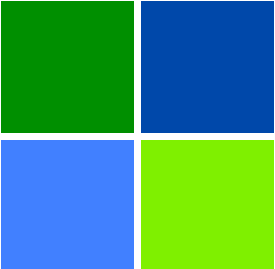


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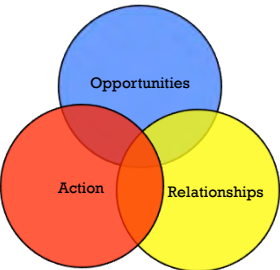
Leadership Module – Day 1
Opening and Overview

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Preliminaries

- Fire
- Toilets
- Phones
- Refreshments

Leading Change is about...



OPPORTUNITIES...

- ...about creating possibilities in a world, where
- the problems are urgent
- the resources are limited
- you often have little direct authority

RELATIONSHIPS...

- ...about developing and maintaining successful relationships:
 - with individuals
 - with groups
 - within networks
- Where dialogue and facilitation is more appropriate than command/control and one-way communication

ACTION...

- ...about achieving effective action:
 - with individuals
 - with groups
 - within networks
- When you may have neither formal authority nor adequate resources

Overview of 18 - 20 June

OVERVIEW OF MODULE

Knowledge into Action...

“It’s not just what you know...
It’s what you do with what you know”

Rough Guide to Today

Overview of the Day

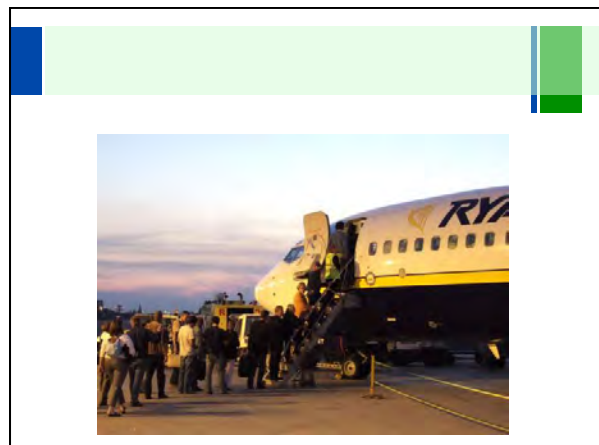

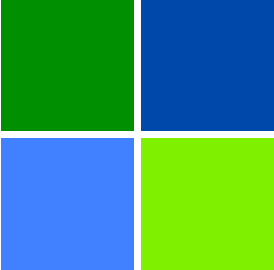
Ground Rules and Guidelines...

- 1) **Use the occasion** – participate in the whole process, get to know everyone here, take advantage of the opportunity!
- 2) **Openness and frank speaking** – confidentiality?
 - No attribution to the individual outside the workshop
 - Information disclosed about individual research projects should not be revealed outside this venue
- 3) **Welcome questions and comments** – may need to ‘park’ them
- 4) **Timing & deadlines:**
 - **Tight deadlines** throughout the day (...timekeepers)
 - **Never enough time!**
 - Do your best **within** time constraints – tambourine!

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Leadership Module – Day 1
Outcomes and Obstacles



Key Question

- How to get the most out of this week?

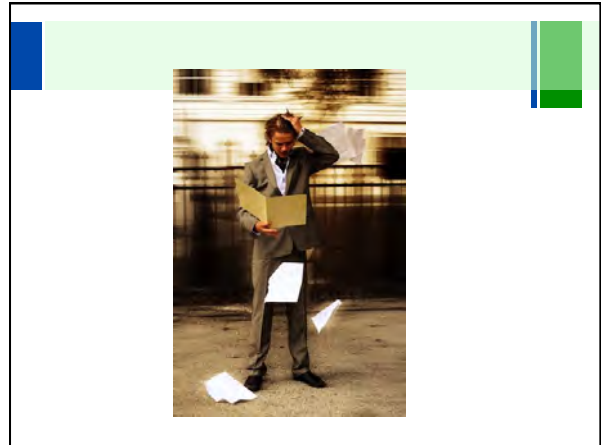
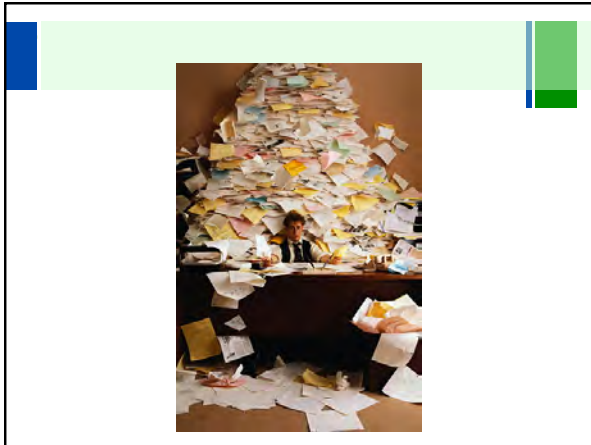
Great outcomes from week???



