



UK Research and Innovation

Future Leaders Fellows Development Network

Being Strategic

Dr Tracey Stead

Welcome! We will get started at 10:00



1

This session is being recorded



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Please message me if you would prefer any of your comments/ discussion to be edited out of the session

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About the Bridging Courses



This event is one of a series of Bridging Courses taking place until Spring 2021. They are aimed at new FLFs who do not have access to leadership training in their host institution.



Whilst they do not replace a formal leadership programme, they provide an opportunity to engage in a variety of relevant topics and take time to reflect on your leadership of self and others.

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THE UNIVERSITY of EDINBURGH



UNIVERSITY OF CAMBRIDGE



SCHOOL OF ADVANCED STUDY UNIVERSITY OF LONDON

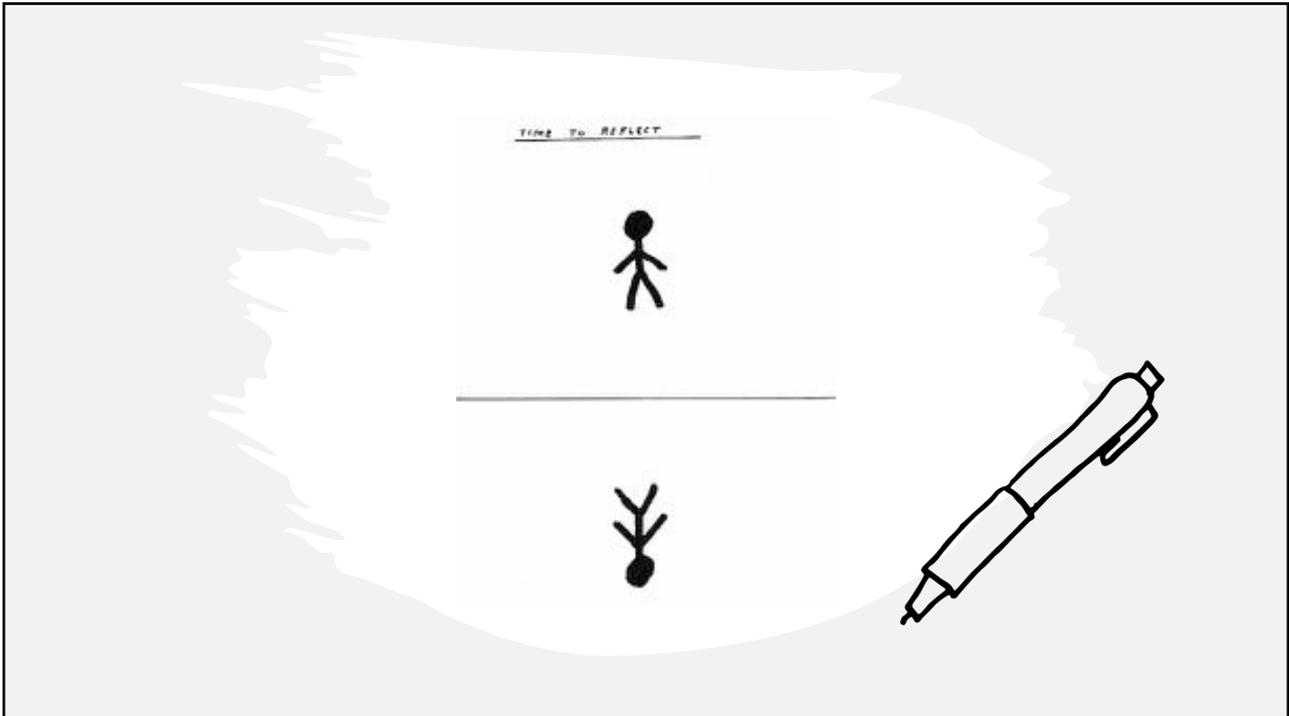


UNIVERSITY OF LEEDS

CARDIFF UNIVERSITY

QUEEN'S UNIVERSITY BELFAST

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This session:

Focus on habits, practices, ideas and tools that will enable you to maintain a strategic mindset and stay connected with the 'big picture'

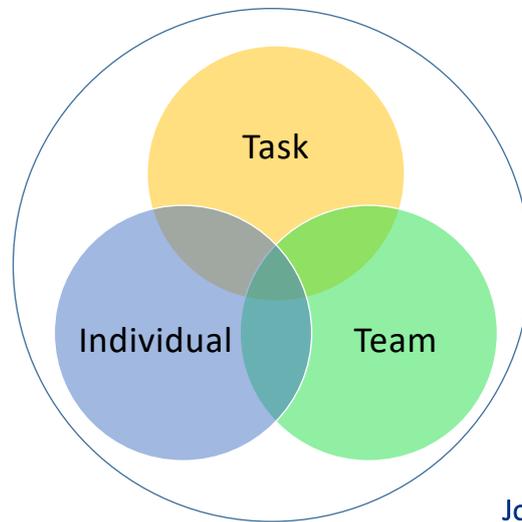
In other sessions we will focus on other aspects of DOING strategy (influence, organisational strategy, recruitment strategy)



