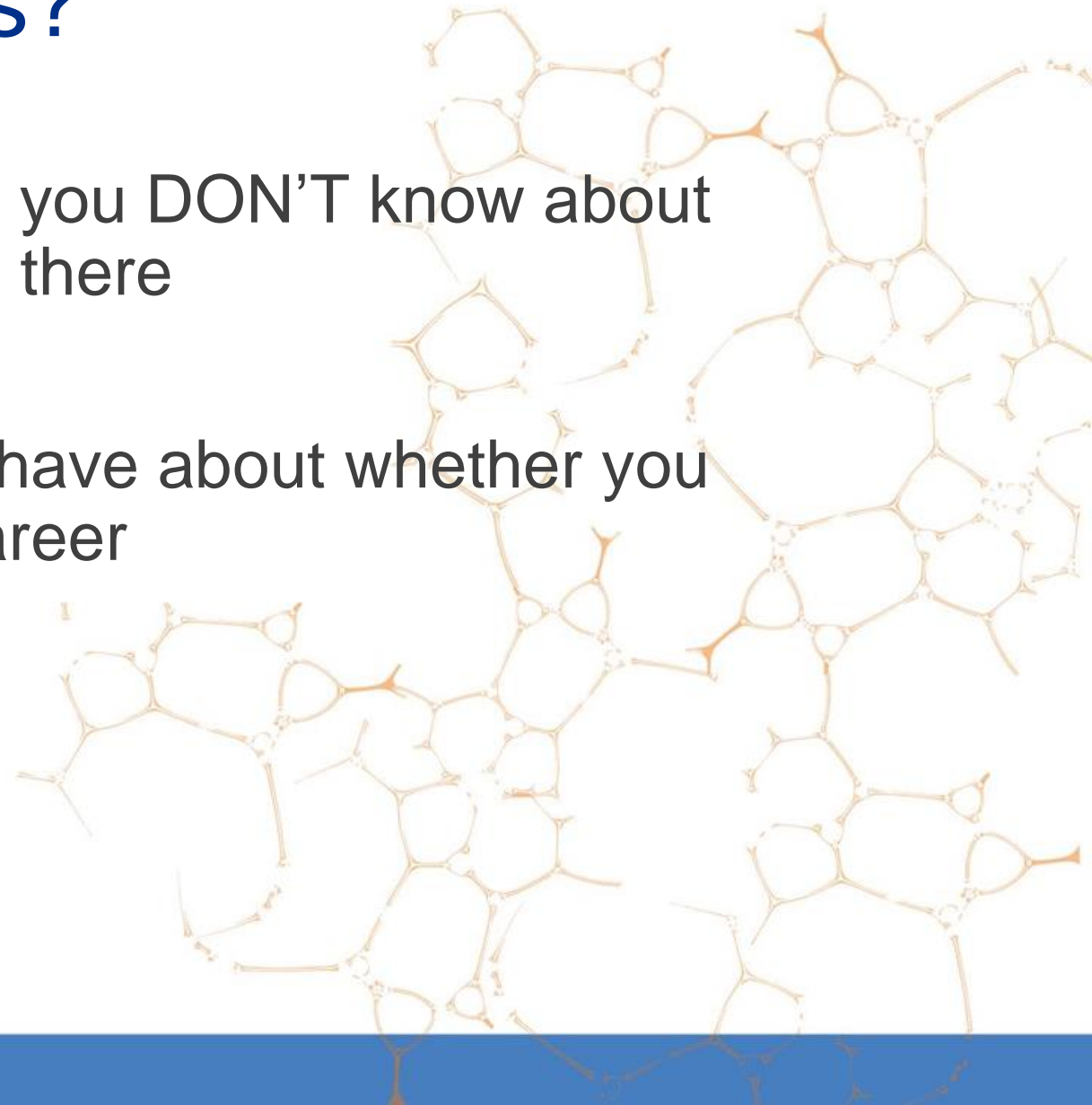
Permission granted to ask  
questions



What about in the longer term?  
What could a mentor help you with?

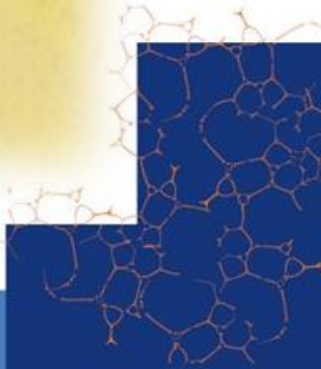
# What are your unknowns?

