

Exploring Leadership and Teamwork

Leading a Successful Team



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 See [LinkedIn.com/in/DrMargaretCollins](https://www.linkedin.com/in/DrMargaretCollins) and [Facebook.com/DrMargaretCollins](https://www.facebook.com/DrMargaretCollins)

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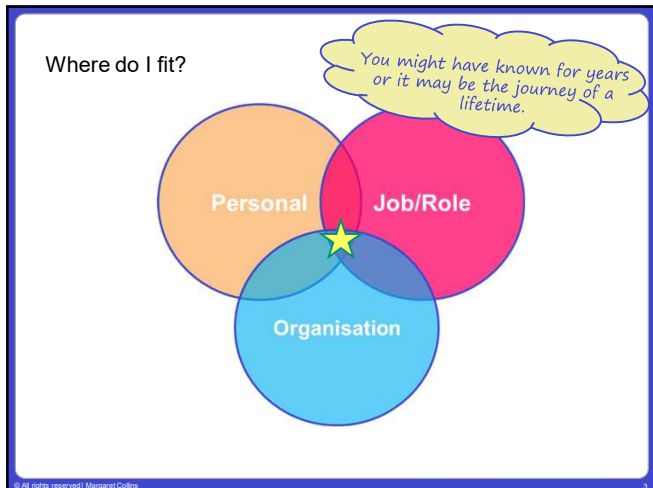
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Today we will explore:

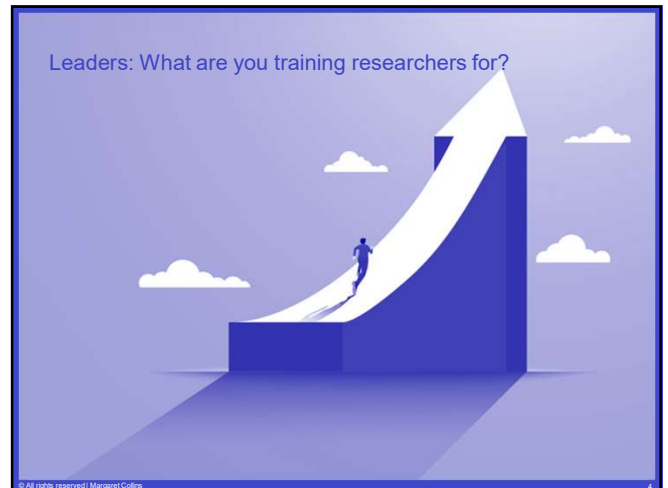
- Skills & behaviours of effective teams, managers, leaders
- Your own skills, values & qualities
- Different leadership styles
- What helps or hinders motivation
- How you'll apply your insights to your current role.

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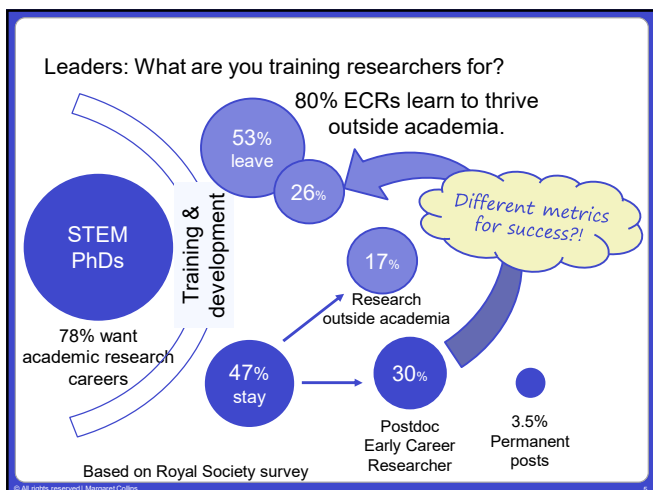
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What are your strengths?

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What are your strengths?

What skills do you have and use?

- Read papers
- Design experiments
- Lots of specific technical skills...
- Troubleshoot problems
- Analyse data
- Write reports...

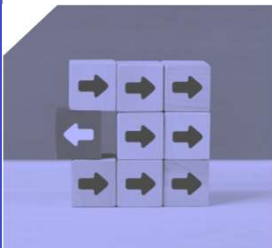
 People rarely tell me about their teamwork or leadership skills!

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What are your strengths?

There are many ways of measuring/assessing skills:

- Formal external feedback
- Informal feedback
- Tests and assessments
- Intuition...



