

# Leadership for research managers

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**Value Chain Leadership for ISPM Managers**  
**24-27<sup>th</sup> January 2019**



# Session overview and outcomes

- How do we think about leadership and leadership qualities?
- Differentiating between leadership and management
- Leadership challenges for ISP Managers
- Learn and think about different leadership approaches
- Leadership tools and topics for managers
- Reflect on leadership changes you can make
- Continue leadership learning and development

# Institutional capacity development priorities for research managers in the Pacific

Results from interviews with senior managers in sixteen research organisations in PNG, Fiji and Vanuatu:

- Research management and leadership training for future managers was the **highest priority**;
- Urgent need to identify and prepare the next generation of young research managers;
- Need to be more strategic, “**agile**” and able to “**think-outside-the-box**”;
- Understand and **adapt** to the challenging political, institutional and socio-cultural contexts;

# Priorities for research leadership and management in the Pacific

- More **business-like**, possessing skills that better prepare them to understand and work with the private sector and potential funders....
- particularly **brokering** and **negotiating partnerships**.
- Specific capacity development priorities: leadership skills; strategic thinking, fore-sighting and planning; research program management; policy essentials; partnering essentials....

# The most important capabilities for agribusiness leaders today

Results from a survey of 200 agribusiness company leaders in the Asia Pacific:

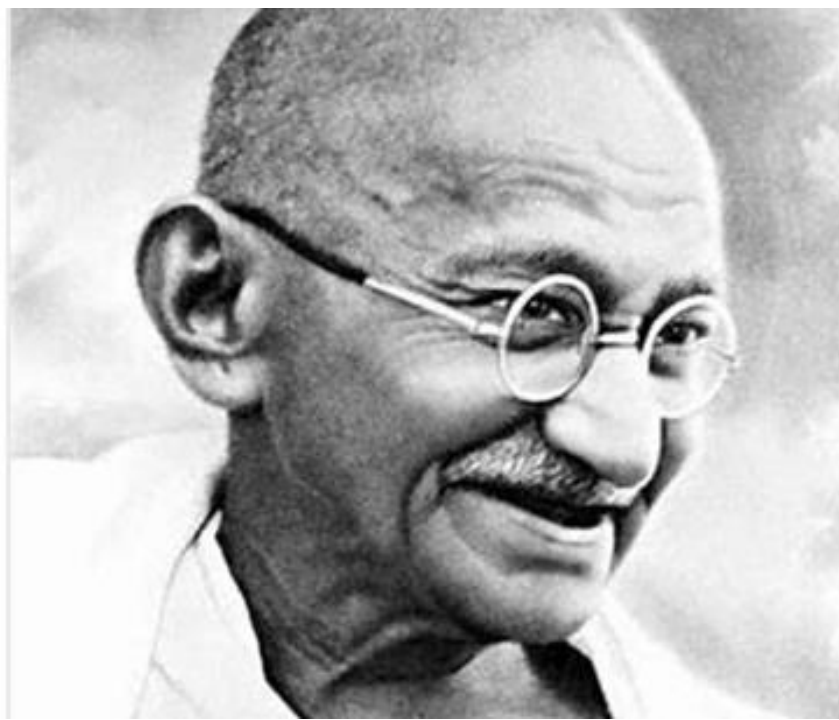
- 71% Ability to implement change;
- 54% Effective leadership;
- 45% Strategic thinking;
- 35% Excellent communication;
- 29% Strong team-building.

# What is leadership?

Leadership is *“a process whereby an individual influences a group of individuals to achieve a common goal.”*

Leadership motivates and mobilizes a group to align and achieve a strategic vision, mission or outcomes.







## Activity – Inspirational Leaders

Identify someone you personally regard as an inspirational leader (in the Philippines)? Why? What qualities do/did they possess?

Then.....

As a group reach consensus on one person regarded as an inspirational leader? Why did the group choose this person?

# Activity - What is the difference between leadership and management?

Pick a card with word or phrase of a management or leadership characteristic or behaviour and line up in the group you think it best reflects.