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Action Centred Leadership

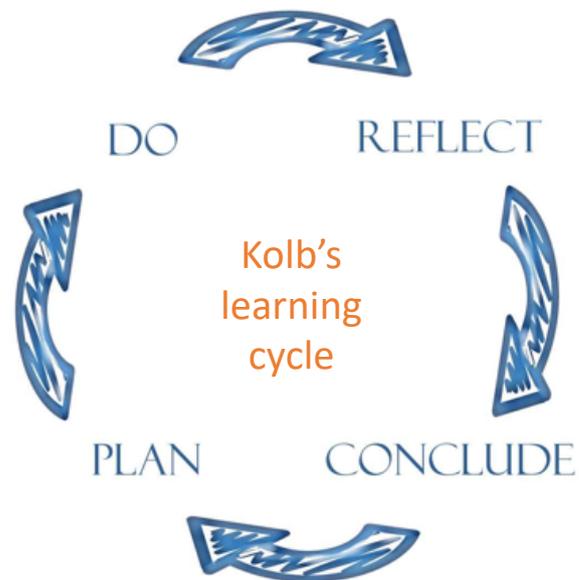
(reminder from Bridging session 1)



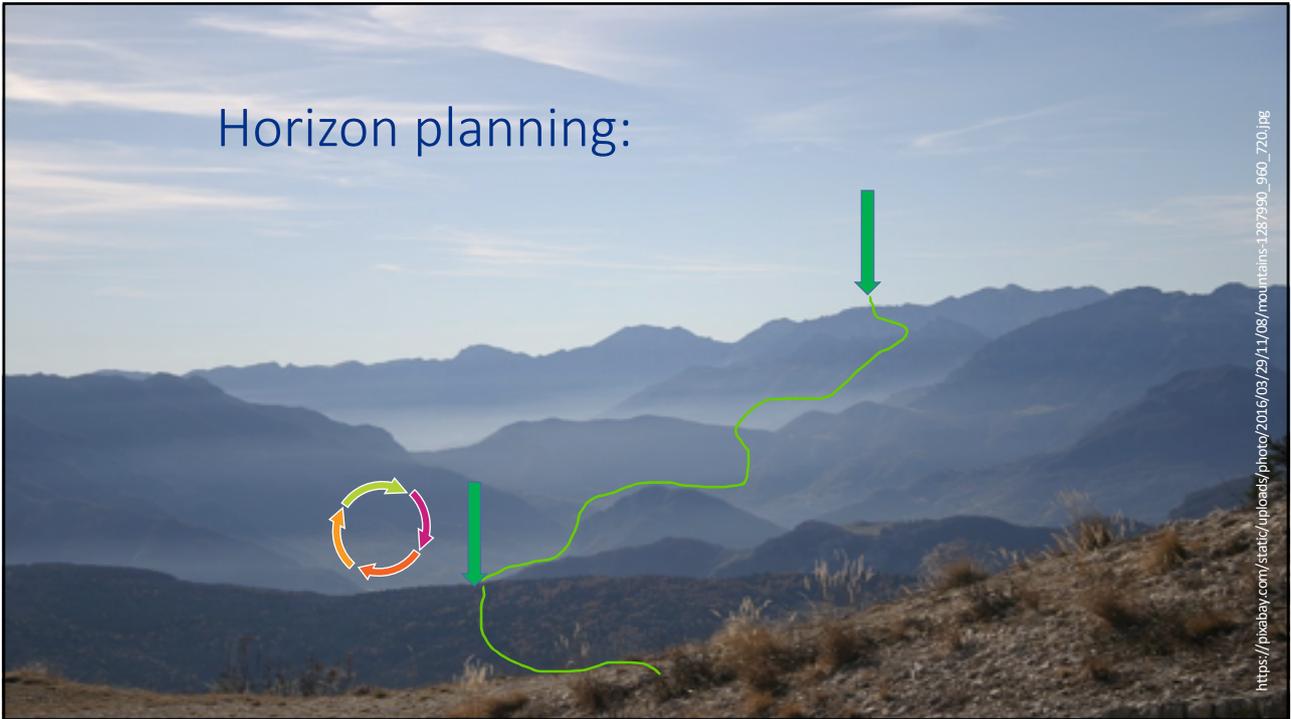
John Adair (1979)

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Moving forward



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10



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Vision

“Your constituents expect you to know where you’re going and to have a sense of direction. You have to be forward-looking; it’s the quality that most differentiates leaders from individual contributors...”

As a leader gains more work experience and moves higher up in the organizational hierarchy, the importance of being forward-looking increases.

For young leaders, it can be difficult to envision the future, and few devote any time to this discipline. This can be a barrier to success.

Front-line leaders must anticipate events that will occur approximately three months into the future. Middle managers, however, may need to look three to five years out and executives typically have a planning horizon that is ten or more years into the future. “

James M. Kouzes and Barry Z. Posner: The Truth About Leadership

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Habit #2:

“Begin with the end in mind”

Stephen Covey’s

7 Habits of Highly Effective People



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2026



1. What is the most important aspect of what you do, and how you are? (life and work).

16



2026



2. What are your key **outcomes**: the impact you have had? What will have changed in the world because of you and your work?

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2026



3. What are the key **outputs** of which you are most proud? The tangible evidence of what you have achieved.

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2026



4. What has been your impact on, or contribution to, your peers, colleagues, department or discipline area? Your friends and family?