There are many profiling tools:

- MBTI
- DISC
- ViaCharacter.org strengths
- StrengthsFinder
- Kahler's 5 Drivers
- John Lee's Motivated Skills
- Edgar Schein's Career Anchors
- The "Big 5".

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Every leader needs a team

What teams do I play a part in?

- Who is part of this team?
- What is our purpose?
- What is my role?
- How/what do I contribute to this team?



 How would people in your team answer these questions?
Are your team as clear about their purpose and their role as you might hope?

What makes for a successful team?

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What makes a successful team?

- Clear direction – common, meaningful goals
- Open and honest communication
- Defined roles - trust – can depend on - each other
- Collaboration - contribution
- Mutually accountable – dependable – get things done
- Support risk taking and change
- Diverse - encourage differences in opinions
- Manage conflict

 How do leaders – you - create these in/for their team?

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Teams evolve, so must leadership

Bruce Tuckman model:

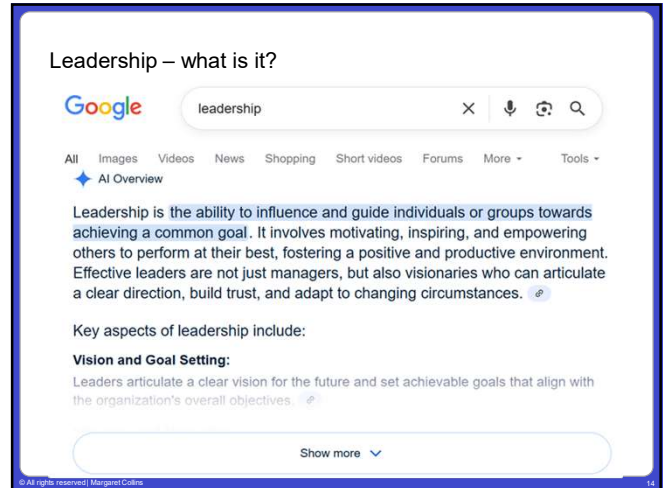
Forming	• New team, polite, excited, anxious, questioning • Provide structure, direction, goals
Storming	• Frustration, disagreement, jostling • Redefine structures, goals, tasks, relationships
Norming	• Acceptance, respect, constructive challenge • Focus on individual & team productivity, refine processes
Performing	• Confidence, satisfaction, synergy, commitment • Performance, outputs, professional development.



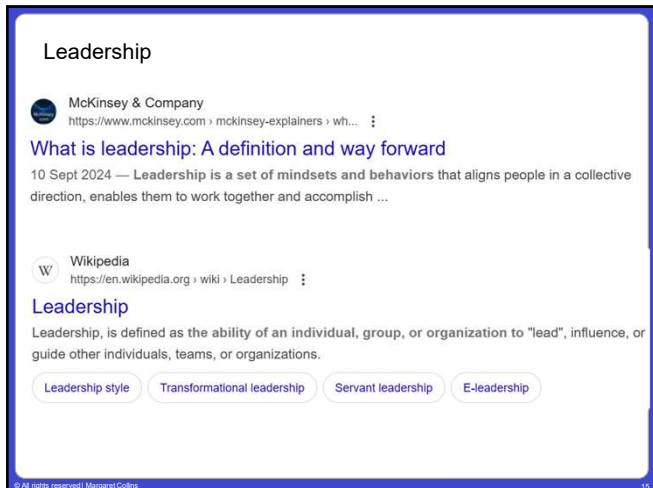
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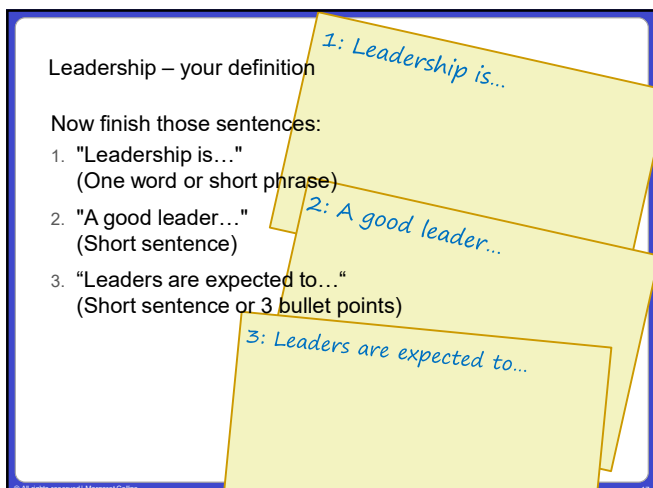
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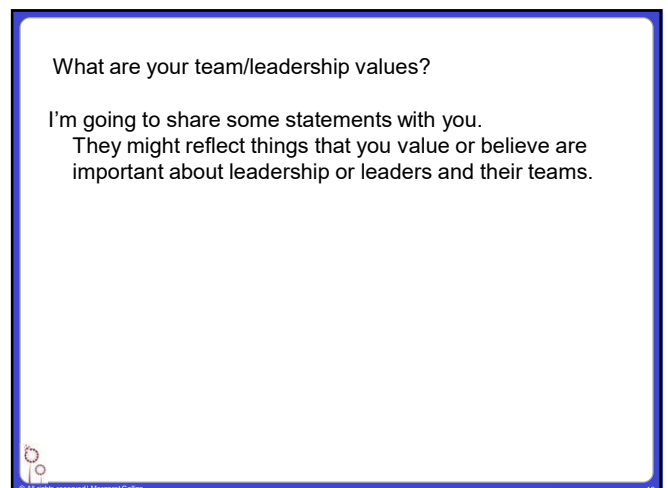
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What are your team/leadership values?