Try and find and line-up with the person holding the alternative or characteristic to yours.

# Leadership and management

*"Management is a set of processes that keep an organisation functioning. They make it work today – they make it hit this quarter's numbers. The processes are about planning, budgeting, staffing, clarifying jobs, measuring performance, and problem-solving when results did not go to plan."*

*Leadership is very different. "It is about aligning people to the vision, that means buy-in and communication, motivation and inspiration."*

*"Leadership needs to be clear and strategic, but it also needs to be collaborative both between and within organisations."*

*"You've got to be able to listen, to engage, to emphasise. You need to be maintaining a customer focus and growing the people around you."*

- Leadership **Essence is change**; management **Essence is stability**
- Leadership **focuses on leading people**; management **focuses on work management**
- Leadership **requires followers**; management **requires subordinates**
  - Management **seeks objectives**; leadership **seeks vision**
  - Management **plans in detail**; leadership **sets direction**
- Leadership **facilitates decision making**; management **makes decisions**
- In leadership **power comes from personal charisma**; in management **power is vested.**
- Leadership **appeals to heart**; management **appeals to head**

- Leadership is **proactive**; management is **reactive**
- Leadership is **transformational** style; management is **transactional** style
- Leadership **wants achievement**; management **wants results**
  - Management **makes rules**; leadership **breaks rules**
- Management **charters existing routes**; leadership **takes new directions**
  - Leadership is all **about what is right**; management is **concerned with being right**
    - Leadership **gives credit**; management **takes credit**
- Leadership **takes blame**; management **“passes on the buck”**

# Activity – Leadership for ISP Managers – Part 1

What change or outcome are you seeking to achieve?

In your roles as an ISP Manager for PCAARRD who are the groups or individuals you most need to influence?

What are the biggest leadership challenges you face as ISP leaders with different groups?

## **VISION**

Sustained dynamic leadership in science and technology (S&T) innovation in the agriculture, aquatic, and natural resources (AANR) sectors

## **MISSION**

Provide strategic leadership in promoting S&T as a platform for AANR products innovation and environment resiliency

## **VALUES**

Excellence, Relevance, Cooperation

**PCCAARD**  
**- Strategic Direction**  
**in S&T in AANR**

# **Activity – Leadership for ISP Managers**

## **Part 2 Leadership qualities**

What do you think are the most important personal qualities of a leader?

**Write down 3-4 words that best explain the qualities or behaviors you most associate with inspirational leadership**

Revise this list during the session to end up with 5-6 qualities and behaviours you think are most important



# Leadership theories

- **Transformational leadership**
- **Adaptive leadership**

# Transactional and transformational leadership

**Transactional:** where a leader influences others by what they offer in exchange, the transaction;

**Transformational:** where a leader connects with followers in such a way that it raises the level of motivation and morality.

# Transactional and transformational leadership

Northouse (2016) outlines characteristics of transformational leadership:

- **Idealized influence, or charisma:** Transformational leaders have an uncanny ability to make you want to follow the vision they establish.
- **Inspirational motivation:** Communication is a vehicle of inspiration for transformational leaders; they use words to encourage others and inspire action.
- **Intellectual stimulation:** Transformational leaders stretch others to think more deeply, challenge assumptions, and innovate.
- **Individualized concern:** Finally, while focused on the common good, transformational leaders show care and concern for individuals.

# What is Adaptive Leadership?

*Adaptive leadership ....a leader who mobilizes people to take on tough challenges, like inclusiveness, sustainability, resilience.*