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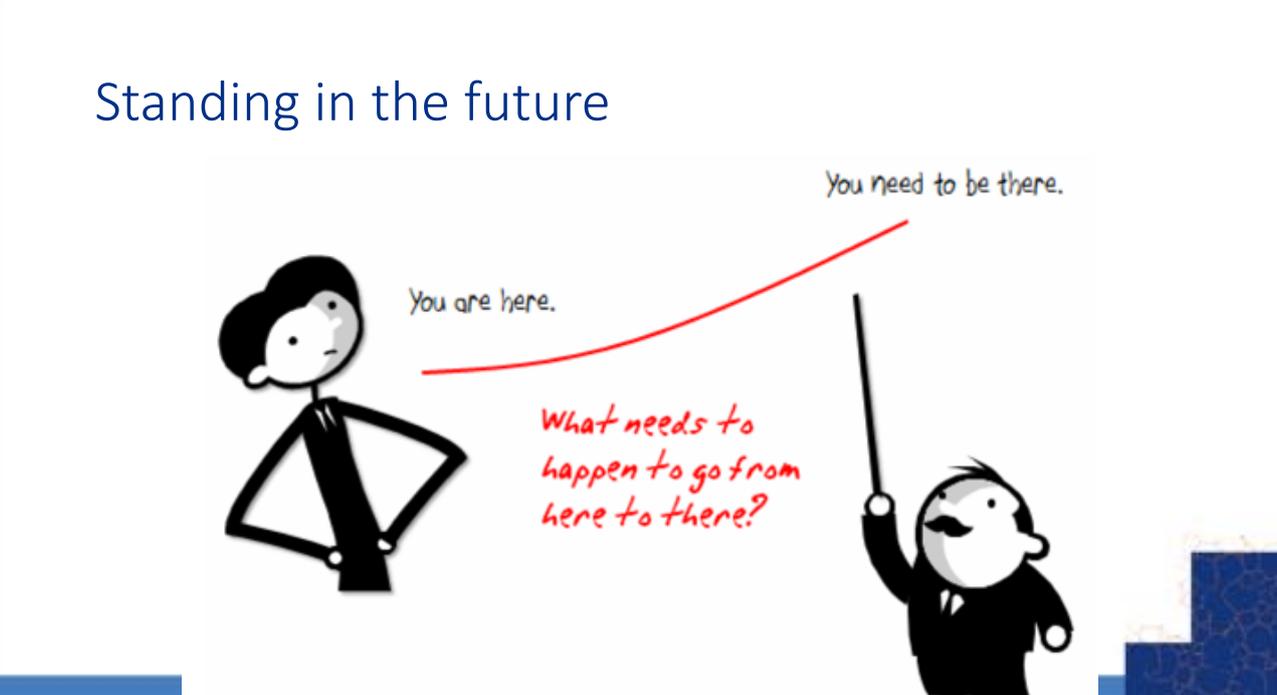
2026

5. To achieve these things:
what has had to change
about your beliefs,
behaviours, thoughts or
actions?

The illustration shows a stick figure on the left with a thought bubble above its head. To the right, the year '2026' is written in a bold, dark font, with a black location pin icon positioned to its right. Below the year and pin, there is a numbered list item '5.' followed by a question about what needs to change in beliefs, behaviors, thoughts, or actions to achieve the goals for 2026.

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Standing in the future



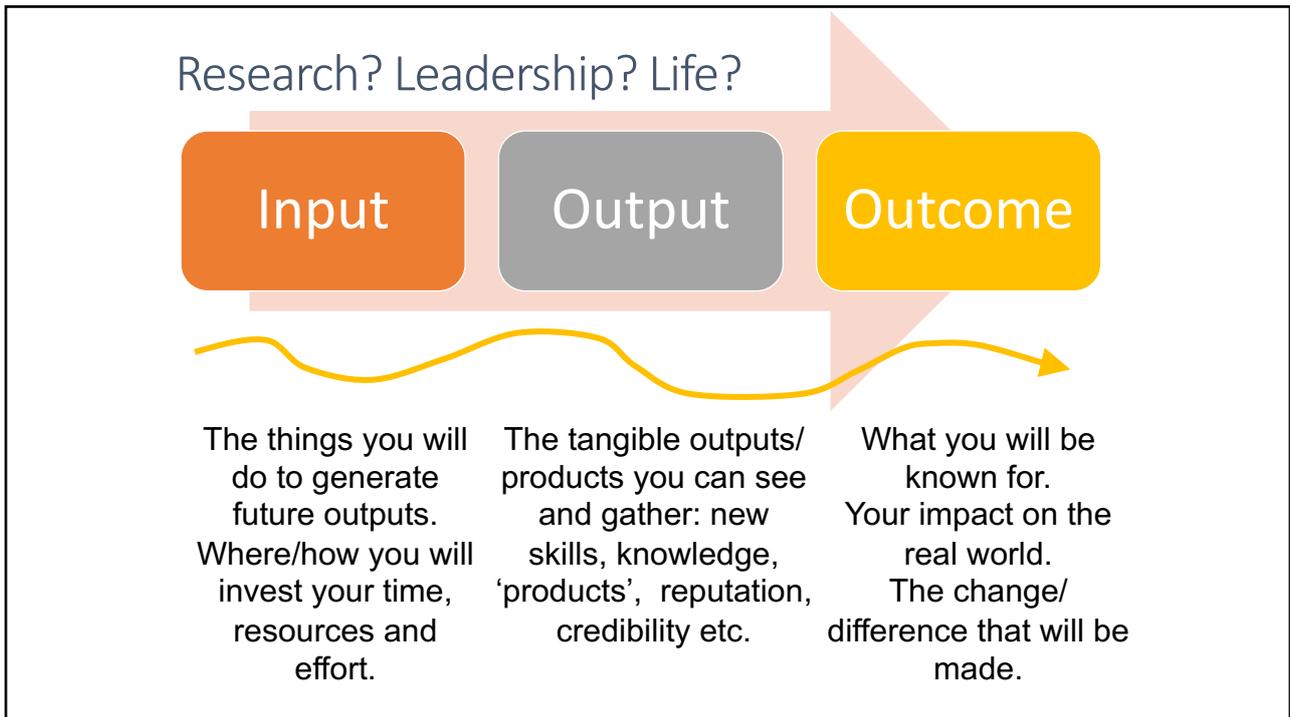
You are here.

