## Development of Infrastructure

**Input**

- Recognition of the need for bespoke programme of leadership development for Research Active staff
- HR Excellence Award Action Plan
- Athena Swan
- E&D policy and legislation

**Level 0 Foundation**

- Recognition
- June and November 2015 pilots LiA
- 2 courses ran over a period of 3 weeks
- £266* per participant

**Level 1 Reaction**

- 100% positive
- Worthwhile
- Useful
- Timely
- Successful combination of theory and practice
- Tailor made

**Level 2 Learning**

- Best practice in leadership
- Project management
- Meeting administration and management
- Time keeping
- Assertiveness
- Working across disciplines
- Communication
- Working under pressure
- Preparing strong research bids
- Collaboration
- Thinking creatively/ innovatively
- Aligning funding to University strategy
- Working at a distance
- Effective email etiquette
- Giving and receiving feedback
- To take notice of non-obvious leadership opportunities

**Level 3 Behaviour**

- Take on leadership opportunities with confidence
- More proactive and assertive with leaders and when in leadership positions
- Chaired meetings within departments and for collaborative research projects
- Taken opportunities when they arise
- Rise to challenges previously deflected
- Assertive in situations when leadership is not strong

## Researchers Participate in Training and Development Activity

**Input**

- 16:7 F/M split
- RFx8, SRFx5, PRFx1, Assoc. Prof x2, Assist. Prof x1, TFx2, STFx1, PTFx1, SCTFx1, Dir of EYPx1

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## Results

**Level 4 Outcomes**

- Invitation to join a committee of an international studies association (ISA)
- Submitted collaborative bid for funding with colleague from LiA
- Successful bid application for funding from ISA
- Invitations to join collaborative project group
- Successful application for promotion
- Applied and got a new job