*Adaptive challenges are challenges where solutions aren't readily apparent.*

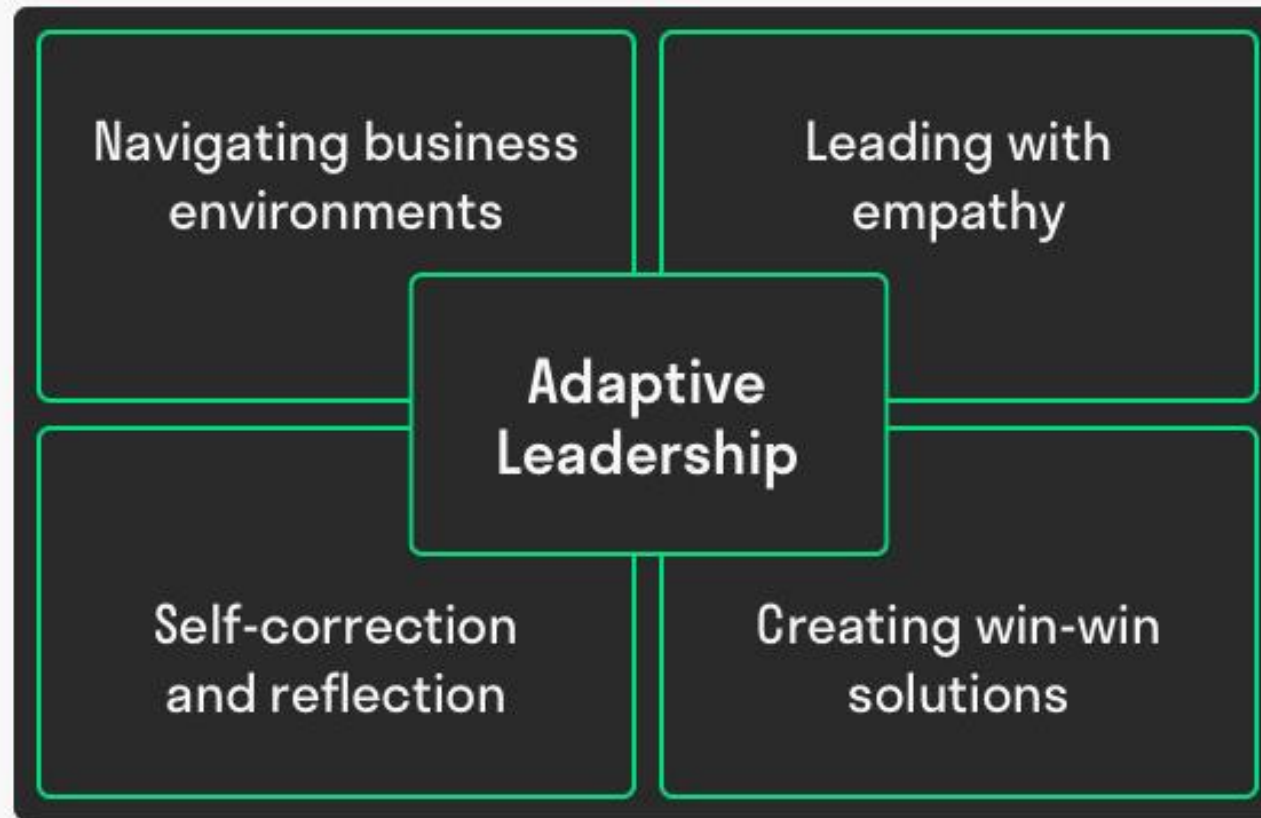
*Adaptive leadership makes a **distinction between leadership and authority**. Authority is positional and requires **power**; leadership, in contrast, requires **influence** and the **ability to mobilize**.*

# What is Adaptive Leadership?

*An **adaptive challenge** allows problems to be identified more accurately and involves the entire organisation in the search for possible solutions.*

***Adaptive leaders** learn to control the context through experiments. They cultivate a diversity of viewpoints in order to generate a large number of options. They lead with empathy, reward their employees' performance with autonomy and independence and find winning solutions for all stakeholders.*

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## *Advantages*

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# Activity – Leadership for ISP Managers

## Part 3 Adaptive leadership

What are some of the adaptive challenges that ISP Managers and the sector face?

In your table group, discuss the characteristics of one of the dimensions of adaptive leadership.