Great Outcomes

- Think of what would be a great outcome of the week for you
- Share with your neighbor
- One person feeds back a brief summary to the group





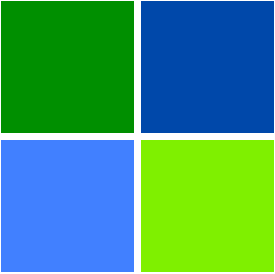
Possible Obstacles?

- Think of what could be an obstacle during the week for you
- Share with your neighbor
- One person feeds back a brief summary to the group

An Idea to Support You - Reflective Logs

Reflective Logs

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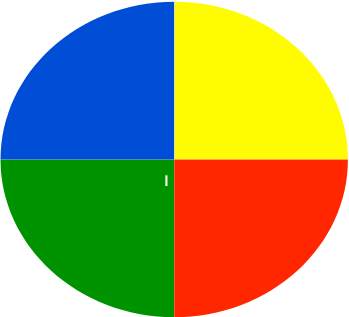
Leadership Module – Day 1
Thinking Styles

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HBDI

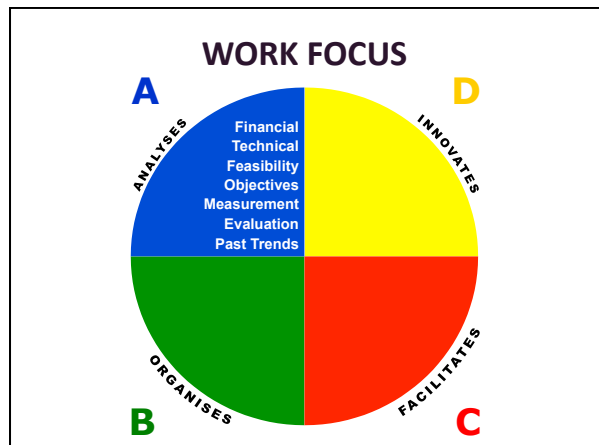
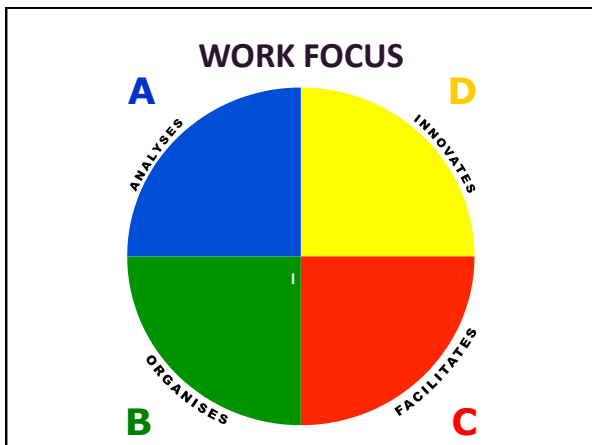
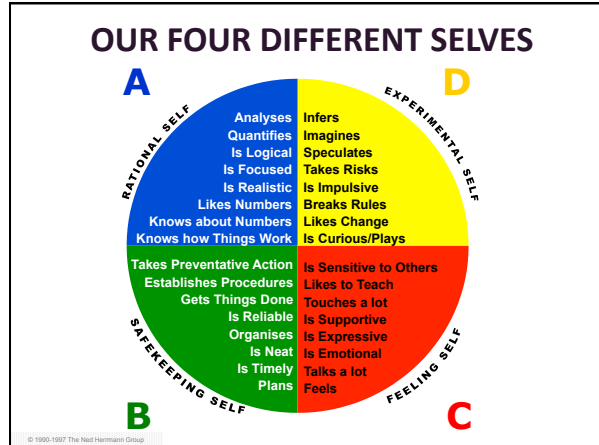
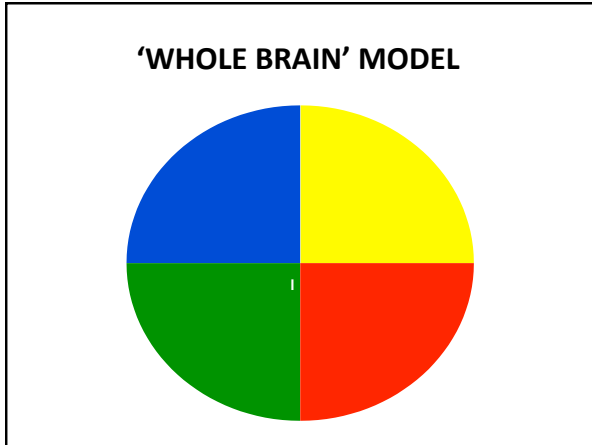
- Hermann Brain Dominance Instrument
- Developed by Ned Hermann from 1978
- Thinking and information processing styles
- HBDI Model combines Left/Right Brain Hemispheres (Sperry) and Triunal Brain (MacLean)

