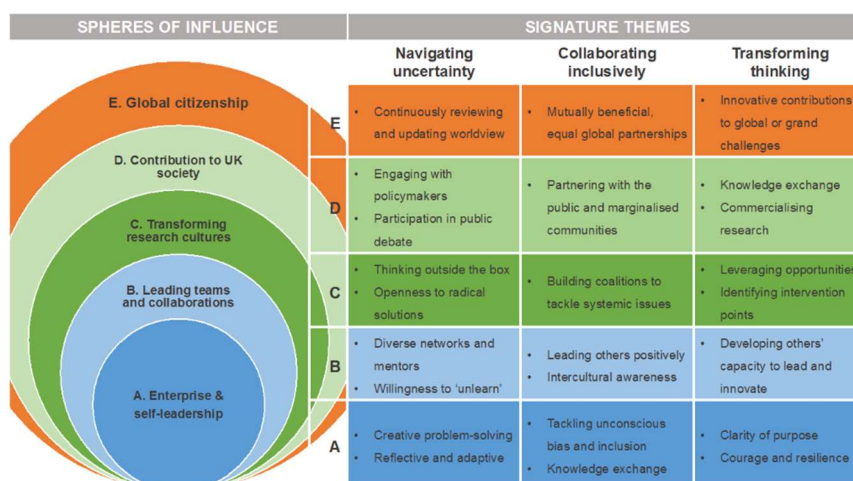


The FLF leadership model

The 360 feedback survey assesses your effectiveness in five 'spheres of influence' which we believe are increasingly expected of Future Leaders Fellows:



A. **Enterprise and self-leadership** - the personal attributes, mindsets, and ethics which shape how we see the world, the communities within it, and the possibilities for change.

B. **Leading teams and collaborations** - the interpersonal and intercultural dynamics which affect how we build and lead diverse, effective, and innovative research teams and collaborations.

C. **Transforming research cultures** - the collective work to rethink established modes of working, identify practical intervention points, and build coalitions towards positive, inclusive research cultures.

D. **Contributing to UK society** - the vital importance of making a meaningful impact on UK society through commercialisation, knowledge exchange, public and policy engagement, and community partnerships.

E. **Global citizenship** - the equal, mutually beneficial, transnational, and multi-sectorial collaborations needed to tackle grand or global challenges.

Crucially, this model is not a pathway. We know that as an FLF, you will already be operating across the spheres of influence, demonstrating effectiveness and excellence against many of the descriptors. At the same time, there may be spheres of influence which have not been relevant to you in your research career so far, and you are yet to develop or gain experience in these. This is fine: the model is intentionally aspirational. The information in this report will help you to see which areas you may wish to focus on developing in the future.