Managing and developing high performing research support teams

Presenters

Name	Title	Institution
Louise Fleck*	Director, Research Services	Macquarie University
Dr Ross McLennan	Director, Research and Innovation Services	University of South Australia
Professor Andrea Bishop	Director, Office for Research	Griffith University

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Target audience and number of participants

The workshop is directed towards staff who are, or are about to begin, managing research support teams, either within a Research Office or similar unit, and toward individuals who wish to prepare for a Director role.

The preferred maximum number of participants is 30.

Learning outcomes

Structure of a research support team

Participants will

- be able to identify drivers that will affect the structure of a research support team
- recognise the way that those drivers affect the structure of the team
- be able to describe a range of research support team structures that are appropriate in different situations
- understand the advantages and disadvantages of a range of research support team structures

Bringing the team together

Participants will

- be able to name a range of factors that influence the choice of members of a team
- understand the benefits of diversity within a team and have techniques to manage the complexities that such diversity entails
- be aware of a number of techniques to aid in building a high performing team from a group of individuals

Developing the individuals

Participants will:

- be able to work with team members to identify development needs
- understand how development opportunities can be tailored to individual requirements
- know how to assist team members in planning a research management career, including moving beyond the team
- have awareness of some different techniques to empower team members to make decisions

Developing the team

Participants will:

- understand the importance of, and be able to, provide their team with a clear structure and goals
- understand how to harness the collective to drive innovation
- recognise the challenge of balancing specialisation and flexibility for effective service delivery
- be able effectively to plan for the future of the team in a changing environment
- understand the importance of culture in team creation and performance and the centrality of their role in establishing that culture.

Overview of workshop

The presenters all have extensive experience in delivering workshops and will incorporate a range of techniques, possibly including group activities, changing the membership of groups, reporting back and world café.

Introductions Opportunity for each of the attendees to introduce themselves and to highlight particular issues they'd like to cover. Presenters introduce themselves.	20 min	All
Structure of a research support team Drivers of the structure of a research support team include: • Size and breadth of institution • Strategy and goals of institution • Remit of team The effects of each of these drivers on team structure will be examined and the group will discuss advantages and disadvantages of different structures.	40 min	Andrea leading
Bringing the team together • Identifying the right people • Turning the right individuals into a team • Leveraging the benefits of diversity and avoiding cloning This section will include key factors to consider when recruiting members of a team, the question of balancing 'fit' and diversity, and the leadership and management involved in building a team from a group of individuals.	40 min	Louise leading

Break – 30 min

Developing the individuals • Career planning for individuals • Identifying development needs • Tailoring development opportunities • Helping people to identify their next opportunity • Effective empowerment for decision making Having identified the team it's important to ensure that the individuals within the team are able to develop and grow.	40 min	Ross leading
Developing the team (all presenters providing their different perspectives together with contributions from attendees) • Giving the team structure and goals • Harnessing the collective to drive innovation • Balancing specialisation and flexibility for effective service delivery • Planning for the future of the team • Resilience in the face of changes • 'Special sauce' –a free discussion, mostly about culture.	40 min	all