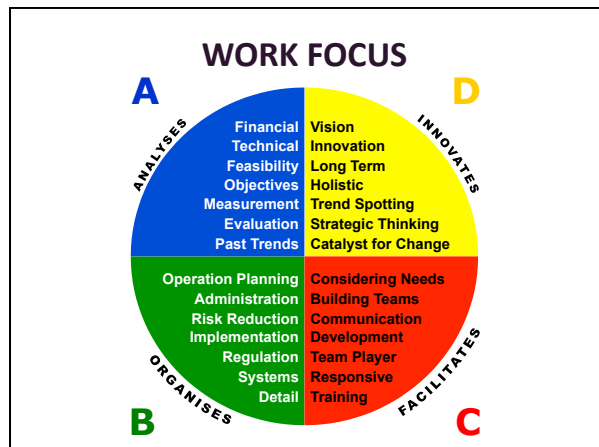
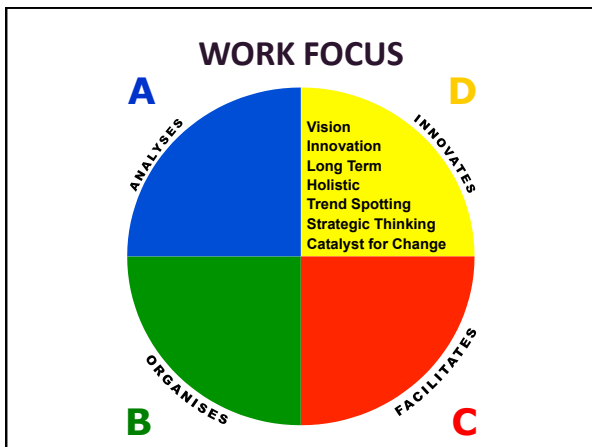
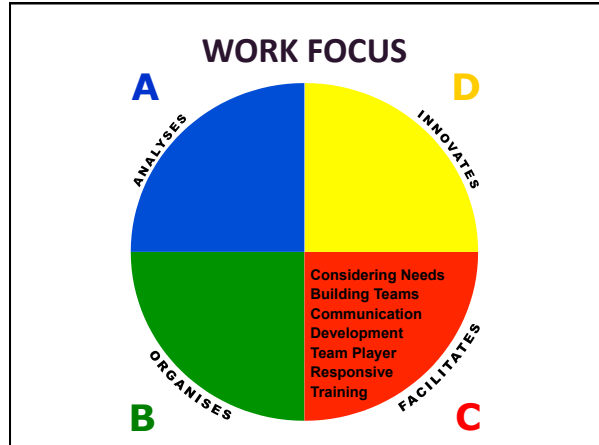
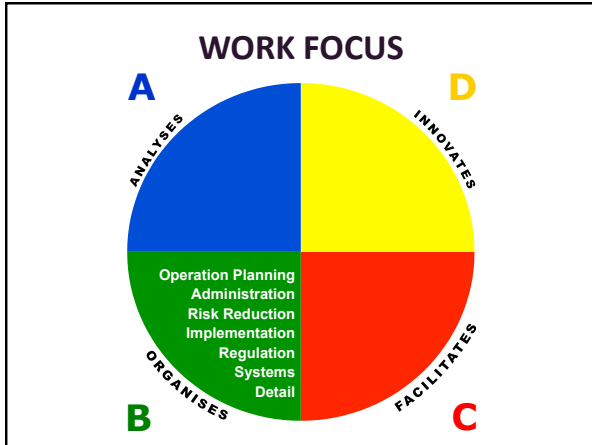
4 QUADRANTS



