

Leading Strategic Research and Innovation

A HEFCW funded programme

Gary Reed & Kate Tapper



Croeso / Welcome

Setting the scene for a new Research and Innovation Landscape

Professor Paul Boyle, Vice Chancellor, Swansea University,
Chair of Universities Wales R&I Network

Day 1 Overview

Today we explore:

*the Research &
Innovation Landscape*



Getting to know you

- Please go to the [Padlet link](#)
- Upload a [photo](#) of yourself
- Add your
 - [Name](#)
 - [University](#)
 - [Role](#)
 - [Discipline](#)

The Four Circles of Leadership



Setting the research and innovation agenda: a Wales perspective

Olivia Harrison,

Head of Research, Innovation and Engagement

Pennaeth Ymchwil, Arloesi ac Ymgysylltu

HEFCW/CCAUC

Activity #1: Mapping the R&I Landscape in Wales



Landscape map



Create a metaphorical map that depicts the landscape you are working in.

- Political, Economic, Social, Technological, Environmental, Legal and Ethical drivers?
- Your research areas and how they relate to these drivers?

What landscape metaphor would illustrate this?

Ideas for creative capture



Draw by hand and take a photo, collate words and images online, use the whiteboard in zoom, use annotate in zoom (share screen and select annotate)

Political	Economic	Social	Technological	Environmental	Legal	Ethical
• Government organisation and attitude • Devolved Nations Government • Political Stability / Instability • Attitudes to Education (Especially further and higher education) • Foreign Trade Policy • Immigration policy • Funding	• Economic Growth • Unemployment Policy • Inflation, interest rates & other monetary policies • Consumer confidence • Funding	• Income distribution • Demographic Changes • Labour/Social Mobility • Lifestyle Changes • Fashion Changes	• New inventions & Developments • Rate of Technology Transfer • Life Cycle & Speed of Technological Obsolescence • Changes in information Technology • Changes in Mobile Technology	• Environmental regulations & protection • Consumer expectations • Climate Change	• Tax Policies • Employment • <u>Safety Regulations</u> • Competition Regulations • Governance • Equality, Diversity & Inclusion	• Social Values that shape business Behaviour • What is “right” and what is not • Social Responsibility • Free speech

Activity #1: Feedback - Mapping the R&I Landscape

- One representative from each group
- 3 minutes
- What are the top 2 key characteristics of the future R&I innovation landscape in Wales?

The UKRI perspective on changing research and innovation funding landscape and future opportunities

David Sweeney,
Executive Chair, Research England

UK Research & Development Roadmap: Implications and Opportunities for Research & Innovation in Wales

Paul Drabwell

Senior Civil Servant responsible for Place, Impact and
Research, BEIS

Activity #2: Breakout Discussion

Conceptually you have considered a landscape and have heard additional perspectives.

- What does this mean for you and your leadership in your institution?

Activity #2: Feedback

- One representative from each group
- 2 minutes
- What was the most important consideration for your group

Assignment reminder: Conceptually you have considered a landscape and have heard additional perspectives. *What does this mean for you and your leadership in your institution?*

Working in Collaboration



Whole-hearted collaboration is:



CURIOUS

Open-minded
Exploratory

COMPASSIONATE

Caring
Inclusive

COURAGEOUS

Risk-taking
Challenging

— LINE OF AWARENESS —

NOT

CLOSED

Single-minded
Inflexible

NOT

COLD

Critical
Insensitive

NOT

FEARFUL

Defensive
Protectionist



David Rock's SCARF model

"A brain-based model for collaborating with and influencing others"

How do you actually lead
with this in mind?

