

**INVITATION**

Deputy Vice-Chancellor Dieter Müller  
Pro-Vice-Chancellor Katrine Riklund  
Professor Britta Lundgren  
Development Consultant Matts Björklund



UMEÅ UNIVERSITY

2019-04-03  
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## **ReaL – STEP 2 Research & Leadership Group B3 Established Researcher**

**The last day of application is Friday May 3, 2019**

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

The leadership programme ReaL Step 2 for established researchers will be offered during 2019 - 2020. The programme 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 programme is open to 21 participants from all faculties. Send the application no later than May 3 to your respective faculty office.

Umeå University's goal is to advance its position as an internationally leading 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 programme is one such activity aiming to encourage and actively support researchers in their careers. ReaL 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 programme can also be described as a "Talent Management" initiative, which is a term used to define an organisation's or business' 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 programme 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 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 are starting to get experience from work in committees, research foundations, evaluation committees and other administrative tasks. You should have teaching experience. You should preferably have graduated between 7 to 12 years ago. The main focus should be the level of your research career and considered more important than your formal position.

**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

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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 ReaL Step 2 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 August/September and the programme begins Thursday 19/9. The programme dates are September 19, October 10-11, November 13-14/11, January 23-24 2020, February 20- 21, and the final date being March 12, 2020.

**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 programme 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 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 Friday May 3, 2019.

The final decision regarding participation will be made no later than Friday June 7, 2019.

Matts Björklund  
Course leader  
Licensed Psychologist

Britta Lundgren  
Course leader  
Professor

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## Appendix 1

# Real

## RESEARCH LEADERSHIP 2017-2018

### STEP 2 Group B2 – 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.