HBDI CONCEPTS

- There are different styles of thinking and processing information
- People differ in their preferences for thinking and processing styles
- These differences follow a pattern which can be associated with the 4 Quadrants





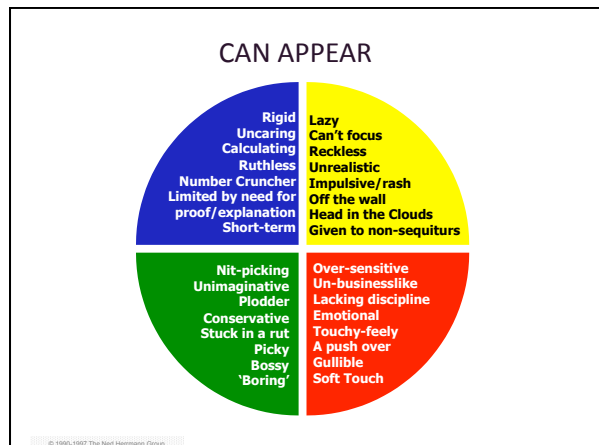
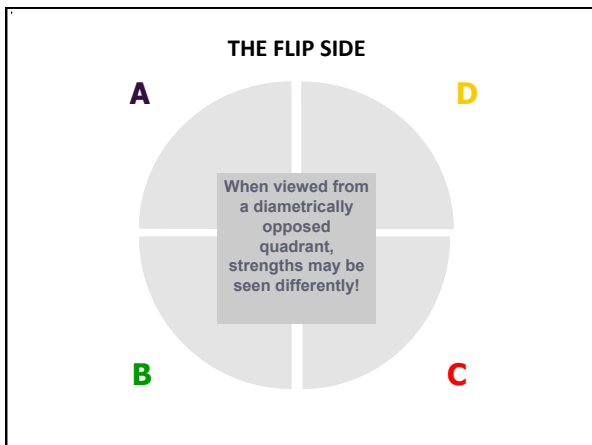
What HBDI does/does not measure:

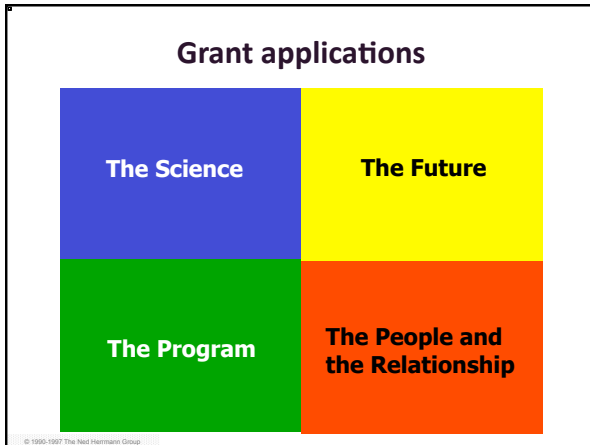
HBDI measures: <ul style="list-style-type: none"> ☐ Personal preferences in thinking and processing styles 	HBDI does not measure: <ul style="list-style-type: none"> ☐ Competence ☐ Personality ☐ Temperment ☐ Intelligence
--	---

GIVING FEEDBACK

<ul style="list-style-type: none"> • Be precise & logical • Use facts • Pay attention to data 	<ul style="list-style-type: none"> • Be imaginative & holistic • Use Metaphor • Pay attention to ultimate outcomes
<ul style="list-style-type: none"> • Be organized & structured • Use a sequential approach • Pay attention to details 	<ul style="list-style-type: none"> • Be empathic & caring • Use eye contact • Pay attention to feelings/relationships

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What would be the advantages of each 'colour' in an interdisciplinary research project?