Status • Certainty • Autonomy • Relatedness • Fairness





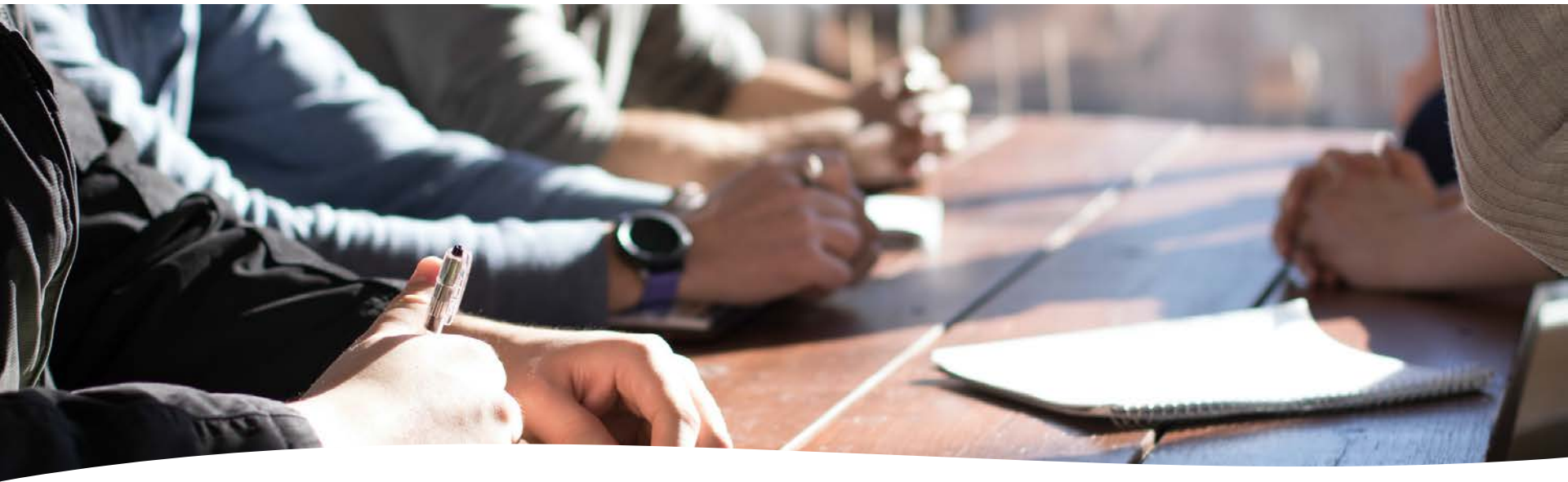
STATUS

“our importance relative to others”

Threats to status → strong negative reaction

Influenced by gender, ethnicity, hierarchies

**Who may feel more
or less important?**



Leading with
Status in
mind?

Introduce to equalize

- Introduce others first (what do they want you to value?)
- Then introduce your own expertise (don't puff up or shrink)



CERTAINTY

“our ability to predict outcomes”

Sudden changes create a threat response

Knowing how to get things done eases stress

**Who is most affected
by uncertainty?**



AUTONOMY

“our sense of control”

Feeling controlled drives fight or flight
Collaboration reduces autonomy

Who do you give
autonomy to?



Leading with
autonomy in
mind?

- **Tight-loose-tight?**

- Pin down expectations, boundaries, milestones, checkpoints
- Then breath deep and let go...
- Revisit...



RELATEDNESS

“we are designed to build groups
that rely on mutual trust”

Threat to feeling ‘outside the group’
Brain rewards feeling ‘part of the group’

Who do you feel a
connection with?



Leading with
connection in
mind

- **Show care**

- What does each person need from this collaboration?
- Contract for this and keep revisiting it



FAIRNESS

“perception of fair exchanges
between people”

