



# Research Leadership: Inside and Outside Academia

## “Research Leadership”

Managing? Administrating? Directing? Shaping?  
Persuading? Visioning? Inspiring? Guiding? Influencing?  
Collaborating?

And who is following? Other researchers? Funders?  
Governments? NGOs? Businesses? Activists? Professionals?  
Practitioners? Publics?

And in what context is all this happening?

# PAUSE

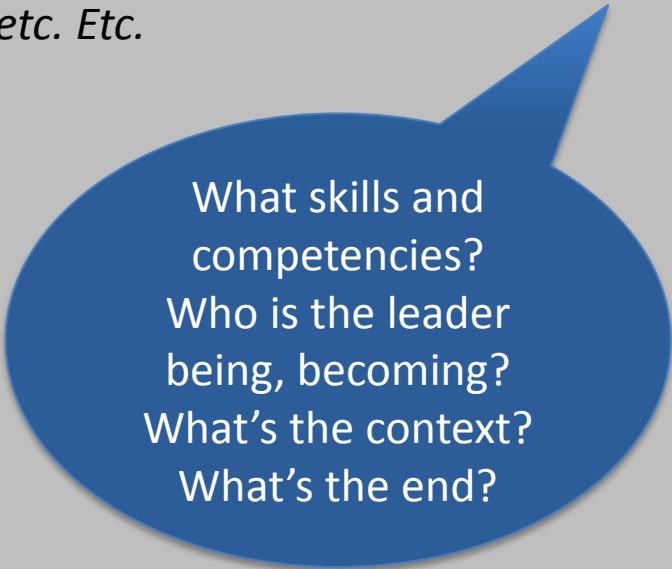
- How has research leadership enabled you?
- How has (poor) research leadership hindered you?
- How comfortable are you with being a research leader, now and in the future?



# Research Leadership beyond formal role

## Formal Roles ...

*Supervisors, HoDs,  
Theme Leads, Deans,  
Institute Directors, Vice  
Chancellors, Principal  
(and Co) Investigators,  
Fellowships, Editors,  
Chairs of Conferences  
etc. Etc.*



What skills and  
competencies?  
Who is the leader  
being, becoming?  
What's the context?  
What's the end?

*And more informal, relational,  
emergent research leadership roles*

- *Writer who sets agendas*
- *Contract Researcher impacting in the field*
- *The Researchers co-ordinating projects across institutions*
- *The 'good egg' who is inspirational in relating to people*
- *The 'Quiet revolutionary' who makes things happen*
- *Etc etc.*

# Beyond Academia

- **Within Government (across range of Departments, including NHS)**
- **Charities, trade unions, pressure and lobby groups, and others**
- **Independent Research Agencies**
- **Within industry**
- **Business and Enterprise** (thanks to the participant who pointed out this one was missing from the list)



# Research Leadership beyond Academia

## Within Government (across range of Departments, including NHS)

“Effective leadership and communication is at the heart of the GSR profession being able to deliver impact and demonstrate influence. By leadership, we mean people inspiring others, being confident in their own abilities and empowering others to deliver. Effective leadership is also about clear communication, expressing views with clarity, upwards as well as down, and being as direct when challenging others as when delivering good news. “

Government Social Research Profession: GSR Strategy 2015-2020  
*Producing high quality social research to deliver better Government*

# Research Leadership beyond Academia

**Charities, trade unions, pressure and lobby groups, and others**

E.g. Karl Wilding, Director of Public Policy at the National Council of Voluntary Organisations.

**“...my motivation has been to make a bigger difference:** and thinking about how we get social research into the hands of users has always been my obsession. I’m not in this to produce more shelfware.

What has been your best professional moment?

I’ve had many! Contributing evidence to the Cabinet Office that shaped a decision on how they supported charities at the height of the recession would be one. Contributing to discussions that led ESRC to make significant investments in research on philanthropy and the third sector were also great moments. All were important policy windows.”

(Social Research Association - <http://the-sra.org.uk/my-career-karl-wilding>)



# Research Leadership beyond Academia

## Independent Research Agencies

(Ipsos Mori, TNS-BMRB and GfK and more)

E.g. NatCen, 07 March 2016.

**NatCen Social Research announced today that Guy Goodwin has been appointed as its Chief Executive.**

“Guy will join NatCen on 3 May 2016 from the Office for National Statistics (ONS) where he is the Director of Social and Analysis and responsible for ONS publications on a range of policy areas from population and migration to crime and health and wellbeing ....Guy has spent more than 20 years working in leadership roles in the Government Statistical Service including as Director of Population and Demography and Head of Social Data collection.”

