

Star Trek TNG, West Wing, Downton Abbey, Madam Secretary: Role Models for your Success

No kidding

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Leadership as Professionalism

Leadership characteristics and behaviors are those that connote professionalism.

Being a leader **at any level** is evidence of professionalism. These behaviors are evidence of your growth and development as a research administrator.

The characters that we will discuss are examples of good and poor leadership (professional) behavior, decision making, management, etc.

Note: It is not important that you be familiar with all these fictional characters (but we know all of them in real life).

Meet Our Leaders

Types of leaders

Appointed

Elected

Inherited

Promoted

We will apply these leadership examples to research administration situations

We will identify leadership characteristics, including effective qualities and weaknesses

We will engage in group discussion and have some fun

Jean-Luc Picard



His leadership characteristics

- Strong
- Confident
- Smart
- Deep knowledge of processes and mission
- Expects the best from his staff
- Values ethics
- Thoughtful
- Decisive
- Flexible
- Insightful
- Models expected behavior
- Meets challenges head-on

Leadership position

- ◉ Leads by appointed position from Starfleet Command
- ◉ Leads through strength of personality/character/credibility
 - > His staff trusts and admires him
- ◉ Flat administrative structure

Josiah (Jed) Bartlet



Leadership characteristics

- ◉ Very smart and experienced
- ◉ Intuitive
- ◉ High expectations
- ◉ Open to others' ideas
- ◉ But sometimes conflicted personal values intrude
- ◉ Given to anger, impatience and frustration
- ◉ Trouble balancing emotion with facts and evidence

Leadership position

- ◉ Leads by election to the office
- ◉ Highly structured hierarchy based on the scale of issues
- ◉ His staff is loyal

Robert Crawley, Earl of Grantham



Leadership characteristics

- Great sense of duty
- Tightly tied to tradition
- Aware of position and responsibility but can be indecisive
- Expects things to “get done” without his minding the details
- Expects loyalty and cooperation
- Easily manipulated (and bullied)
- Unaware that he is not an operational leader

Leadership position

- ◉ Inherited land, wealth, and responsibility
- ◉ Worldview based on established practice and maintaining the status quo
- ◉ Highly structured, top-down above and below stairs
 - > His family sometimes engages in private discussion about his decisions; the staff obeys orders

Elizabeth McCord



Leadership characteristics

- ◉ Smart, good communicator
- ◉ Collaborative, values opinions
- ◉ Connects on a personal level
- ◉ Ethical, and sometimes conflicted
- ◉ Loyal and expeditious
- ◉ Experienced in related areas giving her special insights
- ◉ Dependent on staff she does not know

Leadership position

- ◉ Appointed by POTUS
- ◉ Charged with managing the direction set by POTUS and balancing law, policy, press, public opinion
- ◉ Her own organization is flat within the larger hierarchy
- ◉ Her staff follows her because of her position, but trust is still developing

**How do these types of leaders
function in our world of research
administration?**

Captain Picard

- ◉ Administrator at a medium-sized institution
- ◉ He has worked his way up through the ranks, with appointments at several other institutions
- ◉ Has professional staff in managerial roles
 - > But limited support staff
 - > Limited research admin experience outside of their own function
- ◉ Hands-on functional activity

President Bartlet

- Large, complex, multi-campus organization
- He has been in the job for four years and hopes to stay for another four; brings experience from smaller institutions
- Large professional staff with sufficient support staff
- Position emphasizes policy and institution-wide research resource allocation
- High level representation to research communities

Lord Grantham

- ◉ Small institution with small to moderate research portfolio
- ◉ He has been at this same institution forever; has never worked elsewhere
- ◉ Limited professional staff
- ◉ Few resources for professional training or research infrastructure, and few opportunities for networking with other research administrators

Secretary McCord

- Small to medium-sized research institution with a rapidly growing research portfolio
- Awards increasing due to marked economic growth in the region
- She is new to the institution
- Limited professional staff with multiple responsibilities

Scenario

At each of these institutions a new president asks for information about research administration to both familiarize him/herself with the function and to prepare for upcoming budget cycles.

The President has asked for a self study of the research area.

- Who leads the study?
- Who will provide what types of information?
- Who will analyze the information?
- Who presents the report?

What behaviors do our leaders exhibit as they pursue the development of this self study?

Conclusion and final discussion