



The University Management  
Deputy Vice-Chancellor Marianne Sommarin

INVITATION  
12/06/2015

## **ReaL - STEP 2**

### **RESEARCH LEADERSHIP 2015-2016**

#### **– Established Researcher**

**The last day of application is Friday 25/9/2015**

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

**Do not forget that your “prefekt” should sign the application form.**

Based on the document “Umeå University 2020 - Vision and Objectives”, the University has the ambition to develop into an internationally prominent university for education and research, and also play a strong role in terms of regional development. Researchers at the University must dare to take risks that allow for ground-breaking research and can lead to an increase in knowledge. A factor, which will strongly contribute to this, will be our career structure and career options being internationally attractive in terms of resources and stability.

Therefore, activities that support careers are to be implemented, both on a faculty and central level. The currently planned education initiative is an activity, which is being carried out at central level.

#### **Target group:**

The programme targets persons who have a small to medium sized network/research group and want to develop in to develop as a research leader. Applicants should have a clear ambition to produce research results with a large impact. You should be a docent. You should have external financing. You should preferably have experience from other Universities and have a good national and/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 starting to get experience from work in committees, research foundations, evaluation committees and other administrative tasks. You should have teaching experience. You should be “lektor” or relatively newly appointed as professor. You should preferably have graduated between 7 to 12 years ago.

#### **Background:**

2012 - 14 Umeå University carried out the project Future research leaders, which targeted researchers that had received special career grants. In order to capitalize on the experiences gained from this programme, Umeå University will implement additional activities that aim to further develop competence in research leadership. The initiative involves a collective approach regarding competence and career support, which targets current and future successful researchers at Umeå University, and specializes in research leadership.

The project can also be described as a “Talent Management” project, which is a term used to define an organisation's or business's conscious strategy to develop and maintain talent within a competitive market.

“Talent management implies that companies are strategic and deliberate in how they source, attract, select, train, develop, retain, promote, and move employees through the organization”.

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, and also offering greater responsibilities and support.

### **Purpose and objectives**

The programme 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:

- 1) support the development as a researcher
- 2) develop greater competence in the role of research leader
- 3) develop greater communication skills
- 4) develop greater ability to secure external funding
- 5) develop greater ability to recruit the right person for the right position
- 6) develop greater competence with regard to leading projects, team development, and supervision/coaching
- 7) support the development of the individual career plan as well as developing the quality of each respective research project
- 8) lead to greater knowledge regarding the University's organisation and the support resources that are in place.
- 9) stimulate the development of interdisciplinary contacts as well as national and international collaboration.

### **Implementation**

The programme 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 November and the programme begins Thursday 19/11. The course is carried out six times, once a month for two days, Thursdays and Fridays. Except the first and last course events, which are one-day events on a Thursday. The programme dates are 19/11, 2015; 10-11/12, 2015; 28-29/1, 2016; 17-18/3, 2016; 21-22/4, 2016; the final date being 26/5, 2016.

### **Application**

The application is submitted to your respective Faculty. The application is carried out on a special form and must contain a concise CV and a self-evaluation (please see the application form). Do not forget that the Head of Department must sign the application.

### **Selection process**

The selection regarding who is accepted as a participant in the programme is 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, Marianne Sommarin. The Deputy Vice-Chancellor for Research makes the final decision of accepted participants, after consulting the Dean of the Faculty. The selection of the participants is based on two criteria, research competence and leadership experience and potential (see appendix 1 for selection criteria).

We welcome you to submit your application to your faculty office no later than Friday 25/9/2015.

The decision regarding who will be chosen to participate will be made no later than Friday 23/10/2015.

Marianne Sommarin  
Deputy Vice-Chancellor

Matts Björklund  
Course leader  
Licensed Psychologist

Petter Gustafsson  
Course leader  
Professor

# ReaL

## RESEARCH LEADERSHIP 2015-2016

### STEP 2 – Established Researcher

#### **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<sup>1</sup>
- Openness, curiosity<sup>2</sup>
- Communication skills<sup>3</sup>
- Experience and good skills in interaction and collaboration with others<sup>4</sup>
- Experience and good skills in supervising (e.g., role model)<sup>5</sup>
- Experience and potential to lead a group/network/project<sup>6</sup>
- Potential for development<sup>7</sup>

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<sup>1</sup> Mumford et al. (2002). *Leading Creative People: Orchestrating Expertise and Relationships*. The Leadership Quarterly, Vol. 13, s 705-750.

<sup>2</sup> Feist, G..J. (1999). *The Influence of Personality on artistic and scientific creativity*. In Sternberg (Red.) Handbook of Creativity, (s.273-296). Cambridge: Cambridge University Press.

<sup>3</sup> Mumford et al. (2000). *Development of leadership skills: experience and timing*. The Leadership Quarterly, Vol. 11 s. 87-114.

<sup>4</sup> 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* s 215 – 244. Toronto: University of Toronto Press.

<sup>5</sup> Carlsson H., Kettis, Å & Söderholm A. (2011). *Research Quality and the Role of University Leadership*. Rapport, SUHF/Experts' Committee on Quality

<sup>6</sup> 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.

<sup>7</sup> Heinze, T. et al. (2009). *Organizational and Institutional influences on creativity in scientific research*. Research Policy, 38 (4), 610-23.