Summarise the key elements of the adaptive leadership dimension

Comment on whether you think this element of adaptive leadership could be useful for ISP Managers

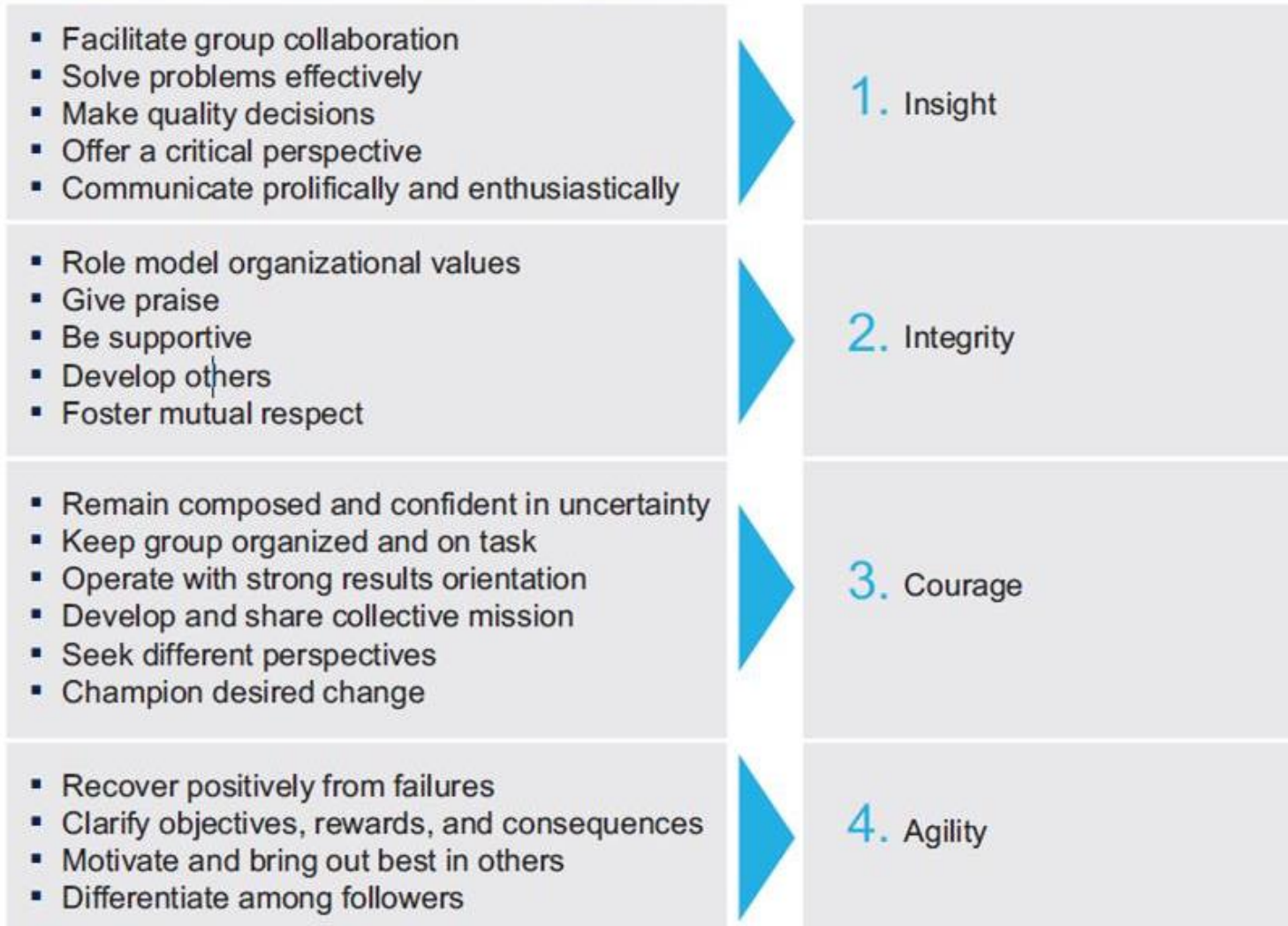


# Leadership in action

- [Decoding leadership – what really matters](#)
- [Effective ways leaders solve problems](#)
- The science of influence
- [Intuitive and mindful leadership](#)
- Developing intuitive leaders
- [To Be a Good Leader, Start By Being a Good Follower](#)
- Women in leadership
- Cultural influences and leadership

