

INVITATION

Deputy Vice-Chancellor Dieter Müller
Pro-Vice-Chancellor Katrine Riklund
Associate professor Anna-Lill Drugge
Professor Jon Moen



UMEÅ UNIVERSITY

2023-03-06
Page 1 (4)

ReaL – STEP 2 Research & Leadership Established Research Leader Group B4

The last day of application is Thursday April 27th, 2023

Apply to your respective Faculty by filling out the special application form.

The ReaL Step 2 leadership program for established researchers will be offered during 2023 - 2024. The program aims to provide active targeted skills and career support to researchers with the aim of becoming successful researchers and scientific leaders at Umeå University. The program is open to 21 participants from all faculties. Send the application no later than April 27th to your respective faculty office.

Umeå University's goal is to advance its position as an internationally successful research and educational university, which also plays a prominent role in regional development. The university's researchers should be encouraged to take risks that enable ground-breaking research moving our frontiers of knowledge. As part of this aim, Umeå University carries out targeted activities to support research careers with a focus on research leadership. The ReaL program is one such activity aiming to encourage and actively support researchers in their careers. The ReaL program is carried out at three levels. The first level, Step 1, invites researchers at an early stage in their career. The second level, Step 2, aims at researchers who are already established research leaders and the third level, Step 3, targets distinguished research leaders.

The ReaL program can also be described as a "Talent Management" initiative, which is a term used to define an organisation's conscious strategy to develop and maintain talent within a competitive market. A Talent Management perspective involves focusing, not only on current performances, but also on the *potential* and on the *future performance* of an employee. This involves supporting the development of necessary qualities, also offering greater responsibilities and support.

Target group:

The program targets persons who have a small to medium sized network/research group and want to develop as a research leader. Applicants should have a clear ambition to produce research results with a large impact. You should preferably be a docent. You should have external financing. You should preferably have experience from other universities and have a good national or international network. You are gaining experience as a research leader and supervisor. You have an emerging vision for your research field and have a strategy for your future research. You are starting to gain experience from work in committees, research foundations, evaluation committees or other administrative tasks. You should have teaching experience. You have typically graduated between 7 to 12 years ago, but the selection process will be based on the stage of your research career rather than the exact number of years since graduation.

INVITATION

Deputy Vice-Chancellor Dieter Müller
Pro-Vice-Chancellor Katrine Riklund
Associate professor Anna-Lill Drugge
Professor Jon Moen



UMEÅ UNIVERSITY

2023-03-06
Page 2 (4)

Purpose and objectives

The program for competence and career support for the University's research leaders aims to provide active, targeted support to prioritised researchers who are expected to become the successful researchers and scientific leaders of tomorrow at Umeå University. The overall objective of the programme is to support your development and competence as a research leader, and develop greater communication skills and abilities to secure external funds. You will also develop skills in recruiting people, running and managing research teams, and in supervision and coaching. The programme will focus on your individual career plan, but also on understanding the university as an organisation and resource. Finally, the programme aims at stimulating interdisciplinary contacts as well as national and international collaboration.

Implementation

The Real Step 2 program is open for all researchers at the University that fit the target group description. It is carried out every second year in a group of 21 participants. Interviews start in August/September and the programme begins Tuesday 27/9. The programme dates are September 27/9, October 24-25/10, November 28-29/11, January 16-17/1 2024, February 13-14/2, and the final date being March 12, 2024.

Course participants are expected to prioritize participation on all course days.

Application

The application is submitted to your respective Faculty. The application should be made on a special form and must contain a concise CV, a self-evaluation and a short career plan (please see the application form). Do not forget that the Head of Department must sign the application.

Selection process

The selection to accept participants in the program is made in a two-step process. In the first step the Dean of the Faculty evaluates the applications and presents a ranked list of candidates to the Deputy Vice-Chancellor for Research, Dieter Müller and Pro-Vice-Chancellor Katrine Riklund. They make the final decision to accept participants, after consulting the Dean of the Faculty. The selection is based on two criteria, research competence and leadership experience and potential (see appendix 1).

We welcome you to submit your application to your faculty office no later than Thursday April 27th, 2023.

The final decision regarding participation will be made no later than Wednesday May 31th, 2023. Welcome with your application!

Anna-Lill Drugge
Program Leader
Associate Professor

Jon Moen
Program Leader
Professor

INVITATION

Deputy Vice-Chancellor Dieter Müller
Pro-Vice-Chancellor Katrine Riklund
Associate professor Anna-Lill Drugge
Professor Jon Moen



UMEÅ UNIVERSITY

2023-03-06
Page 3 (4)

Appendix 1

Real – STEP 2 Research & Leadership Established Research Leader Group B4

1. Research competence refers to the assessment of:

The applicant's Scientific qualifications:

- Publication success (quality and quantity) since receiving a doctoral degree (publication in recent years should be especially noted) in relation to the researcher's field
- The ability to raise own research funding
- National and international collaboration
- The assessment of research merits should be understood in relation to the applicant's active research time since achieving the doctoral degree.