You need to be there.

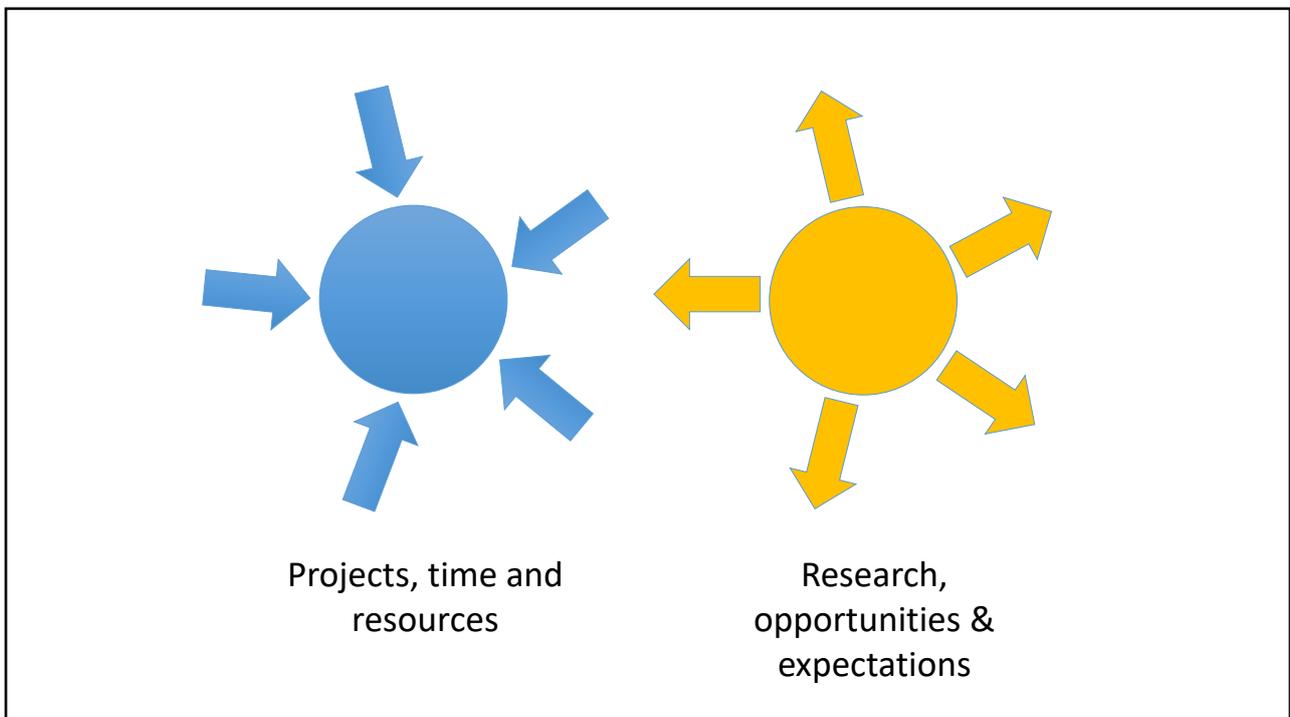
What needs to happen to go from here to there?

The illustration features two men in suits standing on a blue bar chart with three bars of increasing height. The man on the left is at the level of the first bar and says 'You are here.' The man on the right is at the level of the third bar and says 'You need to be there.' A red curved line connects the two men. In the center, a red question asks 'What needs to happen to go from here to there?'.

