



**REAL - RESEARCH & LEADERSHIP**  
**STEP 3 – Distinguished Research Leader**  
**2021**

**The last day to hand in the application to your Faculty Office is Monday, September 21, 2020**

**Real – Step 3 DISTINGUISHED RESEARCH LEADER**

The programme Real, Research & Leadership, is focusing on leadership aspects in the research setting with the purpose to support the development of successful research environments in all disciplines at Umeå University. Real is decided by the Vice-Chancellor of Umeå University.

Real can be described as “a Talent Management” programme, a term used to define an organization’s or businesses 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.

Real is divided into three progressive steps: Step 1 Researchers in an early stage of a research career; Step 2 Established Researcher; and Step 3 Distinguished Research Leader. Step 3 aims to be an active support for successful researchers to take the next step in building larger/more advanced research environments.

**Target group:**

The programme targets a person who is an established research leader. The applicant should have good experiences in leading research groups/research networks. Applicants should have produced research results with an international impact. You should be professor. You should have external funding. You should 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, career and outreach activities. 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 more than 10 years ago. You should have at least 10 – 15 years left of an active research career.

**The applicant should have a clear ambition to reach the following goals within 10 years:**

You should become an authority within the research field and an internationally well-respected researcher. You are visionary and have a clear plan for your research combined with a strategic leadership. You should have large and steady external funding and should be a leader of a research centre, a research environment or an influential international network. You should have a well-established research group/network and very good national and international contacts. You should be well experienced with other universities, preferably international. You should be a well-experienced research leader and supervisor. You should have a strategic vision within your research field but also knowledge about research politics. You should have good experience of working in bodies such as



research councils, foundations, committees, evaluation committees and other administrative tasks, on a local and on a national level. You could have an ambition to become a leader of a national or international research organisation. You should be a good teacher and be involved in teaching.

### The Step 3 Programme

The overall ambition of the Step 3 programme is to stimulate the further development of innovative and ground-breaking research. The programme will especially focus on a) strategic development of your own research environment and b) on the personal development as a leader in general and especially as a Research Leader.

Real – step 3 will have an interactive design, which means that it will be possible for the participants to influence the content of the programme, but to be able to realize the programme an overall plan must be formed in advance. The programme is designed with 9 modules over a period of one year. Each module is approximately a lunch to lunch seminar, often in a conference setting outside Umeå. Most of the modules contain visits to different successful research environments. One of the modules contains a study tour to EU funding bodies, and an internationally successful research university. To every meeting a special resource person will be invited. It can be successful research leaders, relevant experts and specialists, politicians etc.

**NOTA BENE!** Today, we are experiencing a global pandemic with many insecurities involved. We hope for the best and will plan the programme as if meeting opportunities and travel conditions will be more or less normalized. However, if the pandemic prevails we will have to change our planning to be able to offer the programme as safe as possible and in line with official recommendations.

**Table 1. Preliminary Overview of the Real – Step 3 programme (reservation for eventual changes)**

<b>Module 1</b>	Introduction	27-28 Jan., 2021	Umeå
<b>Module 2</b>	Organizing and Governing Research	25-26 Febr.	Stockholm KI/SciLife Lab
<b>Module 3</b>	Strategies and Visions	24-25 March	Uppsala SCAS Prel. Inst. For Futures Studies
<b>Module 4</b>	Working with Others	20-21 April	Lund MAX IV; ESS; Circle
<b>Module 5</b>	Influence and Wider Impact of Research	27-28 May	Prel. Linköping University
<b>Module 6</b>	Internal Work and Dialogues	15 Sept.	Umeå
<b>Module 7</b>	Strategies for Funding Research	20-21 Oct.	Umeå/Stockholm National Funding Bodies
<b>Module 8</b>	International Outlook	15-19 Nov.	Prel. Brussels EU Funding Bodies
<b>Module 9</b>	The Next Step	13. Jan. 2022	Umeå



The learning process is primarily based on collegial sharing of experiences and process oriented, in combination with seminars and lectures as inputs for discussions and for further professional and personal development. A project work in groups will also be added to the programme on the theme “Leading complex research environments”, where experiences are shared and ideas about possible development will be discussed.

At the end of the programme the participants will have formulated a well-developed strategic plan for the future for the own research environment.

### **Implementation**

The programme is open for all researchers at Umeå University that fit the target group description and match the goals of the programme. It is carried out in a group of max. 15 participants. The university has the ambition that the programme will be repeated every fifth year. The programme starts with an individual interview that focuses on the strategic vision and plan for the applicants next 10 – 15 years.

### **Selection process**

The selection to be part of the programme is divided in three steps. In the first step, the applicant submits an application to the Dean of the Faculty. The application form contains a CV, publications list, reflections on leadership and a strategic outlook on creating and developing a successful research environment. The Dean of the Faculty evaluates the applications and presents a preliminary ranked list of candidates to Deputy Vice Chancellor Dieter Müller. The ranking is based on research competence and leadership skills.

The Pro-Vice-Chancellor and the Deputy Vice-Chancellor of Research decide on who should go to the second step in the selection process. The Research Support and Collaboration Office will provide further analytical support in this step in the selection process.

In the third step, the selected applicants are interviewed by a national expert panel. The expert panel presents a ranked list of potential participants, mainly based on leadership potential and strategic outlook. The Vice-Chancellor makes the final decision on participation in the programme.

We welcome you to submit your application to your faculty office no later than Monday September 21, 2020. (See details in the separate Application form).

The decision regarding who will be chosen to participate will be made no later than Tuesday November 24, 2020.



**Time Schedule**

Monday September 21, 2020 – last date to submit your application to the Faculty Office

During the period 15 – 30 October, the national panel will conduct interviews with the selected applicants.

Tuesday 24 November – Last date for final decision by the Vice-Chancellor for selection of participants in the programme

**Programme Leaders**

Matts Björklund  
Licensed Psychologist  
Senior Consultant

Britta Lundgren  
Professor Emerita  
Senior Consultant

Welcome to bring in your application,

Hans Adolfsson  
Vice Chancellor

Dieter Müller  
Deputy Vice-Chancellor for Research



# Real

## RESEARCH LEADERSHIP 2021

### – Distinguished Research Leader

#### **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 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 serve 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 of leading groups/networks/projects
- Potential for development

**3. Strategic outlook.** The applicant's potential and ability to develop a long term strategy for improving research performance

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