Forbes

# Four leadership characteristics that are essential for the future



Research that confirms 20 fundamental components of leadership that correlate closely to organizational performance

## McKinsey Leadership Essentials

*Leadership in innovation needs*

*innovation in leadership*

McKinsey and Company

# Four leadership characteristics that are essential for the future

Against this context, we believe the fundamental profile of personal and organizational leadership is about something more than the important basics. Four attributes will enable individuals and organizations to stand out and move forward at a distinctive pace. Effective leaders will have the **insight** to clearly see and calibrate what really matters in operations and people; the **integrity** to build deep wells of trust and conviction; the **courage** to take on really tough opportunities quickly; and the **agility** to know when they need to shift course and move on. The four build on one another: when we see opportunity clearly, we need to trust each other in committing to take

Research that confirms 20 fundamental components of leadership that correlate closely to organizational performance

**McKinsey Leadership Essentials**

*Leadership in innovation needs*

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# Activity - Reflection questions - think about what they will need of their leaders

- How can a leader and a team create the space, mindfulness, innovative relationships and objectivity that foster insight?
- What can build our integrity, trust and a moral and professional sense of purpose of who we are, what we do and why we are so deeply committed?
- What can increase our courage to confront tough situations and high-risk opportunities positively, even amid genuine fear?
- What will allow us to see, understand and rapidly recalibrate to a shifting landscape in ways that progressively challenge our people?

# Decoding leadership: What really matters

Based on a survey of 81 organisations.... four kinds of behavior account for 89 percent of leadership effectiveness.

- Solve problems effectively
- Operate with a strong results orientation
- Seek different perspectives
- Be supportive

## Top kinds of leadership behavior<sup>1</sup>

1 Be supportive

2 Champion desired change

3 Clarify objectives, rewards, and consequences

4 Communicate prolifically and enthusiastically

5 Develop others

6 Develop and share a collective mission

7 Differentiate among followers

8 Facilitate group collaboration

9 Foster mutual respect

10 Give praise

11 Keep group organized and on task

12 Make quality decisions

13 Motivate and bring out best in others

14 Offer a critical perspective

15 Operate with strong results orientation

16 Recover positively from failures

17 Remain composed and confident in uncertainty

18 Role model organizational values

19 Seek different perspectives

20 Solve problems effectively

**Decoding leadership: What really matters**

McKinsey and Company

## Activity - Leadership pizza

**What leadership qualities do you think are most important to the ISP Manager roles and responsibilities in PCAARRD? Why?**

What leadership areas and behaviours could be improved 1. as an organisation; and 2 for you personally, as an ISP Manager?

What strategies could be implemented to better lead and influence sector stakeholders?

# The 4 Most Effective Ways Leaders Solve Problems

- Transparent communication
- Breakdown silos
- Open-minded people
- A solid-foundational strategy



## **Developing intuitive leaders**

**The Australian Rural Leadership Program (ARLP) has been developing stronger leadership within the communities and industries of rural, regional and remote Australia for over 26 years.**