- Into small groups to discuss what you DON'T know about your future career and how to get there
- This might include any fears you have about whether you are the best fit for your chosen career



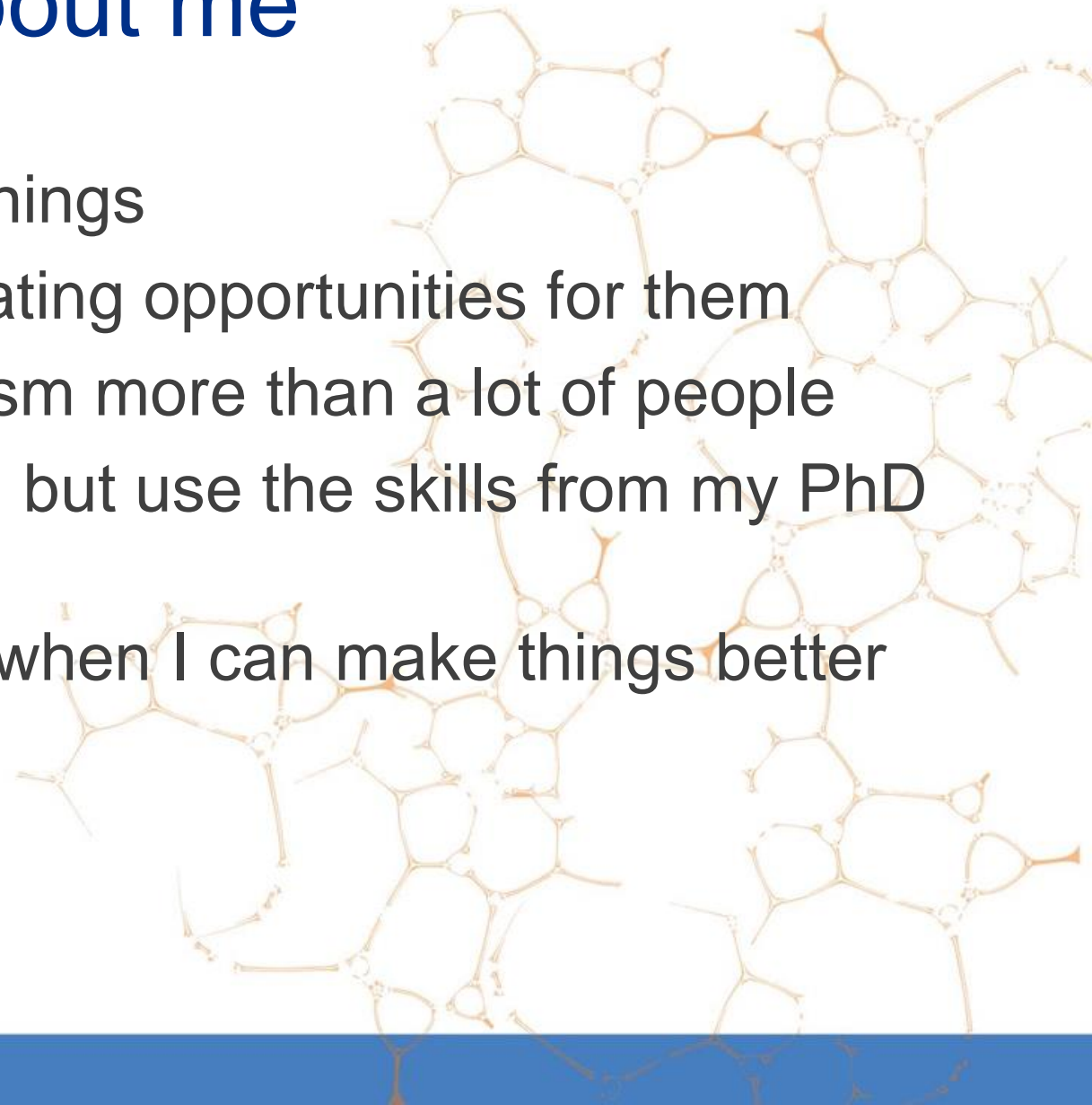
# Know yourself

- Invest in getting to know yourself
- What motivates you?
- What are you good at?
- What's your secret career goal?



# Five things I've learnt about me

- I'm a catalyst, but hate finishing things
- I love connecting people and creating opportunities for them
- I project my energy and enthusiasm more than a lot of people
- I wasn't destined to be a chemist, but use the skills from my PhD and postdoc every day
- I'm motivated and most effective when I can make things better for people



Remember – you've got my  
permission to ask these leaders for  
advice and insights

Thank you

# Toolkits in development – publishing through 2024

Are these the right topics?  
What's missing?