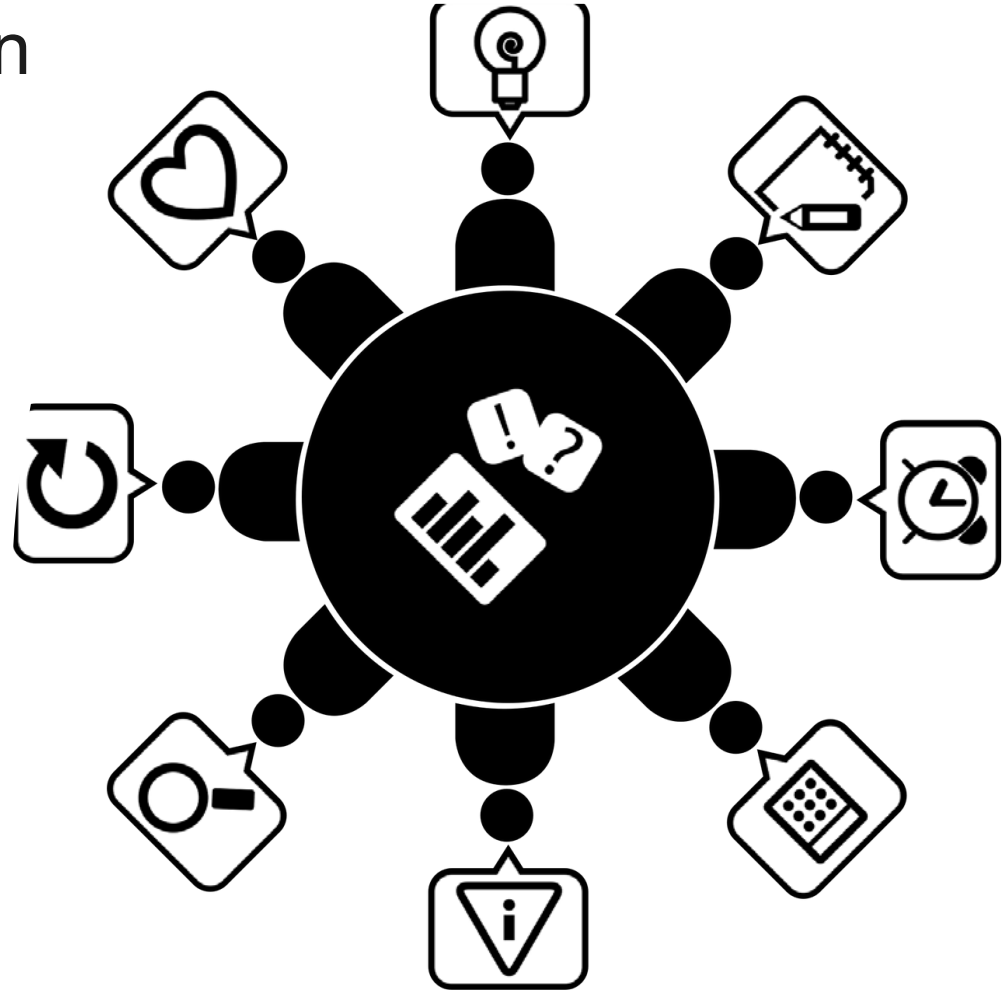
Unfairness → hostility and lost trust
Seeing people actively pursue fairness
increases engagement

Who see things
as unfair?

Leading with fairness in mind

• Roundtables

- Send this diagram with agenda
- Give people equal airtime.



I've learned that people will forget
what you said, people will forget
what you did, but people will never
forget how you made them feel

Maya Angelou

Day 1 Conclusions

- Paired Reflections
 - What have you learnt about the research & innovation landscape and its implications for Wales?
 - How will you lead differently in light of what you have heard?
- Be ready to share feedback in chat!

Croeso nôl / *Welcome back*

Day 2 Overview



- Today we explore: *the strategic application of the R&I landscape in Wales*
- Remember to be ready for Chatfall Reflections!

Research and innovation strengths in Wales

Prof Peter Halligan,

Chief Scientific Advisor for Welsh Government

Reflections on the Changing Innovation Landscape: Opportunities for Wales

Liz Flint

Chief Business and Innovation Officer, Brunel University

Activity #3: Creating the Environment for Quality Collaboration

- Given everything you have heard.
 - What do you need to be mindful of in your leadership of collaborations?
 - How do you already lead with SCARF in mind?
- Notes on padlet

Activity #3: Feedback

- One representative from each group
- 2 minutes
- What was the most important consideration for your group

Reflection reminder:

- What do you need to be mindful of in your leadership of collaborations.
- How do you already lead with SCARF in mind?

