



## **Vedlegg 1: The Research Leadership Programme – Consolidating Level 2017 (RLP11)**

*Information to potential participants:*

*We are pleased to inform you about the upcoming Research Leadership Programme - Consolidating level - at UiO in 2017 (RLP11). The University of Oslo (UiO) has since 2007 offered a leadership development programme tailored specifically for experienced research leaders on the operational level, such as group leaders, heads of research centres/programmes, and leaders of large-scale international collaboration projects.*

### **Time and venue**

RLP11 consists of 10 full course days organised in 4 events:

First event: 3-5 April 2017

Second event: 12-14 June 2017

Third event: 18- 19 September 2017

Fourth event: 20-21 November 2017

All events include overnight stay(s) and take place at Soria Moria Hotel and Conference Centre on the outskirts of Oslo.

### **Target group/participant profile and expectations:**

The programme is intended for research leaders on the operational level. To be admitted, the applicant is expected to

- ✓ have *management responsibility* for one or several research groups, a center or strategic initiative, or a large externally funded project with several employees
  - ✓ have some years of experience with *research leadership* (as a group leader, project manager, head of a research centre, etc.)
  - ✓ be *able to participate* in all the four joint events
- The programme has a capacity of 40 participants. A number of places (up to 15) are available for applicants from other institutions than UiO
  - The Research Leadership Programme at UiO is an intensive development programme. Active participation is required both during and between the joint events, as well as making yourself familiar with the required course readings.

### **Programme aims and content**

The programme aims to give participants

- A good theoretical foundation for reflection on the role of research leaders
- Knowledge of the various tools that can support good leadership in practice
- A further understanding of research organisation and how to handle typical dilemmas in research leadership
- A firm understanding of your role as a research leader and a solid basis for your own leadership development

Using a combination of experience sharing, case studies and exercises, the program maintains a constant and steady focus on the individual participant's development as a research leader.

Each participant belongs to a core group, composed to the highest attainable level of heterogeneity. Within the groups, participants exchange experiences, work with cases and exercises, test leadership tools and support the development of each member. The core groups are facilitated by the course team.

The topics covered in the programme relate to three main areas:

- Leading and developing research groups
- Leadership challenges related to the framework conditions for research, future research systems and the possibilities both within and outside the organisation
- Self-awareness and development of personal leadership skills

Detailed programmes and learning objectives will be developed for each event.

### **Programme management**

- The course leader is Søren Barlebo Rasmussen, an experienced expert in leadership development for research leaders. He has led the Research Leadership Programme at the University of Oslo since 2007.
- The programme team at the UiO, headed by Olaug Kristine Bringager, is responsible for the programme.

### **Course fee**

The course fee will be NOK 20000 per participant from UiO and covers primarily board and lodging. For external participants the course fee will be NOK 40000 excl. VAT per participant. From 2017 the fee for external participants covers the actual costs of the programme per participant. Invoice information should be included in the application form(s). The relevant unit is expected to cover the course fee for its own participants.

### **Application- and admission process**

- Potential participants should apply through the leader of their own unit/institution before the deadline set by that unit. Please use the enclosed application form.
- Application forms should be sent jointly from each faculty/external institution to [lederprogram-af@admin.uio.no](mailto:lederprogram-af@admin.uio.no) by February 24<sup>th</sup> 2017. NB: please note that your unit may have set a different internal deadline.
- The programme team at the University of Oslo is responsible for admission. The programme is most successful when bringing together participants with a variety of academic fields. Ensuring diversity in the participant group is therefore an important part of the admission process.
- Admitted participants will be notified by the end of February 2017. They will also receive an invitation to an individual interview, primarily between the 6<sup>th</sup> and 9<sup>th</sup> of March 2017. The interview is an important component of the programme, both to ensure that the course team are well acquainted with the participants, and for the individual participant's preparations.
- Before the first joint event, each participant must fill in a short presentation and self-evaluation form.

Best regards  
The RLP11 Programme Team

## Research Leadership Programme 2017 – Consolidating Level: FLOW

<b>First joint event: 3 – 5 April 2017</b>	<b>Second joint event: 12 – 14 June 2017</b>	<b>Third joint event: 18 – 19 September 2017</b>	<b>Fourth joint event: 20 – 21 November 2017</b>
<p>Focus: Leading researchers and research groups</p>	<p>Focus: Leading through vision, strategy and culture</p>	<p>Focus: Developing my personal leadership – self-insight and reflexive leadership</p>	<p>Focus: Leadership in daily life – from intention to action</p>
<p>Themes:</p> <ul style="list-style-type: none"> <li>• Leadership in the academic world</li> <li>• The role of the research leader</li> <li>• Group development and dynamics, understanding personal differences</li> <li>• Organising research groups</li> <li>• Personal difference and self insight</li> <li>• Individual leadership cases</li> </ul>	<p>Themes:</p> <ul style="list-style-type: none"> <li>• Strategy for your own environment – vision and common goals</li> <li>• Strategic coordination</li> <li>• Portfolio management</li> <li>• Culture in my own environment: recognizing and building culture</li> <li>• Cultural norms in groups</li> <li>• How to join strong personalities for a common goal</li> </ul>	<p>Themes:</p> <ul style="list-style-type: none"> <li>• Self-insight and the use of feedback</li> <li>• The anatomy of conflicts</li> <li>• Influence styles and motivation</li> <li>• How to handle “bandits”</li> <li>• Reflexive leadership – to see one’s own leadership from the outside and in light of changes in the organization</li> </ul>	<p>Themes:</p> <ul style="list-style-type: none"> <li>• The leadership role</li> <li>• My sphere of influence</li> <li>• Triple loyalty</li> <li>• Clear leadership</li> <li>• The road ahead – aims and prioritisation in my leadership</li> </ul> <p>Final session and ceremony</p>

**The UiO Research Leadership Programme – Consolidating Level 2017**

**Application form**

Name	
Position	
Institution (incl. faculty/ department/other unit, if applicable)	
E-mail	
Office phone	
Mobile phone	
Office address	
Discipline	
Current function(s) as research leader	
Previous function(s) as research leader	
Motivation for participation	
I, ....., hereby confirm that I will be able to participate in all days of the programme events. (Fill in full name to confirm.)	

**Invoice information**

For UiO participants	Unit code (stedkode):  Name of the unit's financial officer:
For applicants outside UiO	Complete invoicing information (Address and reference):