What kind of questions might each 'colour' ask?

PRINCIPLES OF TEAM CREATIVITY

• **Team creativity comes from the appreciation and maximum use of differences.**


Ned Herrmann

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HBDI WORKSHEET

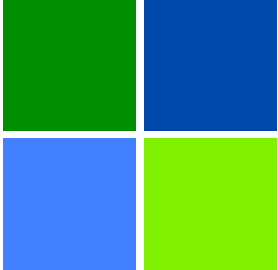
- Consider the thinking preferences shown by your cards
- What conclusions from your choice of cards?
- What issues does this raise for you?

Coffee Break





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Leadership Module – Day 1

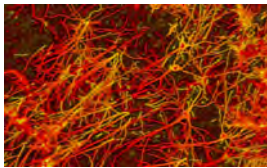
Mind Mapping



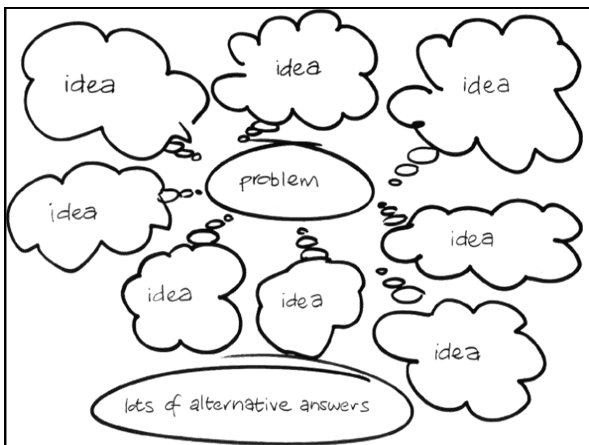
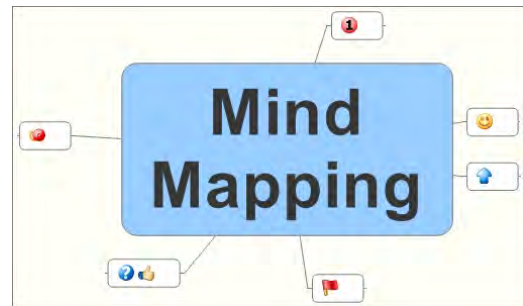
Brain Info

- 100 Billion Neurons
- 7,000 dendrites/neuron (average)
- Brain of 3 year old (10^{15} – quadrillion connections/ synapses)
- Fantastic power to organize information (patterns) and make new associations (new ideas)
- How do we display information about ideas and thinking?

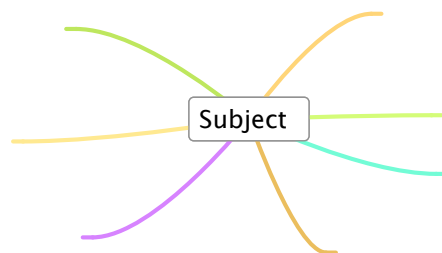
Need a way of displaying 'thinking'

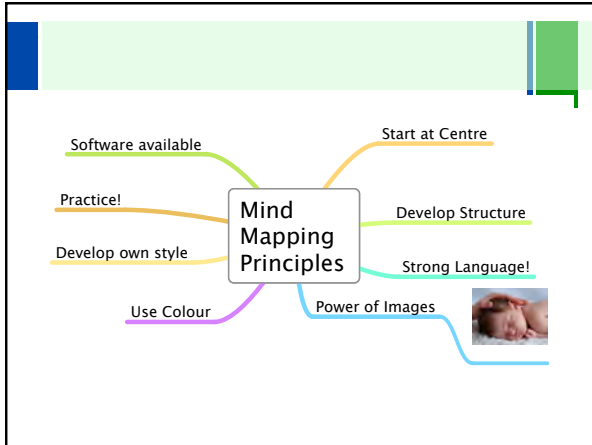


Which more reflects the way the brain works...