The Reid Report and implications for research leaders in Wales

Professor Graeme Reid

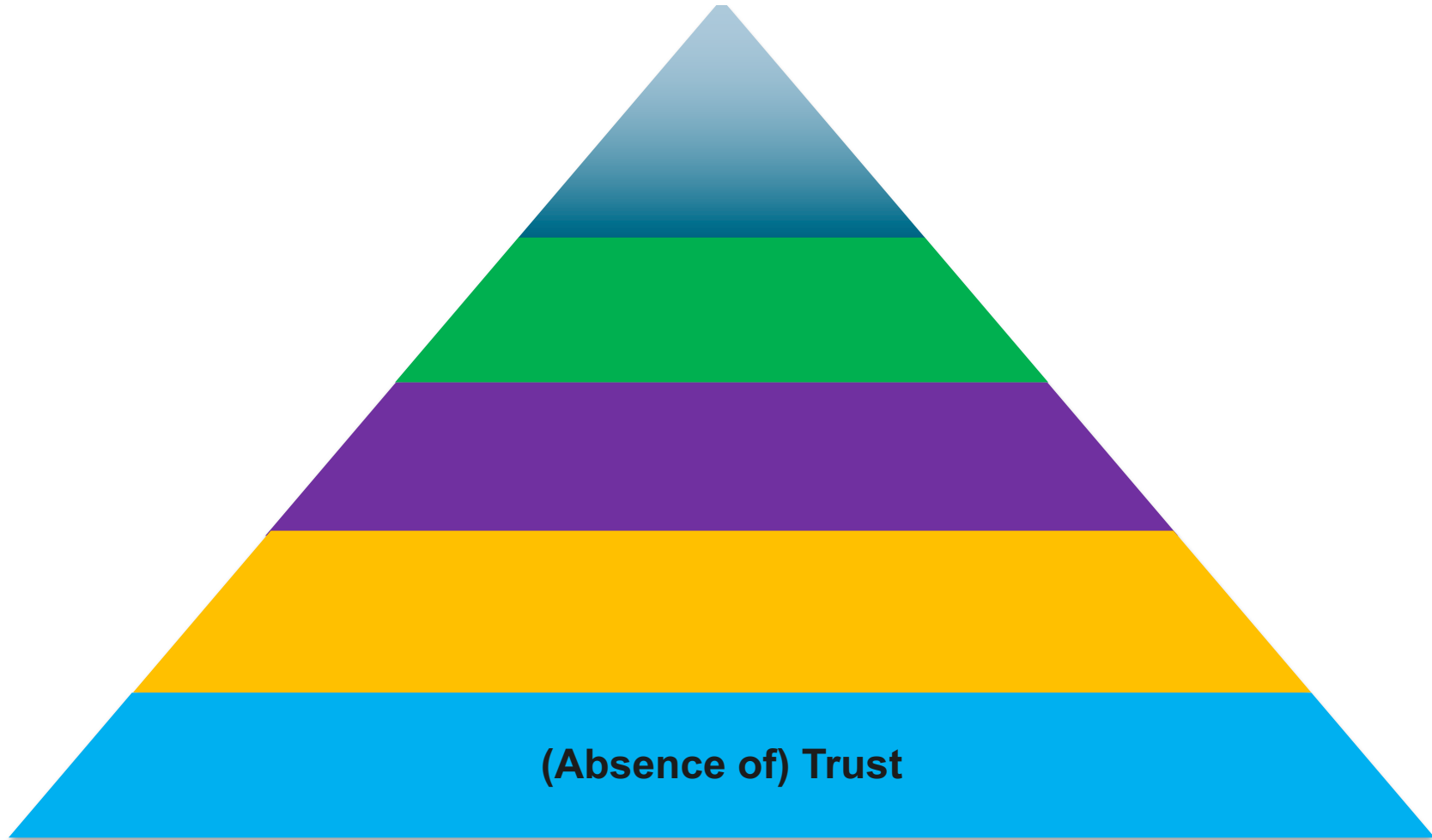
Chair of Science and Research Policy at UCL

Strategic Leadership: Leading Collaborations:

Lencioni's 5 Dysfunctions of a Team

Laying the Foundations for Good Collaborations





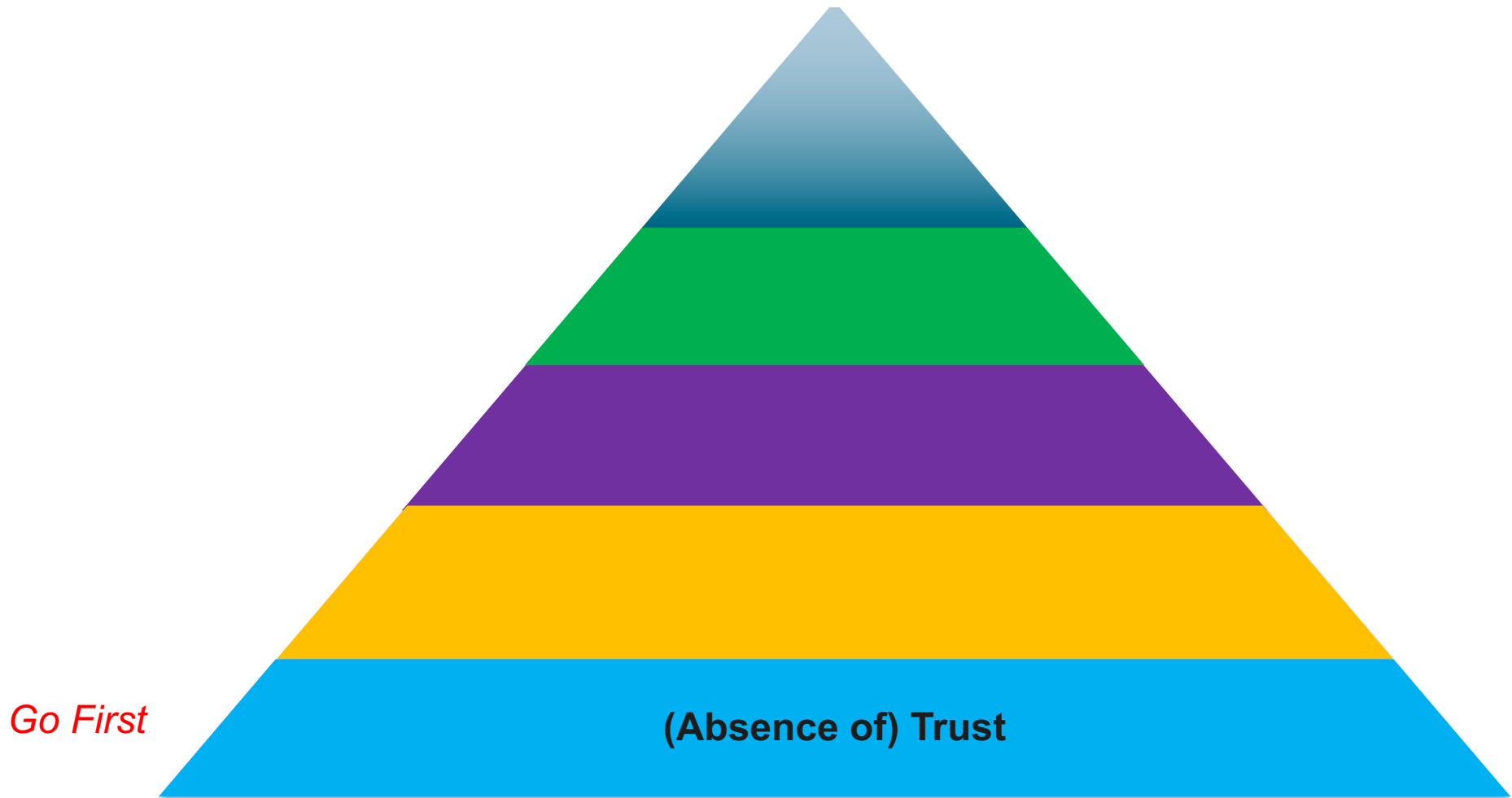
(Absence of) Trust

The Trust (Trustworthiness) Equation

$$\frac{\text{Credibility} + \text{Reliability} + \text{Intimacy}}{\text{Self-Orientation}}$$

(Words) (Actions) (Emotions)