Australian  
**Rural Leadership**  
Foundation

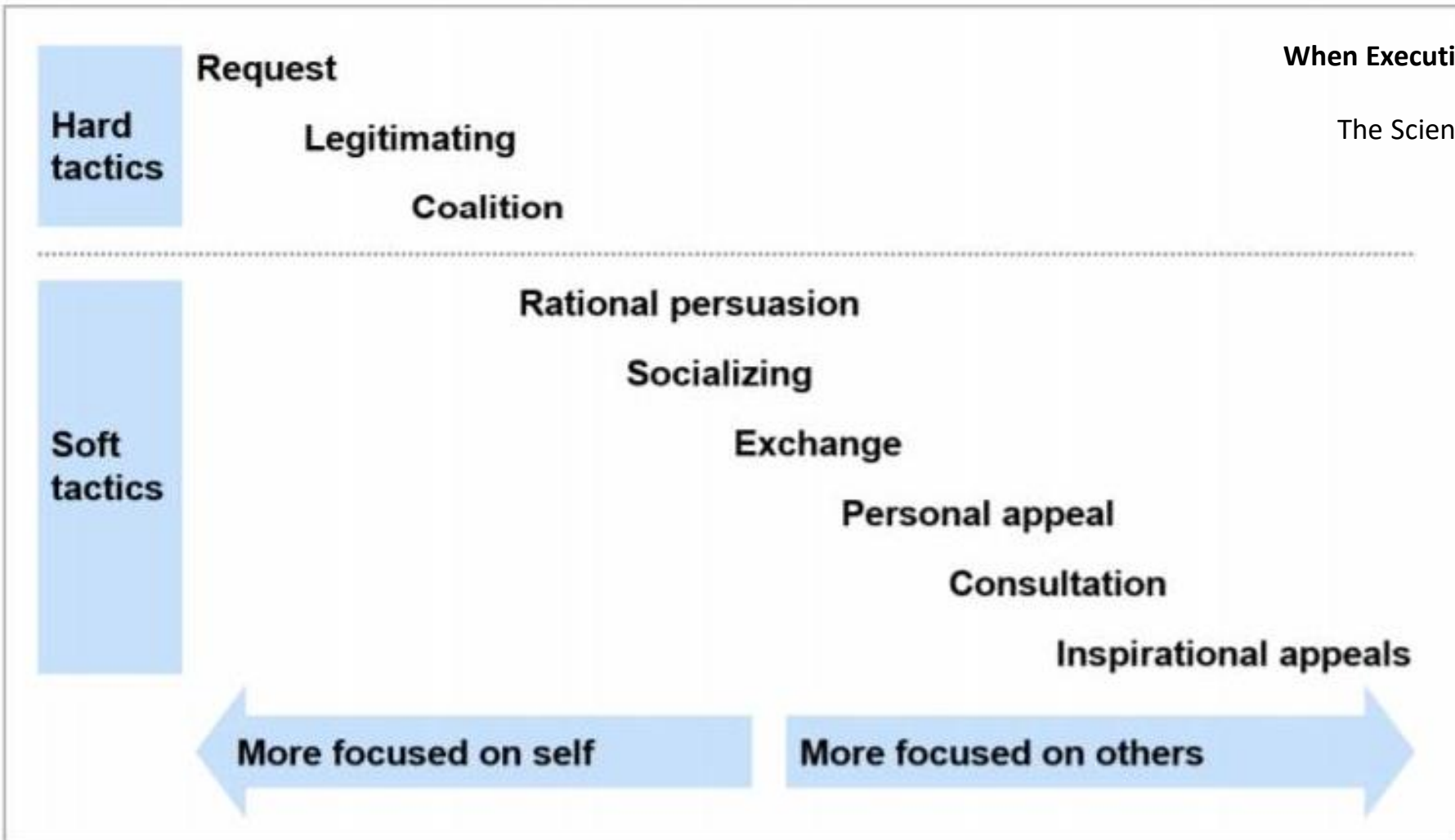




- Leadership philosophy
- **Disrupt:** multiple **experiential challenges** (physical, emotional, mental, social and intellectual) in changing real-world situations.
- **Discover:** opportunities for **critical self-reflection** and a deeper **understanding of others' perspectives**.
- **Develop:** **behavioural intelligence**, the ability to trust and support others and the confidence to lead in different contexts.
- **Deliver:** tangible, **positive change** in your organisation, sector or community through **new conversations and connections**