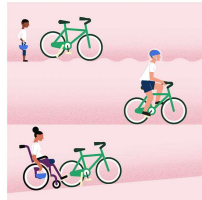
A good leader should be fair by treating everyone the same.

DISAGREE

AGREE

When might treating people differently actually be the fairer approach?

EQUALITY:
Everyone gets the same—regardless if it's needed or right for them.



EQUITY:
Everyone gets what they need—understanding the barriers, circumstances, and conditions.



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What are your team/leadership values?

The best teams work when everyone agrees on the plan.

DISAGREE

AGREE

What happens when consensus isn't possible?
Can respectful disagreement be productive?

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What are your team/leadership values?

I prefer to be fully prepared before speaking or taking the lead.

DISAGREE

AGREE

What opportunities might you miss if you wait til fully prepared?

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What are your team/leadership values?

Strong leaders always have the answers.

DISAGREE

AGREE

What happens when a leader doesn't have the answer -
and is honest about it?

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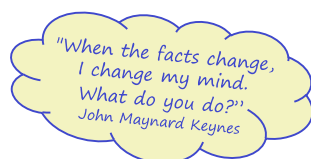
What are your team/leadership values?

A leader should have a clear plan and stick to it.

DISAGREE

AGREE

When is it wise to change the plan – and how do you decide?



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What are your team/leadership values?

If you're quiet or reserved, you're probably not a good leader.

DISAGREE

AGREE

How do you recognise or value different styles of leadership?

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What are your team/leadership values?

Some of the statements may have felt challenging or surprising - and that's okay.

Growth often starts with noticing... So keep noticing.

When you find yourself hesitating ask yourself:

- What value is guiding me here?
- What might I be missing?
- What kind of leader do I want to be in this moment?

Leadership is not about having all the answers.

It's about being willing to learn, to adapt and to stay connected to your integrity, even in uncertainty.

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Leadership

Now go and look at those sticky notes:

Refine your definition for you or your group

1. "Leadership is..."
2. "A good leader..."
3. "Leaders are expected to..."



Notice what works for you or might not work for others.

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What are your leadership values?

• Observations

- What patterns or contrasts do you notice in the responses?
- Did anything surprise you?

• Awareness

- What kind of leadership were you raised to respect?
- What kind of leadership do you now aspire to?

• Application

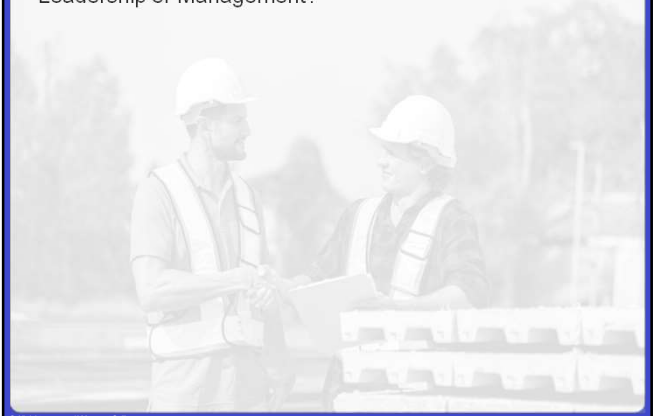
- How might these differences play out in local, national or international teams?
- What challenges arise when leadership expectations clash?
- How can you adapt your own leadership style to work across different values or internal/external cultures?



