

Research Leadership Training Programme

15 November 2021 – 28 February 2022

To be a successful research leader, you must develop strong management and leadership skills. You must be able to lead your own research as well as the research of others. You must be able to adapt your leadership approach within and across diverse teams. You must lead a mission and people with the aim to inspire purpose.

Research leadership requires something other than what traditional business leadership models or training programmes offer. This intensive research leadership programme builds on more than 20 years of experience in the specific field of research management and research leadership. The programme is targeted to a scientific audience wishing to develop a strong skill set in research management and research leadership.

Objectives

This training course aims to:

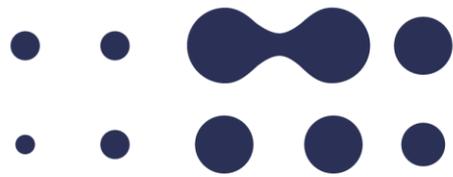
- Develop essential research leadership qualities to contribute to the implementation of your organization or research institute's vision and mission;
- “Experiment” with leadership tools and develop best practices to apply what you have learned in your daily work, and to drive changes within the personal research area or team;
- Develop leadership in the following areas: **leading research**, leading **people**, leading **projects**, and leading with **purpose** within as well as across diverse research areas or teams.

As a participant, at the end of the training programme you will be able to:

- Explain differences between management and leadership;
- Apply tools and techniques to build and lead your research team (e.g. how to handle various career ambitions and conflicts within your team; how to unlock and nurture each team member's motivation);
- Describe various approaches to optimize resources within your research team (e.g. portfolio leadership, stakeholder analysis, and risk mapping);
- Understand and apply different sources of authority in your daily work;
- Strengthen the strategic leadership culture in your organization or research institute by enabling each participant to identify and implement: *This is what it means to exercise research leadership at your own organization or research institute*;
- Reflect upon your own personal leadership talents, preferences, and role;
- Develop your role as a leader and practise relevant research leadership skills.

Programme content and methodology

The programme consists of four elements:



1. **Learning materials:** Most of the theoretical content will be presented in short videos, podcasts, or articles made available before the webinar, so that during the webinar participants can focus on discussing concepts.
2. **Four webinars:** Each webinar will focus on one of the main theoretical and practical themes of leadership and will explore three or four sub-themes. Break-out sessions will be set up to discuss specific examples and leadership dilemmas in smaller groups.
3. **Small learning groups:** Participants will be divided into small and diverse learning groups, each consisting of five or six people (for diverse representation within groups, e.g. seniority, nationality, gender, research area). The groups will meet between webinars to discuss personal leadership cases in a confidential and safe environment.
4. **Leadership "experiments":** Participants will spend time with a peer during the programme to share ideas and practices and learn new approaches to research leadership that they can experiment with and apply within their own research team.

Webinars	Overall theme	Date and time
Webinar 1	Leading Research – “Research leadership at its core”	15 November 2021 10 am – 3 pm CET
Webinar 2	Leading People – “Research environments, their development, and the research leader’s role”	9 December 2021 10 am – 3 pm CET
Webinar 3	Leading Projects – “From projects to portfolios – and why we need both”	21 January 2022 10 am – 3 pm CET
Webinar 4	Leading Purpose and missions – “From collaborations to strategic partnerships”	28 February 2022 10 am – 3 pm CET

The long-term aim is to create a community of practice for researchers to share information with their peers, foster collaboration within small groups, create a support network to tackle common challenges, and identify and leverage best practices in research leadership.



Target audience

Young and upcoming cancer researchers from research institutions, organizations, or public institutions in an IARC Participating State* who would like to enhance their skills in strategic research leadership. The training programme is designed for researchers who already have some research leadership responsibilities or experience in leading research projects; however, participants with a strong leadership aspiration and with little or no prior research leadership experience are also welcome to express interest in the programme.

Delivery team	Application and registration fee
<p>Keynote speakers from Mobilize Strategy Consulting, a company specializing in strategic leadership:</p> <ul style="list-style-type: none"> • Lars Christian Lassen (author of <i>Strategic Leadership in the Future</i>, a book published in Danish; translation into English in progress) • Søren Barlebo Rasmussen (author of <i>Potentiality Leadership</i>, a book published in Danish; and the chapter “The Head of Department as the Key Transformational Leader” in the book <i>How to Lead Academic Departments Successfully</i>) <p>Five group facilitators from Mobilize and IARC.</p>	<p>Follow this link to apply for the training programme by 3 November 2021.</p> <p>The current cohort is accepting applications only from researchers in IARC Participating States*. A discount of 50% on the full registration fee is offered to applicants from IARC Participating States. Thus, the reduced fee is EUR 750.</p> <p>The next cohort will be open for applicants from both IARC Participating States* and non-Participating States. Applicants from non-IARC Participating States will have to pay the full registration fee: EUR 1500.</p> <p>The registration fee covers:</p> <ul style="list-style-type: none"> - Unlimited access to the dedicated online platform: videos, learning materials - Participation in all four webinars, learning groups, and leadership “experiments”. <p>The payment must be made before the start of the programme. Further instructions will be communicated by email.</p>

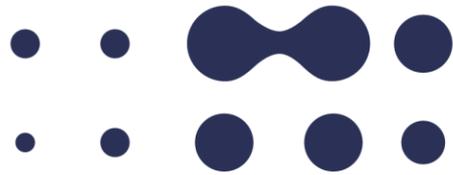
For any questions, please contact us at: learning@iarc.fr.

Testimonials

“The training provided me with a theoretical framework for leadership challenges at different levels, tools, and techniques to reflect about different aspects of leadership. The applied tools also help me to better understand and describe my own work life, which is useful when I prioritize or discuss my work with others. I found the interaction with other training participants enriching, because our joint experience is much larger than our individual perceptions.” – Dr Ann Olsson, Scientist, Environment and Lifestyle Epidemiology Branch, IARC

“The Research Leadership Training has been a very inspiring and motivating experience that enables me to implement efficient leadership tools and techniques in my daily work life, benefiting not only my personal growth but also the development of our team and our inter-team interactions. I very much enjoyed all the complementary elements of this course (webinars, subgroup training sessions, and personal leadership “experiments”), which triggered different experiences and cultivated diverse leadership skills. I am very grateful for the wealth of information and valuable feedback

* Australia, Austria, Belgium, Brazil, Canada, China, Denmark, Finland, France, Germany, Hungary, India, Iran (Islamic Republic of), Ireland, Italy, Japan, Morocco, the Netherlands, Norway, Qatar, the Republic of Korea, the Russian Federation, Spain, Sweden, Switzerland, the United Kingdom, and the United States of America.



that was provided by the course instructors, our engaging learning group, and all other course participants.” – Dr Inge Huybrechts, Scientist, Nutrition and Metabolism Branch, IARC

“Overall, I found the training useful, stimulating, and thought-provoking – it made me think of leadership in a different way. It gave me some different perspectives on myself and how I approach leadership. It was useful to meet and discuss with my peers who I may not normally talk to about such matters. The training gave me some new specific skills to tackle leadership.” – Dr Marc Gunter, Scientist, Nutrition and Metabolism Branch, IARC