# The nine tactics of influence

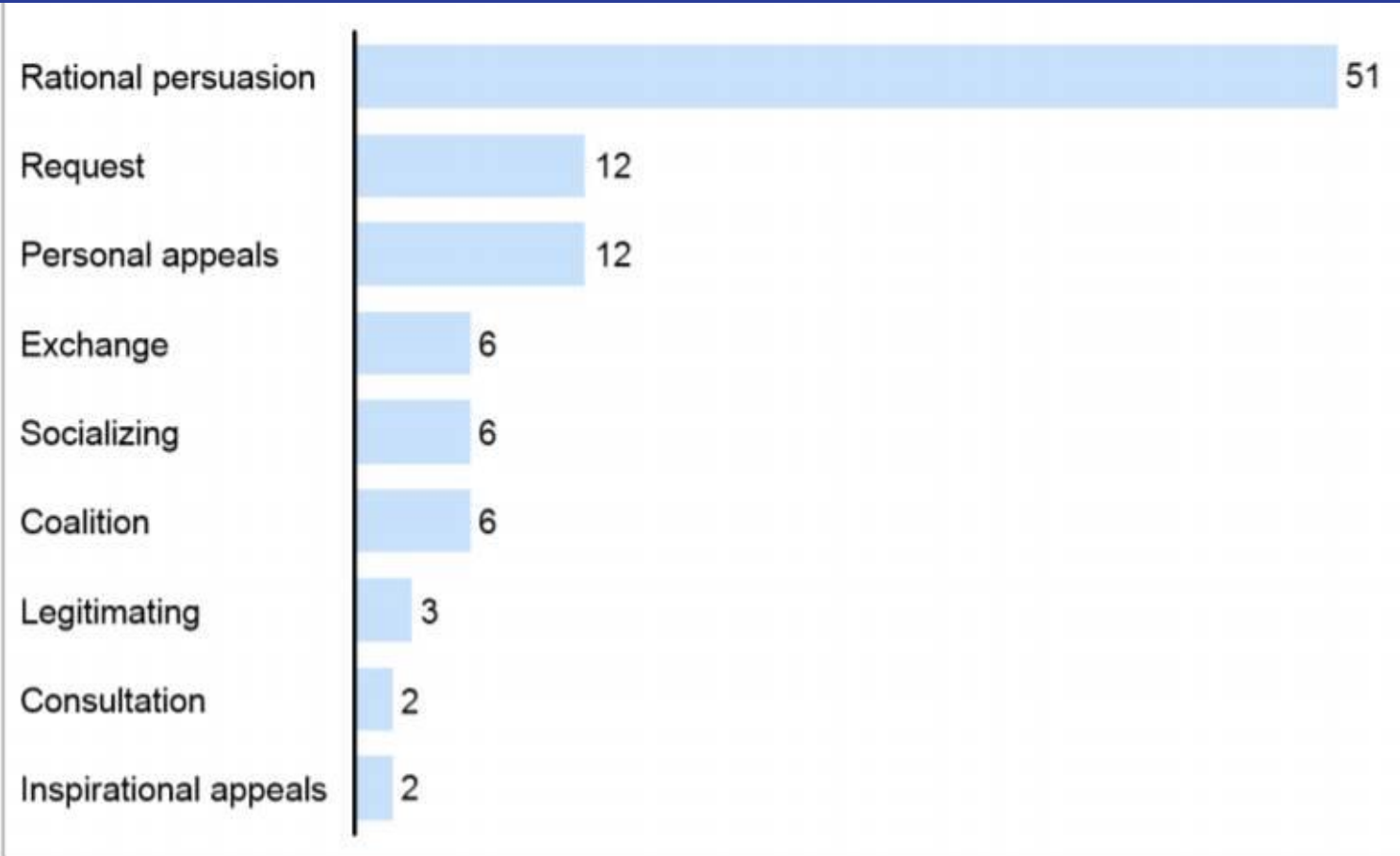
## Influence is an essential element of leadership



When Execution Isn't Enough. Decoding  
Inspirational Leadership.  
The Science of Influence (Chapter 3).  
Claudio Feser