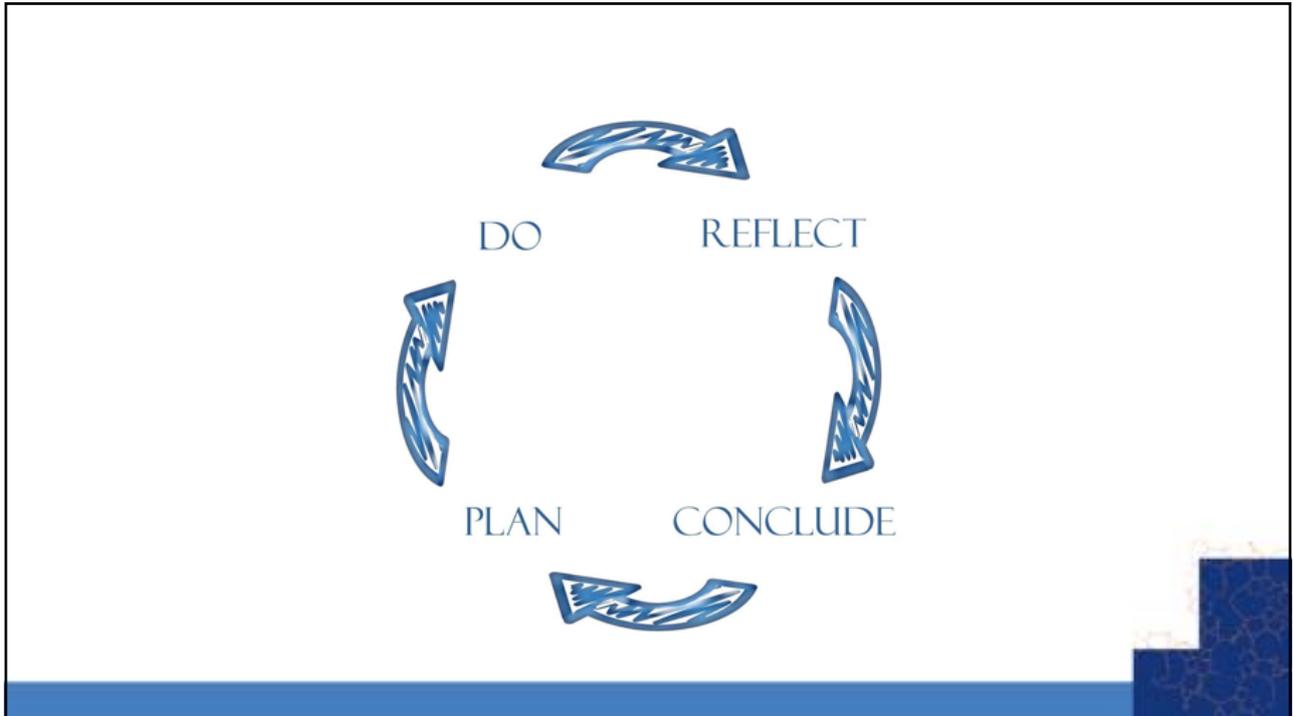
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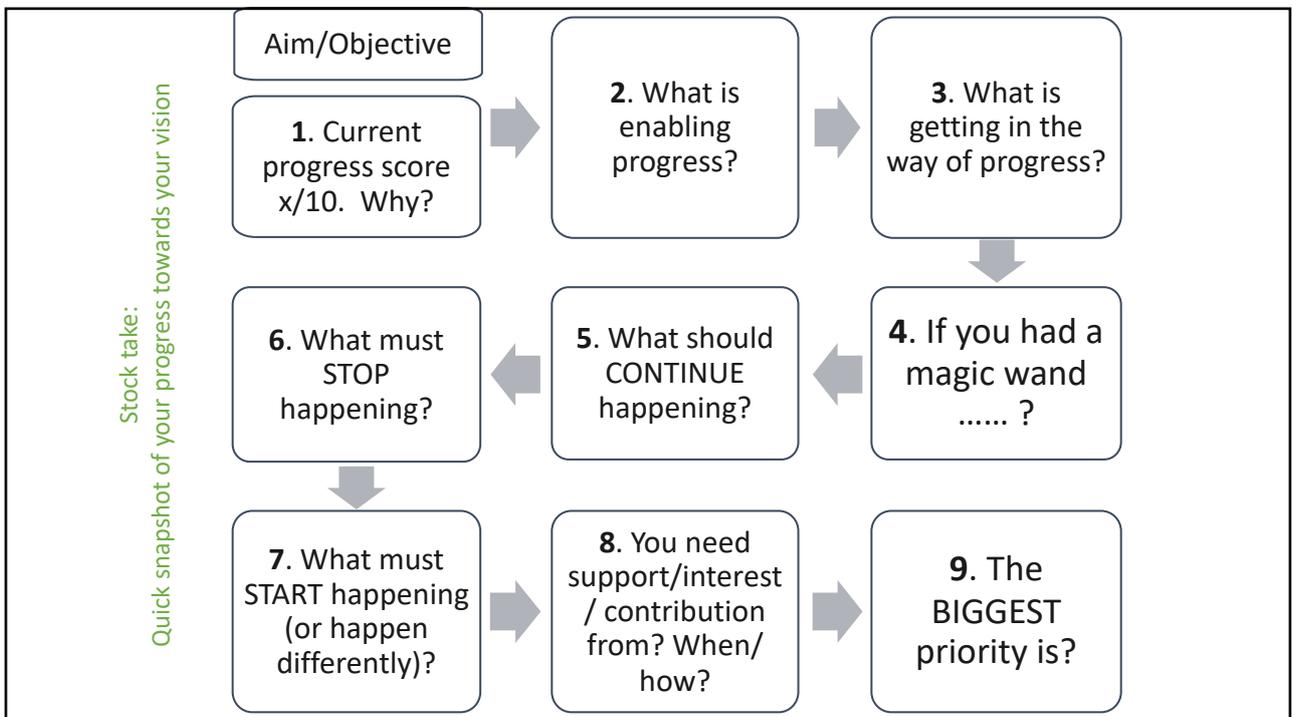
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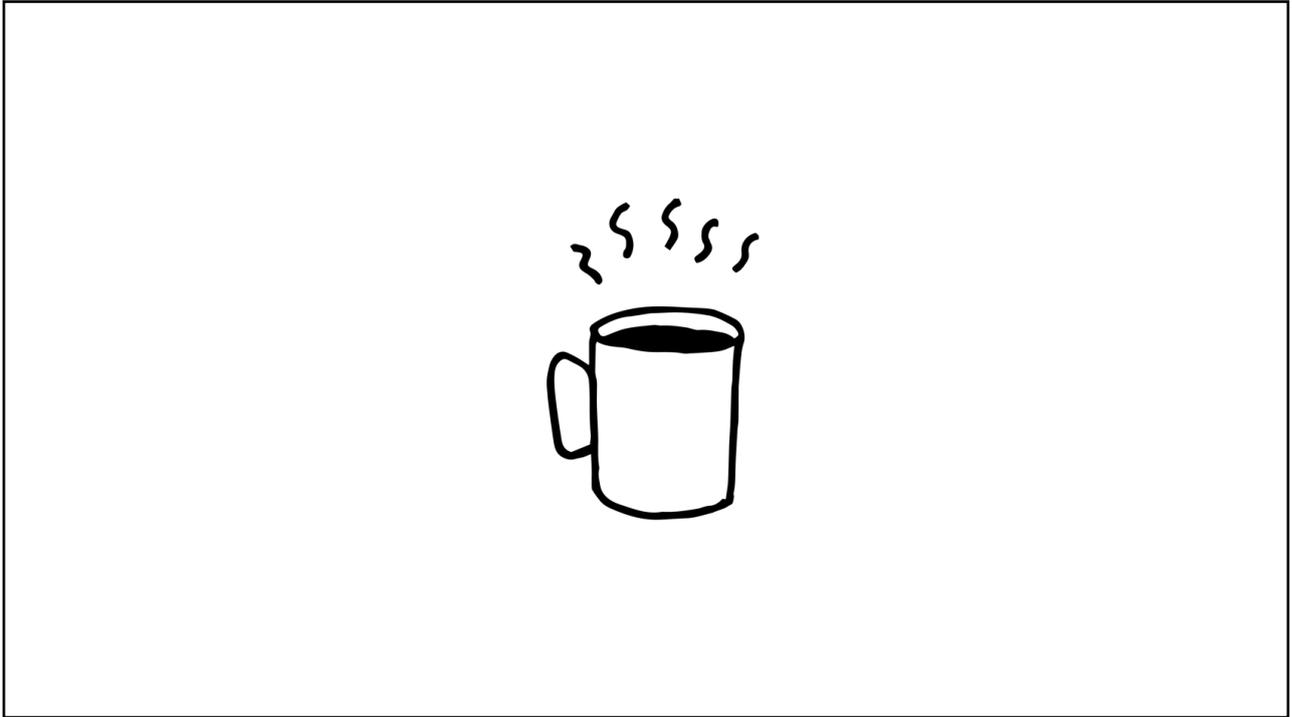