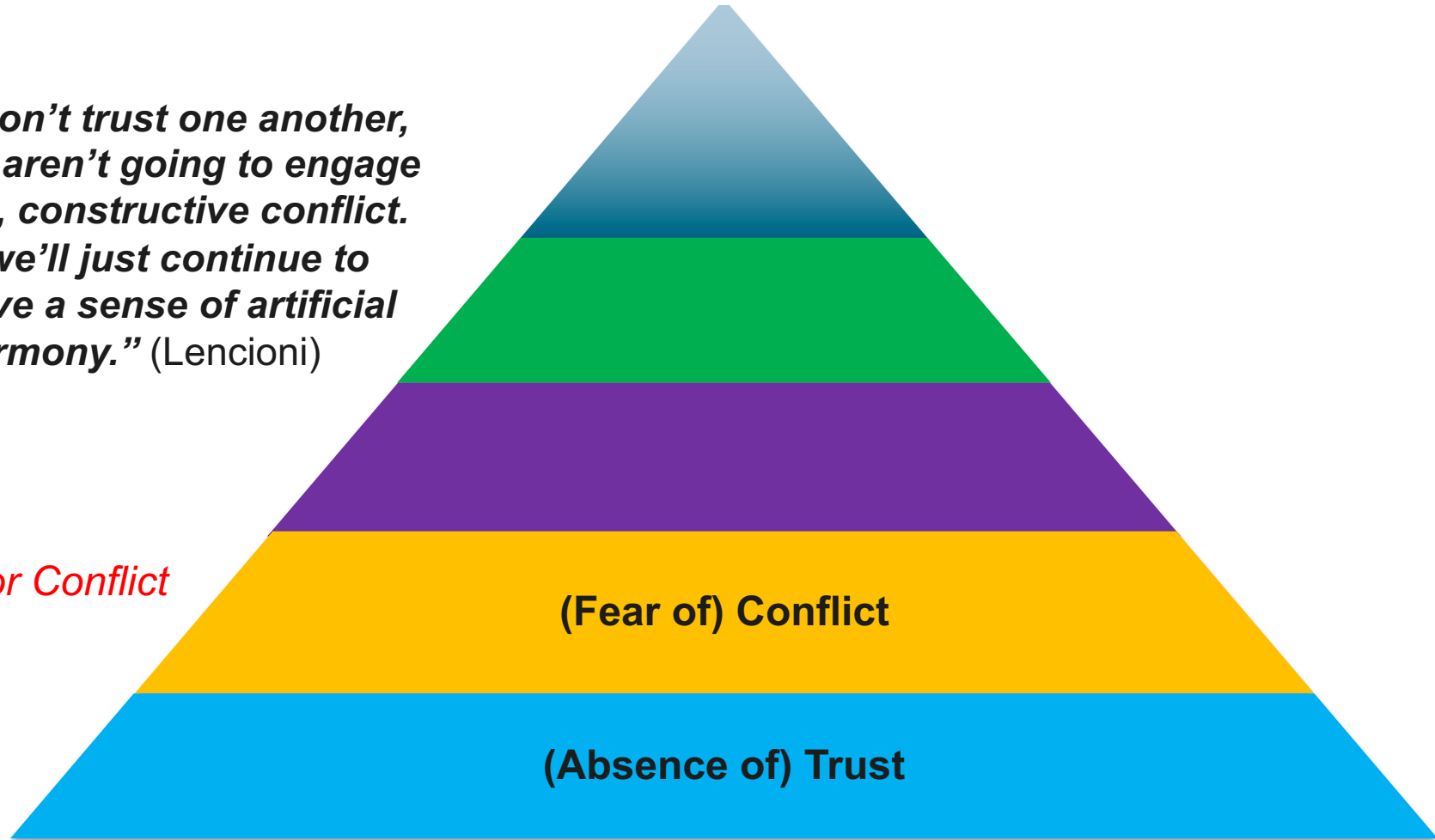
Self-Orientation
(Motives)