Mind Mapping Practice





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Leadership Module – Day 1
Collaborative Problem Solving

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PERSPECTIVE

- Get information about the problem... understand it rather than try to solve it
- Role Playing: Detective; Management Consultant
- Draw out information – 4 key questions:
 - Who?
 - What?
 - When?
 - Where?

AIMS

- What do you want to achieve by solving the problem?
- What would be some great outcomes?
- What would a solution need to satisfy?
- What will it look like when it's done?

REFRAME

PURPOSE:

- Gain new view of problem situation
- Open up new solutions – not just symptom alleviation.

Useful Questions:

- What’s the real problem/issue?
- What would be a different way of looking at it?
- What’s the opportunity here?

ALTERNATIVES

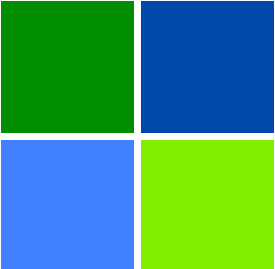
1. Mind map some alternatives
 - May be obvious after powerful reframe
 - Involve others to help
2. Looking for more ideas?
 - Brain-storming
 - ‘Assumptions’ tool
 - www.triz-journal.com

Creative Problem Solving Process

P **A** **R** **A** **D** **E**
 PERSPECTIVE AIMS REFRAME ALTERNATIVES DECISION EXECUTION



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Leadership Module – Day 1
Strategic Thinking

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Rough Guide to Today

Overview of the Day

Strategic Thinking

Steps

In pairs:

- What does strategic thinking mean to you?
- When is it important?
- Sharing

Strategic Thinking: Part of the Strategic Planning Process

1. Agree on a strategic planning process
2. Carry out **Issue/Problem** analysis
3. Develop a shared **vision**
4. Set a series of **goals, or status statements**
5. Brainstorm **key ideas/strategies**
6. Develop the **Action Plan** (milestones, budgets etc)
7. Build in procedures for **monitoring and evaluation**
8. Finalize the **written strategic plan**
9. **Implement** the plan

Strategic Thinking

What, Which, How.....

- What is the big picture?
 - "The helicopter vision"
- Which projects should we pursue?
 - Brainstorming and Prioritizing
- How do we make it happen?
 - What's the strategy?

Strategic Thinking Scenario

Introduction

- A private foundation wants to donate \$5 million to a research institute that:

'That can make a difference to the environment, society and the economy in the 21st Century'

Strategic Thinking Scenario

Introduction

- It has invited proposals from the following four Research Institutes:
 - *Institute on Climate Change*
 - *Institute of Food Security and the Environment*
 - *Institute on Global Health*
 - *Institute for Water Scarcity*

Strategic Thinking Scenario

Purpose of the scenario is to:

- Work through a strategic thinking process to produce a successful proposal
- Pitch the idea to the Foundation's panel to seek their support

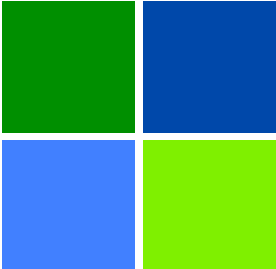
Organise your Teams

- Select Team Leader
- Define rules/tasks within group (facilitator, time-keeper, etc.)

Timing: 5 minutes

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Leadership Module – Day 1

Problem Analysis and Visioning

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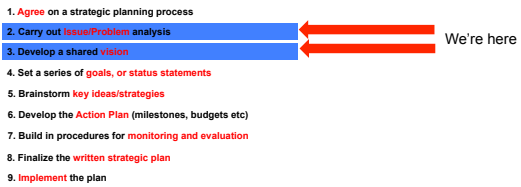
Guidelines

- Time keeping will be crucial: **Each activity will have a set time period** – we will let you know when you have to move on to the next task
- Use flip charts and brainstorm ideas using **Mind Mapping**
- Have fun!

Task 1: Vision and Hopes – Which Stage?