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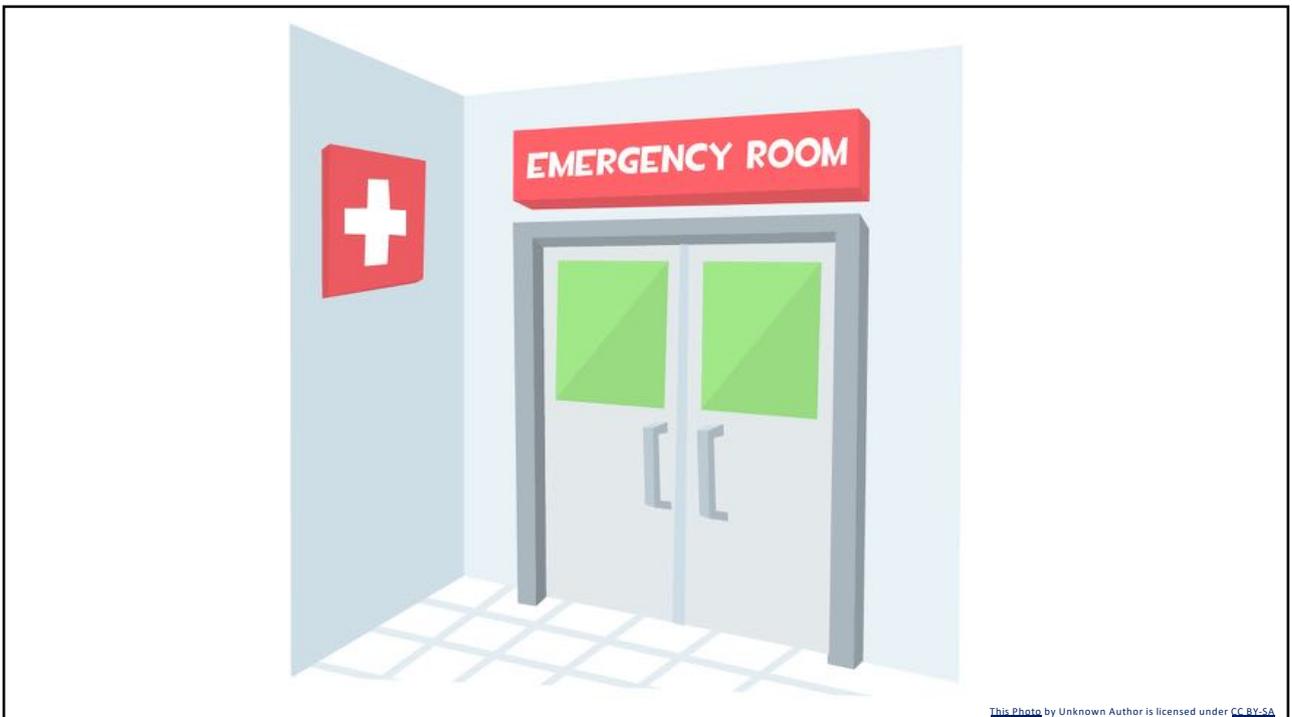
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Set a 'triage test'