(<http://www.natcen.ac.uk>)

# Research Leadership beyond Academia

## Within industry

### **E.g. Unilever, Dr. Chris Loxely, Social Scientists in Unilever R&D**

“I think social science has in a sense changed how Unilever sees its relationship with the consumer....For example I would point to the Unilever sustainable living plan. That’s really quite an interesting attempt to articulate a very different discourse about the role of a business, decoupling growth and a company’s carbon footprint and thinking about the consumer in a more holistic way. Social science within Unilever has been responsible for setting the scene for that kind of policy to develop within the company.”

(<http://blogs.lse.ac.uk/impactofsocialsciences/2012/11/09/five-mins-unilever-social-sciences-compete/>)



# Reflecting on personal experience

**Professor Mari Lloyd-Williams**

Professor in the Institute of Psychology and Health and Society,  
University of Liverpool

Honorary Consultant in Palliative Medicine and in Primary Care  
Medical Care

[www.liverpool.ac.uk/psychology-health-and-society/staff/mari-lloyd-williams/](http://www.liverpool.ac.uk/psychology-health-and-society/staff/mari-lloyd-williams/)

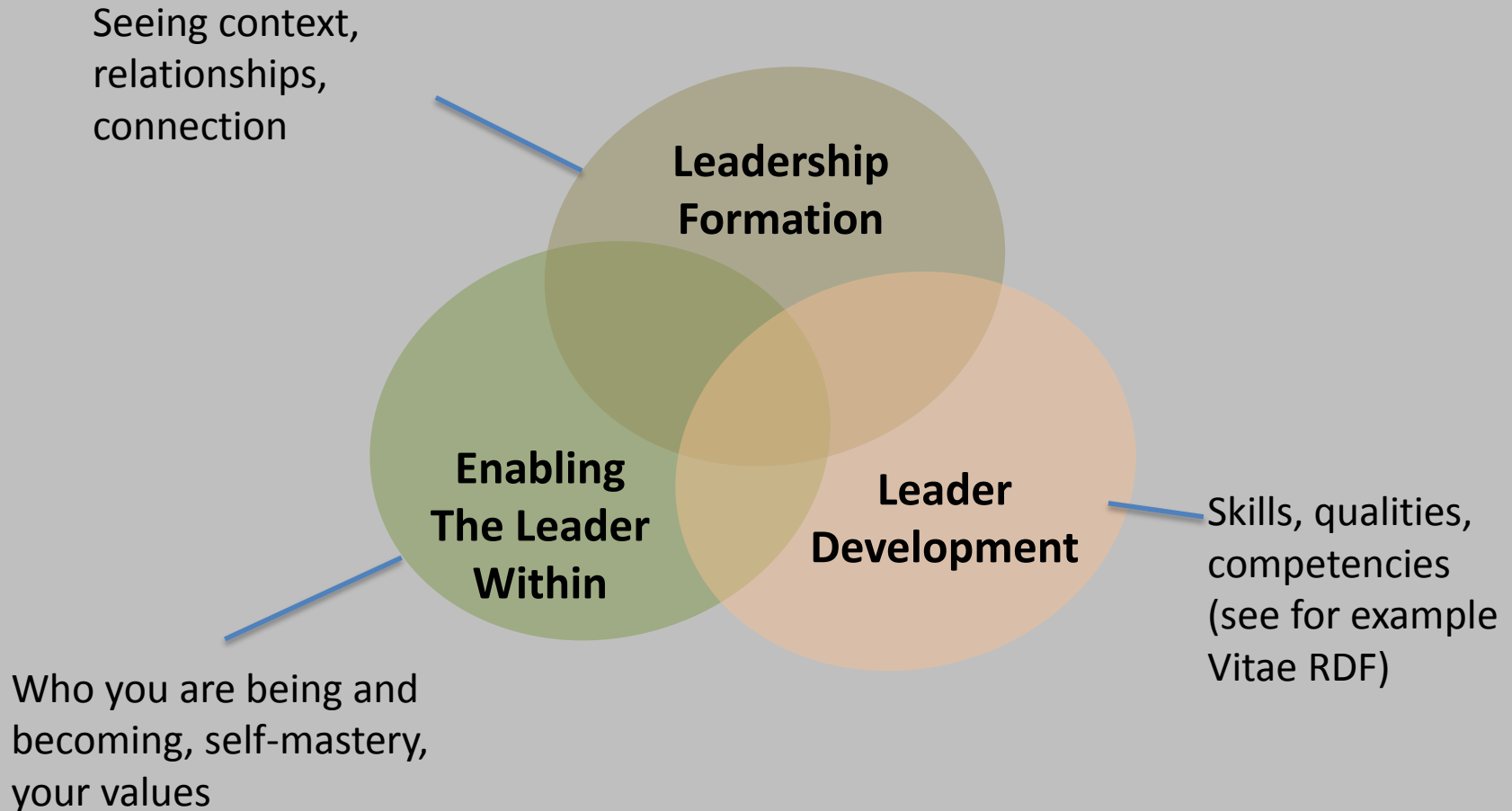