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Leadership or Management?



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Leadership vs Management – what are the differences?

The behaviours of leadership and management often overlap, we need both, yet clarity on their differences can be helpful:

Leading:

Inspire
Set direction
Create a vision or goal
Motivate people
Build/maintain teams
Create networks/opportunities
Provide an example

Managing:

Run the business
Day-to-day administration
Delegation
Monitoring
Organise structures
Establish systems
Staff training

Personal output
Manage budgets
Accountability
Responsibility
Manage conflict

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Researcher to Research Leader?



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What do research leaders/managers do?

Their professional roles and duties include:

- Researcher
- Project manager
- Staff manager
- Group Leader
- Grant/paper writer
- Finance manager
- Supervisor
- Knowledge transfer
- Teacher/Lecturer
- Administrator...

More likely to achieve research results through actions of others

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Professional Skills?

Research academics' primary roles include:

- Research
- Teaching
- Professional contribution

Papers and grants

Lectures and assessments

Clinical? Committees and Programme leadership

How to do this AND have a life?

There may be a sense of competition or conflict between roles. The drive for research output is often more demanding...

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How do people do management?



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How do people do management?

- Autocratic: work gets done faster
rigid and dictatorial
- Laissez Faire: encourages independent problem solving
student feels lost/abandoned
- Democratic: consensual and participatory
takes a long time...
- Bureaucratic: done properly
monitoring, authoritarian, not joyful?

Which style feels more natural to you?

What are the pros and cons?

Which style works better when?

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How to motivate others?

People are motivated by different things:

Carrots and sticks, achievement, recognition, approval...

For more challenging cognitive tasks:

- autonomy
- mastery/competence
- purpose/contribution

A transformational leader helps their team understand the difference they make/their contribution while growing in mastery and autonomy:

Dan Pink: <https://www.youtube.com/watch?v=u6XAPnuFjJc>

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Motivators – how you can make it work

Social relationships really matter

The SCARF model

SCARF model of social threats and rewards

- Status
- Certainty
- Autonomy
- Relationships
- Fairness



Without these, stress increases and creativity, innovation, morale and performance decreases.

David Rock and Matt Leiberhmann

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SCARF in action...

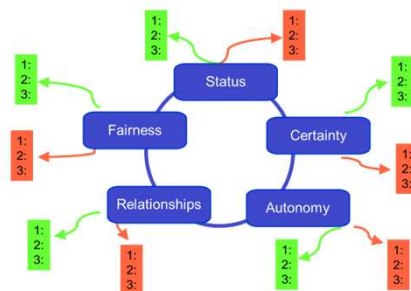
We can be motivated positively or negatively...

- **Status** eg: appropriate recognition of our place in the group, our contribution, our authority or rights.
Public criticism can demoralise
- **Certainty** eg: stability or predictability in environment or role, we know what's needed or expected.
Changing plans or decisions...
- **Autonomy** eg: do we have independence or choice, appropriate control over work choices
Being forced into particular work patterns...
- **Relationships** eg: are we part of the team, free from bullying, discrimination or coercion?
- **Fairness** eg: do we feel people are treated fairly, fair distribution of reward or resource?
Are there perceived favourites?

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SCARF in action – Create a mind map



For each of the 5 areas, give 3 examples:
- What encourages/is positive?
- What triggers a threat or stress response?

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SCARF in action...

In your team or research group, what can you do to increase positive motivation or reduce avoidant reactions?

- **Status** eg: recognising contribution, giving responsibility, assigning tasks with status
- **Certainty** eg: creating agreed expectations around deadlines, turn-around times or workload
- **Autonomy** eg: flexibility to choose work times or methodologies
- **Relationships** eg: being included, invited, recognised appropriately
- **Fairness** eg: people are given opportunities/resources

Being a better leader can be as simple as a giving compliment during a team meeting!

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Reviewing the session

Reflect on:

- What skills/behaviours do you want to strengthen/learn to advance your career?
- Where are you now with these skills/ behaviours?
- What resources/opportunities are available?
- Who in your network can help?

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In developing yourself and your career, SOAR!



Strengths

What skills/qualities do you already have?
What do you want to develop?

Aspirations:

Defines the future vision, goals and ambitions that you want to achieve.

Opportunities

What things are happening that could help?
What could you get involved with?
What else could you do?

Results

What outcomes and achievements do you already have?
If you've got it, flaunt it!

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