- Think about what your medium or longer term goals
- What 3 rules would you set for the things you say 'yes' to?
- Things that you can clearly see will lead you towards these goals.

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Set a 'triage test'



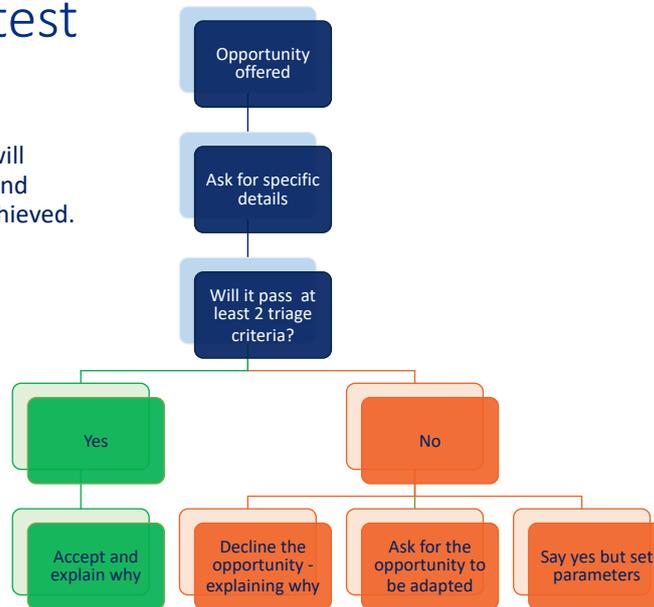
- Will it enable me to build my networks?
- Will this mean I am able to spend more time working from home?
- Will this mean that I develop a new leadership skill?
- Could this lead to some funding?
- Will this raise my profile or enhance my reputation?
- Will this involve working with people that inspire me or I have fun with?

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Set a triage test

Be clear how your choice will enable your future vision and desired outcomes to be achieved.



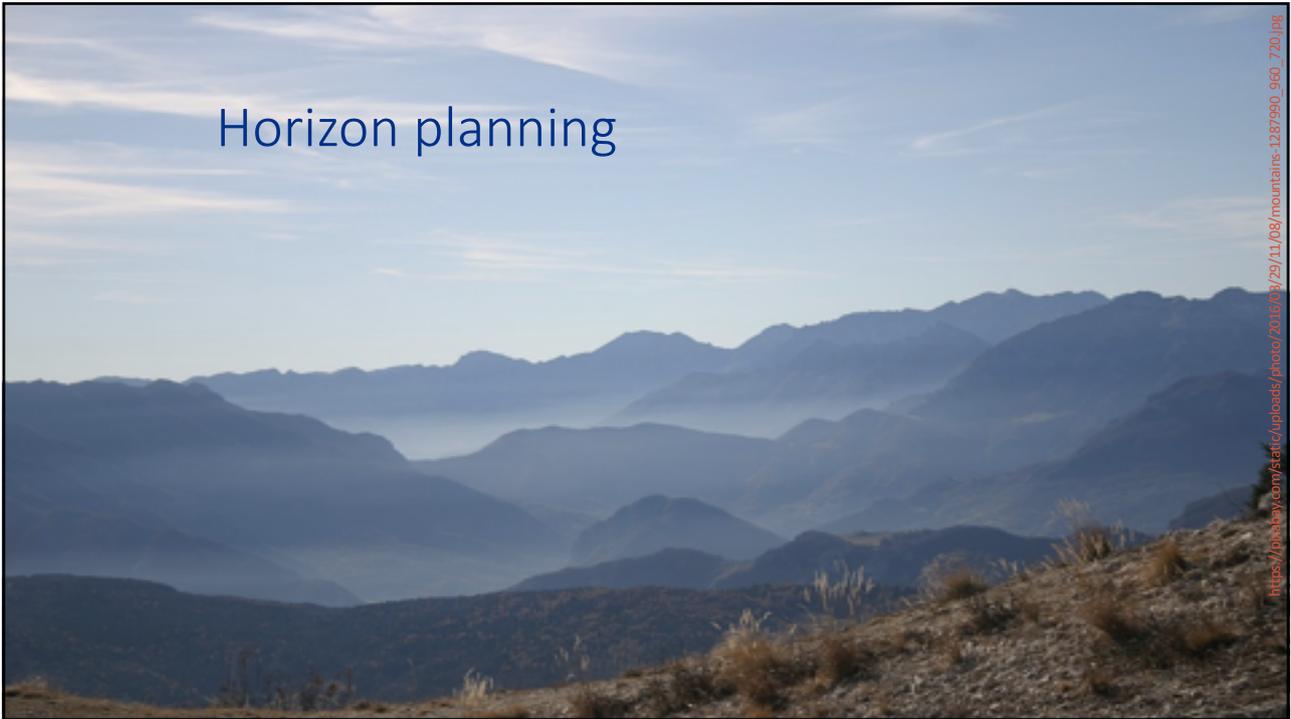
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The 'triage test'