# Discuss

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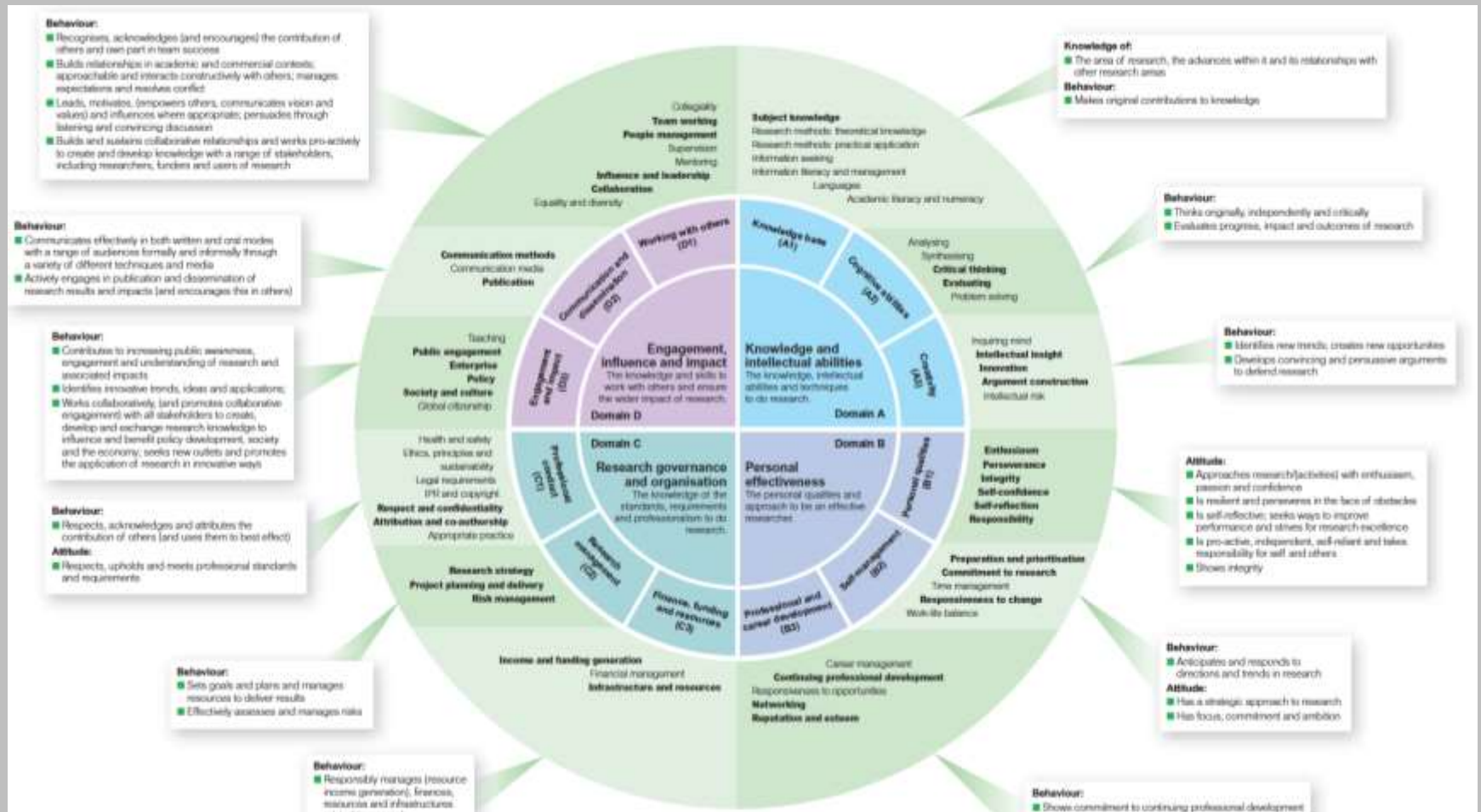


# What about you (becoming a research leader)?





# VITAE Research Development Framework (Leadership Lens)



# Research leadership as dual responsibility

**Leading the research you are doing ...**

**Leading the process of research and engagement ...**

(Who is at the table? Whose voice is being heard? What values are being represented? Who is absent?)

“In my own experience of being a leader, teaching leadership, developing leaders and developing myself, being able to *look awry*, think *systemically*, or use *depth analysis* are not tedious tasks to undertake and learn; they are jewels!” (Simon Western 2008 p.199)

# Resources

- Government Social Research - <https://www.gov.uk/government/organisations/civil-service-government-social-research-profession>
- LSE Impact of Social Science Research blogs: <http://blogs.lse.ac.uk/impactofsocialsciences/>
- Social Research Association – <http://the-sra.org.uk/>
- VITAE – [www.vitae.ac.uk](http://www.vitae.ac.uk)
- Simon Western (2008) Leadership: a critical text, London Sage



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