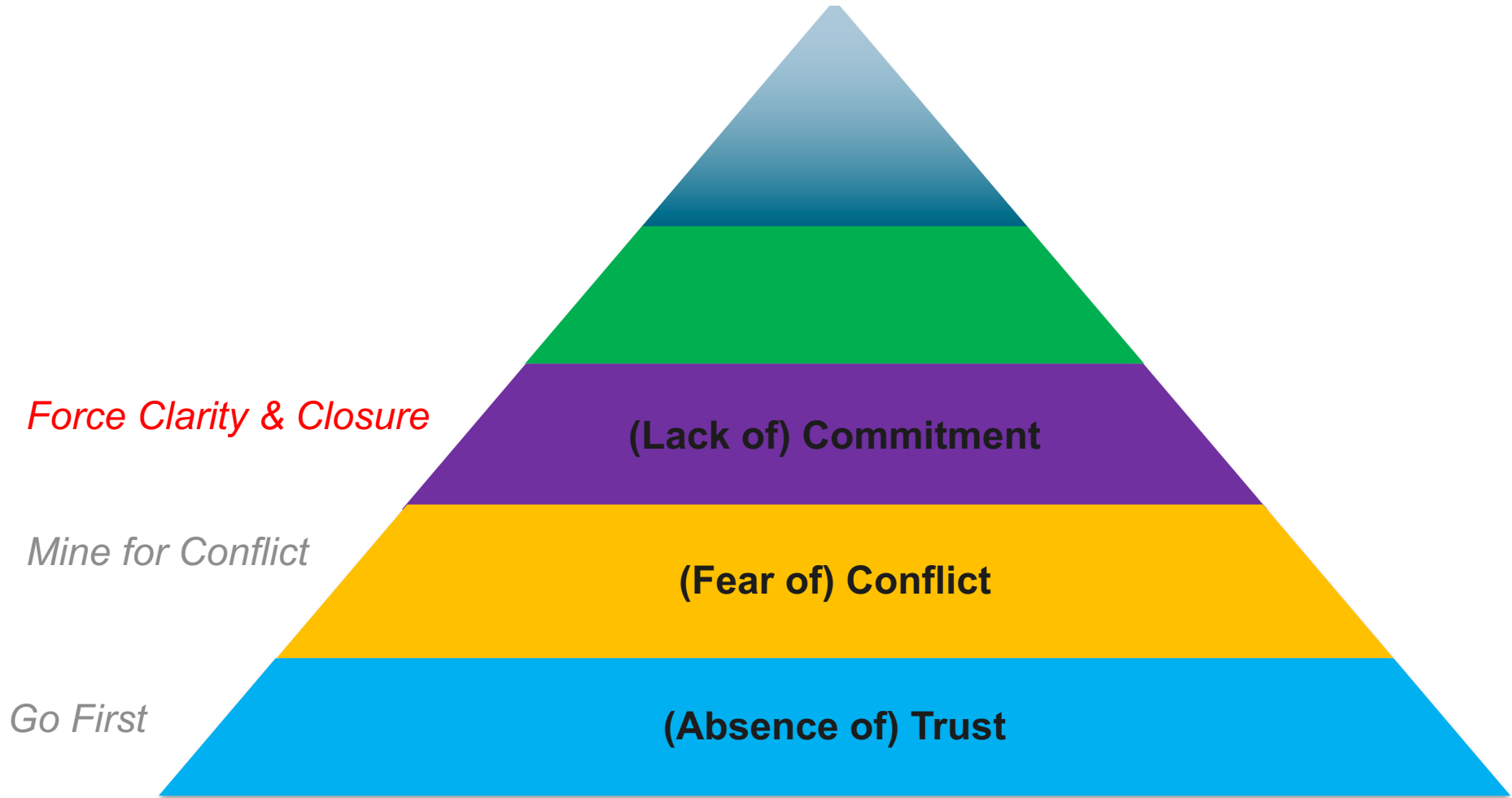


***“If we don’t trust one another,
then we aren’t going to engage
in open, constructive conflict.
And we’ll just continue to
preserve a sense of artificial
harmony.” (Lencioni)***

