



VICTORIAN CONSORTIUM FOR HEALTH & BIOMEDICAL RESEARCHER DEVELOPMENT PROGRAM 1, 2019

The natural progression if you are successful as a researcher is to become head of your own research lab or group and stop spending time at the bench. You are no longer a scientist; you are a manager of scientists.

Despite years devoted to study in their scientific discipline, researchers may have received little or no training in laboratory management or management of research teams



FEEDBACK FROM PAST PARTICIPANTS

“I think this is a very valuable program in equipping researcher leaders with the skills and tools, they need to compete on the international stage”

“The program has far exceeded my expectations and will significantly enhance multiple aspects of my professional life – thank you very much”

“Sometimes it feels like you’re thrown in the deep end to ‘sink or swim’. These 4 days have been like taking swimming lessons to improve the chances of making it in a research career”

“Great program, extremely beneficial and should be a pre-requisite for any Group Leader or Lab Head”

Melbourne Program Dates, Program 1, 2019

Module 1 – 13/14 May
Module 2 – 17/18 June

Investment Cost per Participant

The 2019 cost for attending this 4-day program (2 x 2-day Modules) is \$2,000 (incl. GST)

This includes all program training materials, a Research Leader Self-Assessment Survey, self-diagnostic questionnaires, selected research journal articles, tip-sheets and other handouts.

VENUE: Clifton’s
Level 1, 440 Collins Street,
Melbourne

For more information or to register for the Program, please contact:

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Target Audience

The Health & Biomedical Researcher Development Program is suitable for Basic Science and Clinical Researchers, Laboratory Heads or Laboratory Managers, Research Group Leaders, MCRs and promising ECRs. It has been developed & designed to assist the development of Researchers as well as the transition of current PIs and Research Group Leaders into effective leaders of research teams.



Overview

Research cannot be divorced from people. Interactions of research personnel can make or break a research initiative. Despite extensive scientific experience and expertise scientists promoted to leadership of research teams may not possess skills and working models for such activities as hiring staff, giving and receiving feedback, building a high performing team, delegation, time management, conflict management, fostering collaboration, coaching and mentoring post-doctoral staff etc.

The costs of research mismanagement are high and include reputation damage, reduced ability to generate future funding, retraction/correction of publications, loss of quality researchers and high turnover impacting project completion. Contract researchers who are insecure about continued funding may leave prematurely to seek employment elsewhere.

Despite these evident facts, many research managers still claim that they have little or no time to read the literature on leadership, believe that leadership skills are learned through trial and error and concede that their people management skills are underdeveloped.

Program Outputs

As a result of attending this program participants will:

- Have gained an understanding of the current state of medical research in Australia and the driving factors influencing change
- Better understand their current strengths and development needs as researchers and research leaders and have opportunity to consider career progress
- Enhance and practice selected leadership and management skills including strategic thinking and planning, teambuilding, delegation, meeting management, and conflict resolution
- Understand the place of performance management in a research context; and how to effectively manage staff underperformance and high performance in a skillful manner
- Have an enhanced understanding of diversity in the workplace and developed strategies to make best use of such diversity
- Learn how to enhance their people management and emotional intelligence skills including the ability to provide feedback, coach, influence, reward and motivate staff
- Have improved skills in building collaborations and interdisciplinary teamwork
- Better understand effective use of team decision making and facilitation skills and processes to generate a climate of team creativity and innovation
- Acquire skills to engage with industry and obtain non-CAT 1&2 funding
- Learn new social and print media skills including infographics
- Have designed a practical plan to implement the program learning back in the workplace to produce measurable impact within their area of influence



Program Details

Duration: 4 days non-residential structured as two modules of 2 days each separated by 4-6 weeks



Program Content

Program Element

Prior to Module 1 participants complete assigned pre-reading and complete a structured interview.

Module 1

- Assessing your skills as an independent researcher
- Leadership vs. management
- Leading researchers: the challenges
- Exploring the transition from bench to research leader
- Leadership styles and their impact
- Influence skills & decision making
- Developing the team culture: taking people with you
- Recruiting high performing staff & understanding probation
- Understanding and managing motivation
- Development & career discussions
- Giving feedback skillfully
- Managing performance & underperformance
- Delegation skills
- Collaboration and fostering interdisciplinary research
- Interdisciplinary research simulation
- Emotional Intelligence
- Conflict management & having difficult conversations
- Presentation skills for different audiences: from conference posters to pitching to philanthropists-leaving an impression
- Action Planning

Between Module Work

Participants complete assigned pre-reading & self-diagnostic questionnaires

Module 2

- Review of actions from Module 1
- Developing the ECR
- Coaching & mentoring skills practice
- Building the research team culture
- Dealing with difficult staff problems
- Networking skills at conferences
- Research dissemination and impact planning
- Increasing publication visibility and citations
- Engaging consumers & stakeholders in research design
- Influencing knowledge users & policy makers
- Industry engagement & generating non-Cat 1/2 funding
- Decision making and research risk management
- Work-life balance & gender-fair issues
- Exploring research career models and options
- Managing time & keeping up with the literature
- Building resilience
- Effective meeting management
- Research ethics & managing ethical dilemmas
- Research case study skills practice
- Program Review and Action Sustainability

The Program Learning Approach

As experienced adult learning and development providers we incorporate in our training programs methods to increase the chances of sustainability of new skills and knowledge back in the workplace.



We have incorporated in our program design various learning modes to satisfy different learning styles of participants to engage participants at all levels. The program design incorporates a powerful combination of practical exercises including pre-reading, self-diagnostic surveys, simulations skills-practice role plays, and an action plan focus to ensure implementation & sustainability of learning.

Having worked extensively within the research sector over a number of years we understand the need for training materials to be evidence-based, relevant, contemporary and intellectually challenging.

The Track Record

- Over 400 researchers have completed this program to-date either through state-wide consortia programs conducted in Victoria and NSW over the past 6 years or in-house for Medical Research Institutes and University Faculties of Medicine and Health Sciences.
- Whilst the program has largely attracted laboratory health and biomedical researchers it has also attracted a wide range of health research disciplines including medical, nursing and allied health clinicians, public health researchers, biomedical and general engineers, biologists, I.T. and others. The program fosters the forming of collaborations between participants and the development of interdisciplinary research projects and has been used by several universities to break down silos between historical departments and disciplines. By contrast it has also been used to foster collaborations between geographically dispersed researchers working in the same field (e.g. cancer and T1 diabetes).

- The program has been running in 5 Australian States and we are very pleased to have been asked to run it for rural & remote researchers in 2019.

Program Facilitator:

Adjunct Professor

Larry Marlow



Larry Marlow's professional background includes roles as clinician, researcher and academic.

He has conducted researcher development programs in a large number of Medical Research Institutes, Universities and Clinical/Hospital settings as well as conducting leadership development programs for over 40 Universities. He receives consistently strong positive feedback for the perceived value and impact of his program presentations.

FURTHER RECENT PARTICIPANT FEEDBACK

"This is a fantastic course & is filling a huge need in the research field but also very much in clinical delivery. The course & the topics discussed should form part of the mandatory training for all those [in health research] who manage staff."

"Terrific - this was the best research development program I have attended so far. Larry is a great speaker, very wise, very experienced. I would highly recommend this program"

"A very good combination of evidence, information, discussion & small group work"