2. Leadership experience and potential

When it comes to leadership experience and potential, characteristics described in the literature regarding research leadership can be used as support for assessing and selecting candidates.

- Creative problem-solving skills
- Openness, curiosity
- Communication skills
- Experience and good skills in interaction and collaboration with others
- Experience and good skills in supervising (e.g., role model)
- Experience and potential to lead a group/network/project
- Potential for development

The application deadline is Thursday, April 27th, 2023.

Apply with a special form and submit it to your faculty's office

Do not forget that the Head of Department must sign your application

References

Barling, J. (2014). *The Science of Leadership. Lessons from Research for Organizational Leaders*. Oxford University Press. New York.

Bennet, L. M.; Gadlin, H. & Levine-Finley, S. (2010). *Collaboration & Team Science: A Field Guide*. National Institutes of Health. <http://teamscience.nih.gov>.

Cohen, C.M. & Cohen S.L. (2012). *Lab Dynamics. Management and Leadership Skills for Scientists* (2nd ed). Cold Spring

INVITATION

Deputy Vice-Chancellor Dieter Müller
Pro-Vice-Chancellor Katrine Riklund
Associate professor Anna-Lill Drugge
Professor Jon Moen



UMEÅ UNIVERSITY

2023-03-06
Page 4 (4)

Harbor Laboratory Press, Cold Spring Harbor, New York.

Dries, N. & Pepermans, R (2012). *How to Identify Leadership Potential and Testing of a Consensus model*. Human Resource Management, Vol. 51, No 3. (Pp 361-385).

Evans, Linda (2014) *What is effective research leadership? A research-informed perspective*. Higher Education Research and Development, 33:1, 46-58.

Feist, G.J. (1999). *The Influence of Personality on artistic and scientific creativity*. In Sternberg (Red.)

Handbook of Creativity, (Pp.273-296). Cambridge: Cambridge University Press.

Goodall, A. H. (2009). *Socrates in the Boardroom: Why Research Universities Should Be Led by Top Scholars*.

Heinze, T. et al. (2009). *Organizational and Institutional influences on creativity in scientific research*. Research Policy, 38 (4), 610-23.

Hollingsworth, R & Hollingsworth, E.J. (2000). *Major Discoveries and biomedical research organizations: Perspectives on interdisciplinary, nurturing leadership, and integrated structure and cultures*. In Weingart & Stehr (ed.), *Practicing Interdisciplinary* Pp 215 – 244. Toronto: University of Toronto Press.

Jansen, R. C. (2011). *Developing a Talent för Science*. Cambridge University Press. Cambridge.

Jansen, R. C. (2013). *Funding your Career in Science*. Cambridge University Press. Cambridge

Jensen, I, Bjorklund C, Hagberg J, Aboagye E & Bodin L (2020). *An overlooked key to excellence in research: longitudinal cohort study on the association between the psycho-social work environment and research performance*. Studies in Higher Education. <https://doi.org/10.1080/03075079.2020.1744127>

Jönsson, S. & Rovio-Johansson, A. (2007). *Forskningsledarskap- en översikt*. [Research Leadership - an overview] Rapport till Stiftelsen för Strategisk Forskning. [Report to the Swedish Foundation for Strategic Research, SSF] GRI-rapport 2007:3. [GRI-report 2007:3] Gothenburg Research Institute.

Lefkowitz R & Hall, R. (2021). *A funny thing happened on the way to Stockholm. The Adrenaline-Fueled Adventures of an Accidental Scientist*. Pegasus Books, New York.

Mumford et al. (2000). *Development of leadership skills: experience and timing*. The Leadership Quarterly, Vol. 11 s. 87-114.

Oettingen, G. (2015). *Rethinking Positive Thinking. Inside the New Science of Motivation*. Penguin Radom House LLC, New York.

Puccio, J.P., Mance, M. & Zacko-Smith, J. (2013). *Creative Leadership: Its Meaning and Values for Science, Technology and Innovation and Relationships*. In Hemlin et al. *Creativity and Leadership in Science, Technology and Innovation*, (Pp 287-315). London. Routledge.

Sewerin, T. (2019). *Leadership Challenges in Academia. Four Case studies*. Doctoral Dissertation. Lund University, Lund.

Söderfjäll, S. (2019). *A little book on leadership*. Adlibris. Holmbergs, Malmö.

Taylor, J & De Lourdes Machado, M (2006). *Higher education leadership and management: From conflict to Interdependence through strategic planning*. Tertiary Education and Management 12: 137-160.

Wheelan, S. A. (2016). *Creating Effective Teams. A Guide for Members and Leaders*. (Fifth Edition). Sage Publications, Inc.