Stages in the Strategic Planning Model

1. Agree on a strategic planning process
2. Carry out **Issue/Problem analysis**
3. Develop a shared **vision**
4. Set a series of **goals, or status statements**
5. Brainstorm **key ideas/strategies**
6. Develop the **Action Plan** (milestones, budgets etc)
7. Build in procedures for **monitoring and evaluation**
8. Finalize the **written strategic plan**
9. **Implement** the plan



We're here

Task 1: Steps

- Consider the focus of your institute - global health, water scarcity, climate change, food security
- Mind map the major problems facing the environment, society and the economy over the coming decade
- Prioritize the problems and select the top one.
- Draft a problem statement.

Timing: 25 minutes

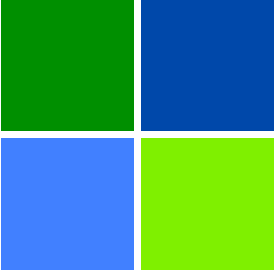
Task 2: Steps

- Consider:
 - The focus of your institute - global health, water scarcity, climate change, food security
 - The Problem Statement
- What are your best hopes over the next decade?
- Prioritize your hopes and select the top one.
- Draft a simple vision statement.


Timing: 20 minutes

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Leadership Module – Day 1
Brainstorming Innovative Ideas



Task 2: Brainstorming Ideas

Stages in the Strategic Planning Model

1. Agree on a strategic planning process
2. Carry out Issue/Problem analysis
3. Develop a shared vision
4. Set a series of goals, or status statements
5. Brainstorm key ideas/strategies
6. Develop the Action Plan (milestones, budgets etc)
7. Build in procedures for monitoring and evaluation
8. Finalize the written strategic plan
9. Implement the plan

A red arrow points from the right towards step 5, with the text "We're here" next to it.

Guidelines

Steps

- Brainstorm potential innovative ideas/opportunities that will help achieve the vision
 - Encourage ideas
 - Think widely – Mind Map ideas
 - Remember the ‘golden rules of brainstorming’

The “golden rules” of brainstorming

Do's	Don'ts
Accept every idea	Don't evaluate
Encourage unconventional ideas	Don't clarify or seek clarification
Expand on each other's ideas	Avoid linking names to ideas

Guidelines

Steps

- Brainstorm potential innovative ideas/opportunities that will help achieve the vision
 - Encourage ideas
 - Think widely – Mind Map ideas
 - Remember the ‘golden rules of brainstorming’
- Identify the the most promising idea/opportunity

Timing: 30 minutes

Guidelines

Steps

- Brainstorm potential innovative ideas/opportunities that will help achieve the vision
 - Encourage ideas
 - Think widely – Mind Map ideas
 - Remember the ‘golden rules of brainstorming’
- Identify the the most promising idea/opportunity

Timing: 30 minutes

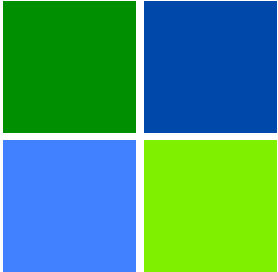
Developing the Pitch

- Develop a short pitch to present your case for funding to the Review Panel
- Each pitch must be no longer than **2 minutes**

Timing: 20 minutes

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Leadership Module – Day 1

Pitching and Evaluation

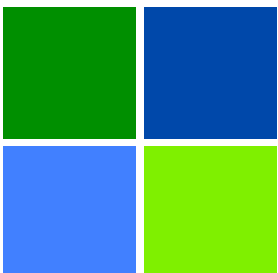
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Pitching and Review Process

- Each group will present their case for funding to the Panel (**2 minutes per group - no more**)
- Assessment by Panel (3 minutes per group)
- Group review
- Feedback from panel

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Leadership Module – Day 1

Team Review

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Guidelines

Steps

- In your groups, review the performance of the team
- Identify:
 - What went well?
 - What would you do different?
- Sharing

Timing: 15 minutes in groups + sharing (2 minutes per group)



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Leadership Module – Day 1

Closing

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Closing

- Form 4 groups
- One person acts as facilitator – at flipchart
- Question:
 - What were the key points of the day for you?
- 10 minutes**
- Feedback to whole group
- 10 minutes**