# Frequency of influencing tactics

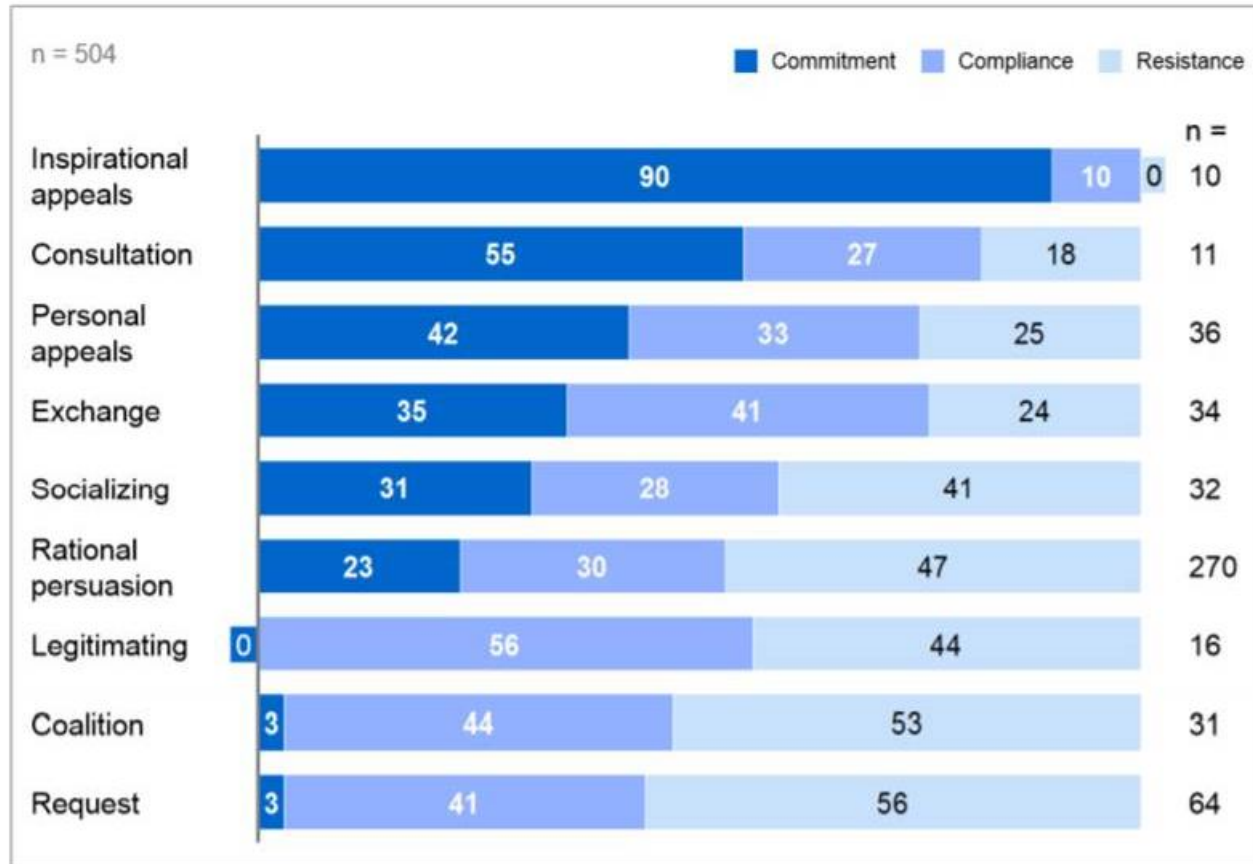
Several studies have found that rational persuasion is the most frequently used influencing approach



Source: C. M. Falbe and G. Yukl, "Consequences for Managers of Using Single Influence Tactics and Combinations of Tactics," *Academy of Management Journal* 35, no. 3 (1992): 638–652.

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# Outcomes of influencing tactics



HARD leadership approaches – requesting, coalitions, legitimating tend to create no or only minor commitment to action and change. However they create a high level of compliance.

SOFT approaches are more effective at gaining commitment BUT are less efficient. They take more time and effort

Source: C. M. Falbe and G. Yukl, “Consequences for Managers of Using Single Influence Tactics and Combinations of Tactics,” *Academy of Management Journal* 35, no. 3 (1992): 638–652. This study finds that inspirational appeals are the most effective tactics in getting people to commit to actions.

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## **Activity - Leadership reflection**

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# Reflection - Leadership in action

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