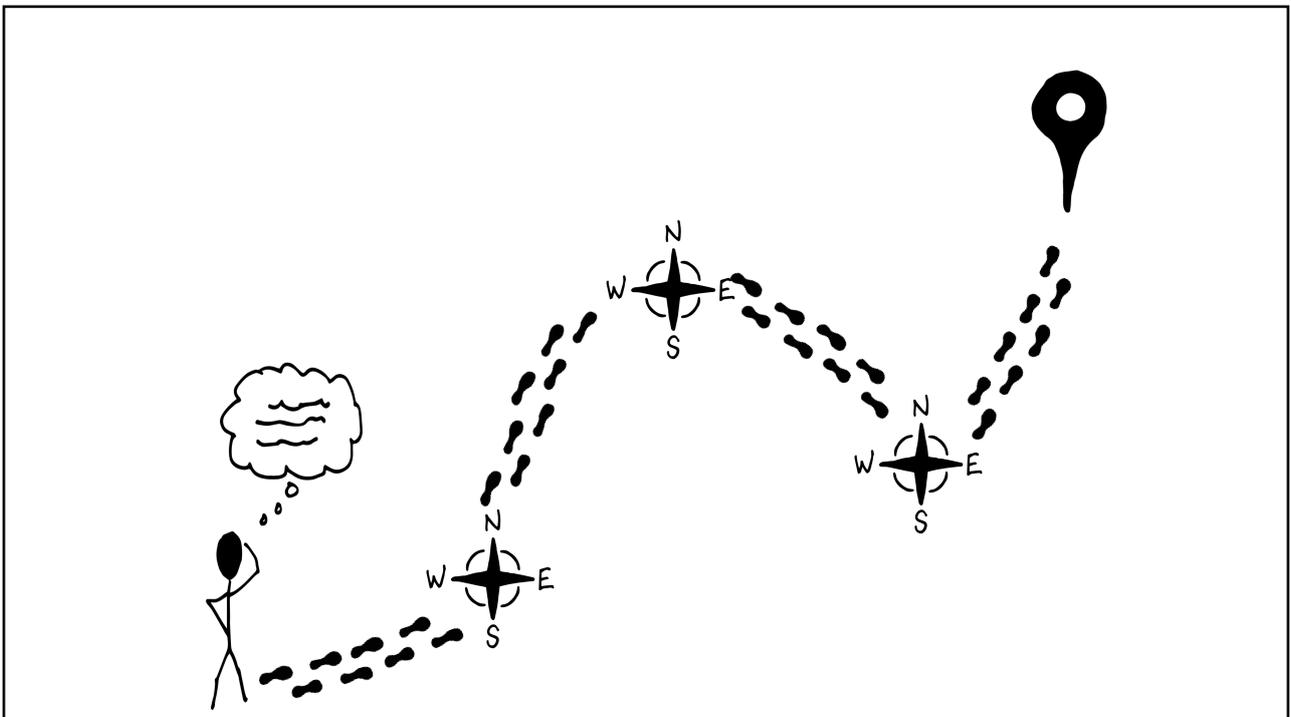
What 3 requirements can you set for the things you say 'yes' to?



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What might influence your success?

Think about what might be on the horizon or in the surrounding 'landscape' in the next 3-5 years that will provide:

1. Opportunities
2. Challenges

For:

- you as a leader of others
- your research niche and strategy?



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PESTLE Analysis

Political	government influence on the sector, industrial and trade strategy, education policy, government spending, political stability
Economic	inflation, exchange & interest rates, economic growth, cost of labour, market growth, demand for raw materials
Social	demographic factors, population growth rates, cultural change, age distribution, health consciousness, changed expectations, media, modes of work
Technological	internet, e-commerce, rate of technological change, infrastructure, logistics, willingness to embrace tech
Legal	including ethics, employment, working time/conditions, or consumer law, discrimination, health and safety law, environmental legislation
Environmental	pollution, weather, climate change, geographical position, carbon footprint, waste, social responsibility, raw materials

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What can you do to put yourself in a position to know (or influence, manage or control) what's on the horizon?

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Be up to date with the research policy landscape

Research in the UK: funding and policy landscape

Your fellowship is the time to gain independence, which requires strategic thinking and an understanding of the wider funding and policy context in which you are doing your research. This knowledge can help you to navigate challenges and realise opportunities – particularly in terms of research funding and impact.

Being strategic is important, yet not necessarily something one worries about as a PhD student or postdoc. Having to understand how one's research fits within a broader landscape is crucial in this regard and provided me with a new challenge as a Research Fellow. - Dr John Craske, Research Fellow, Department of Civil and Environmental Engineering

Once you have your project defined and have a vision for your research future and a strategy for how you will get there, you must think about the wider context in which you are working. The following information provides a brief introduction to some of the main stakeholders, funders and policies in the UK research landscape, as well as links to some important documents, policies and agreements. Not all of them will directly affect you now, but in the future they might.

The whole educational system was new to me – particularly things like the REF – I only heard about this very late on. If you have a longer fellowship, and you want to stay in research you must think about these things. – Dr Inês Violante, Sir Henry Wellcome Postdoctoral Fellow, Department of Surgery & Cancer

Starting points for understanding the funding landscape in the UK +

Policies and concordats that you should be aware of as a research leader in the UK +

Understanding ethics and research governance issues +

- Useful content on being strategic on the Imperial College Research Fellows website
- <http://www.imperial.ac.uk/postdoc-development-centre/fellows/strategy/>

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Thank You