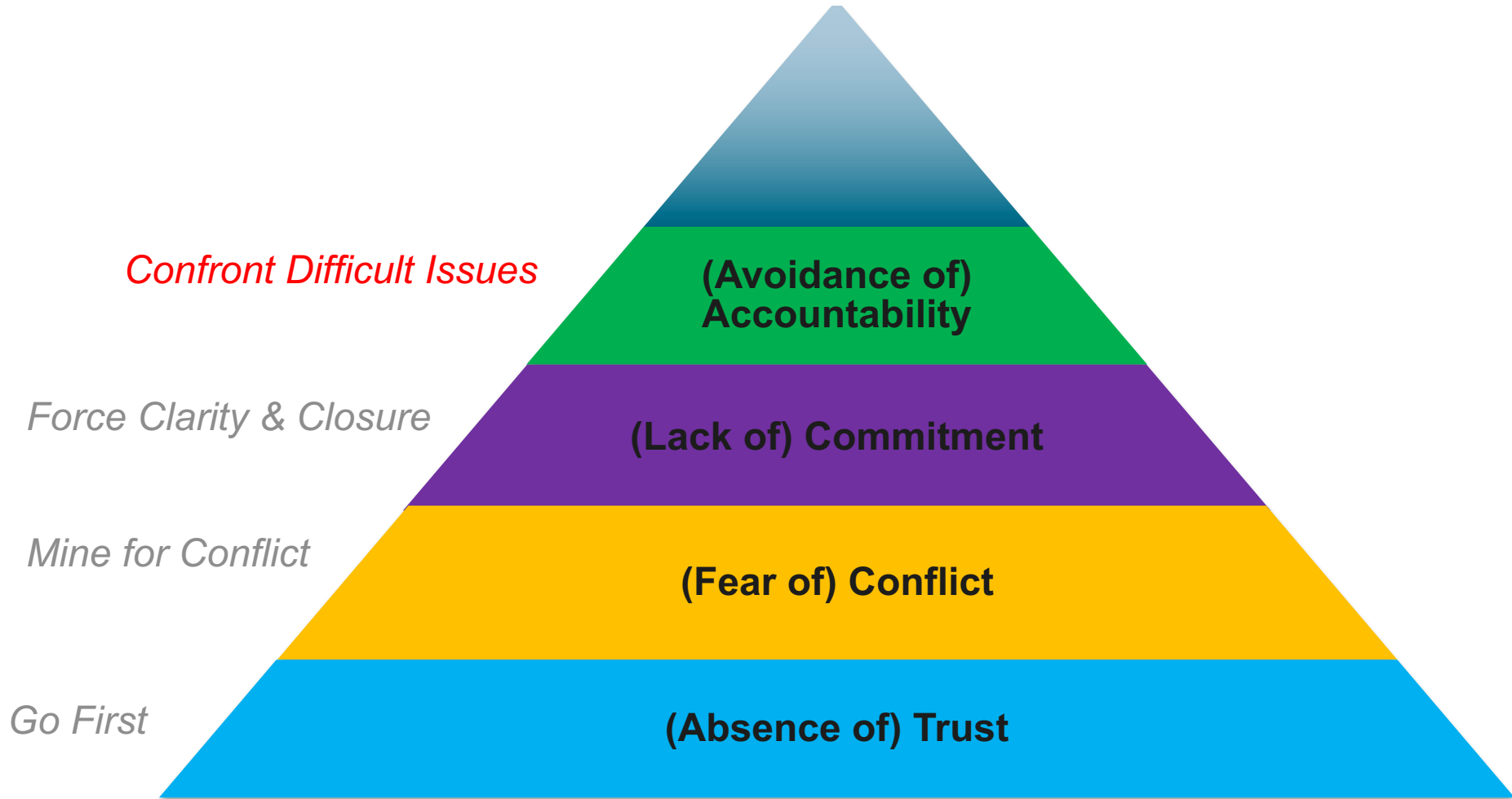
Mine for Conflict

Go First





Lencioni, Patrick M.; Okabayashi, Kensuke. (2012). The Five Dysfunctions of a Team. Hoboken, NJ: Wiley.



Collective Outcomes

**(Inattention to)
Collective
Results**

Confront Difficult Issues

**(Avoidance of)
Accountability**

Force Clarity & Closure

(Lack of) Commitment

Mine for Conflict

(Fear of) Conflict

Go First

(Absence of) Trust

Activity #4 – Individual Reflection

1. Which elements of the trust equation do you & your organisation tend to rely upon to build trust?
 - How could you improve the other factors?
2. How can you utilise Lencioni's model to create a climate/culture to motivate colleagues in collaborations to respond to current challenges?

Activity #5 – Coaching Pairs



- Listen attentively
- Reflect back what you hear
- Give time to think

Activity #5 – Coaching Pairs

1. What are your key reflections on whole programme?
2. What are your personal leadership reflections?
3. What is one action you will take away?

You can agree a short comfort break during this session
Back by 4.15pm

Programme Reflections & Pledges

- We invite you to share your reflections
 - Use the hands up tool
- We also invite you to share one action you are taking away in the chat box