



UiO • Universitetet i Oslo

Entering leadership in Research

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My background as leader

23 years of experience as leader in research and education in Norway

- Research manager/group leader(Sintef) 1989-1993
- Research director (Sintef) 1994-1998
- Division director (The Research Council) 1999-2000
- Managing director (Simula Research) 2001-2004
- Head of department, Informatics, UiO (2005-2012)

- Leader full time since 200X ($4 < X < 8$)

Two questions

- What is good leadership in research?
- How can we create good dynamics in research teams?

Some theory.... (not very much)

Leadership as **ENERGY**

- Give inspiration to people
- Be a driving force (also in necessary processes that requires change)

Leadership as **RESTRICTION**

- Say NO quite often (and this is much more difficult in good times than bad times)
- Restrictive feedback must be understood

Leadership as **SYMBOL**

- Represent core values
- Institutional identity

RESEARCH AND LEADERSHIP; Five things to remember!

Research and leadership I; **the nature of research**

- *Research is systematic development of new knowledge*
- ***Good leadership in research requires insight in the nature of research***
- It is not absolutely necessary, however a great advantage to have been a researcher.
- <http://morten.ifi.uio.no/?p=3707> (in Norwegian)

Research and leadership II; **free research**

- Good research requires room for the free thought
- ***Good leadership (of free research) is all about creating collective power under cultivation of individual skills***
- *Research, and in particular free research, requires excellent leadership to meet the future*
- <http://morten.ifi.uio.no/?p=3080> (in Norwegian)

Research and leadership III; **decision making**

- The flow of ideas and possibilities in research is always much higher than what can be done with available resources.
- **The key to decision making lies in continuous and integrated implementation of long/large and short/small decision processes.**
- <http://morten.ifi.uio.no/?p=4098> (In Norwegian)

Research and leadership IV; **change**

- “Everything is connected to everything” (Gro Harlem Bruntland) and “Everything flows” (Heraklit) gives something like “Everything comes together in constant change!”
- **Change is development!** (The fear of change must be overcome!)
- Changes can be slow, but it is not wise to stand still!
- <http://morten.ifi.uio.no/?p=7069> (In Norwegian)

Research and leadership; **knowledge as a tool**

- In (research) management, knowledge is the most important tool for constructive action
- Researchers like resistance (but this must be based on knowledge)
- Conversation is very important in the practice of good (research) management.
- <http://morten.ifi.uio.no/?p=7090> (In Norwegian)

The research leader as a person

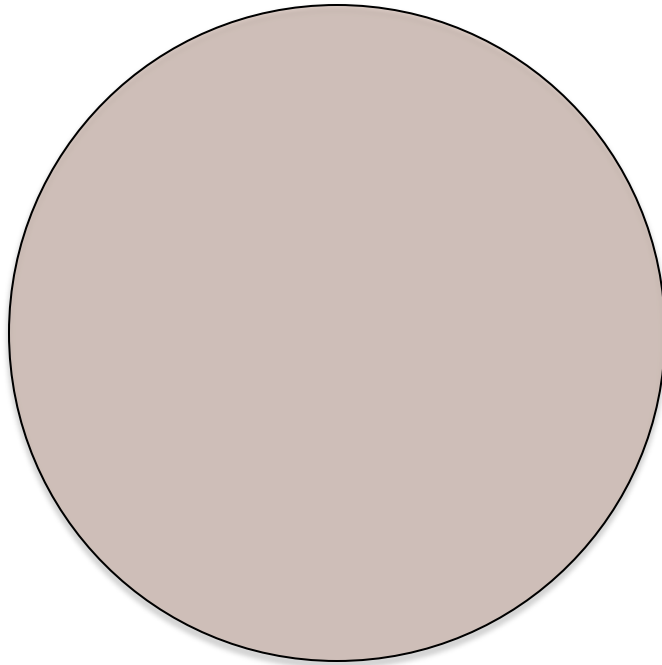
Loneliness
Integrity
Democracy
(consensus)
Facts
Long-term
Respect
Attention
Courage
Nice!
Empathy
Ideas
**Introspection
(self-insight)**
Prioritization
Example
Delegation
Excel/Powerpoint
Enthusiasm
Listening
Meetings
Decisions
Predictability
@
Anger
Alcohol
Social
events
Tolerance
Crises

Have **courage**
(tolerate mistakes, also your own)

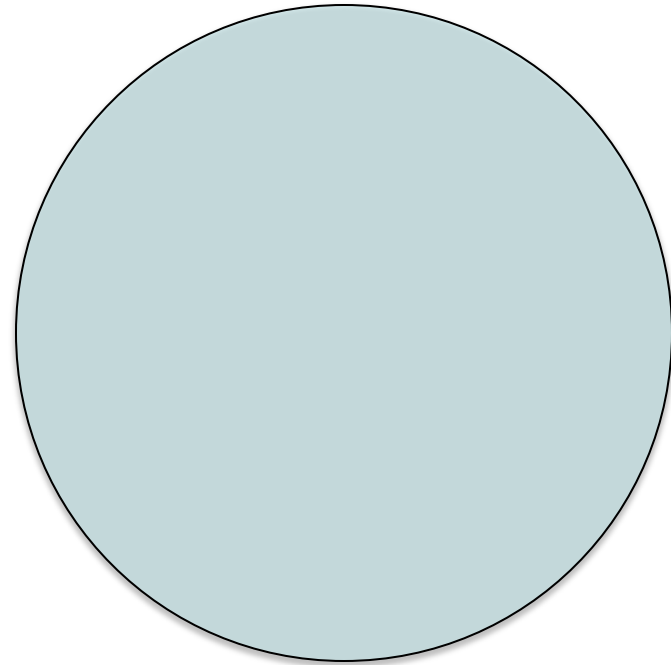
Endure (even like) **loneliness**

Be **predictable**

Build and work on your **self-insight**



How I think
that others perceive me
as a leader?



How other
actually perceive me
as a leader?

My own tool to gain self-insight as a leader?

I have a couple of good friends
(that are leaders at some level)
to talk to about self-insight!

Myer-Briggs type indicator

Attitude: Extraversion (**E**) – (**I**) Introversion

Function: Sensing (**S**) – (**N**) Intuition

Function: Thinking (**T**) – (**F**) Feeling

Lifestyle: Judging (**J**) – (**P**) Perceiving

Extraversion/Introversion (E/I)

- Extraverts are *action* oriented, while introverts are *thought* oriented.
- Extraverts seek *breadth* of knowledge and influence, while introverts seek *depth* of knowledge and influence.
- Extraverts often prefer more *frequent* interaction, while introverts prefer more *substantial* interaction.
- Extraverts recharge and get their energy from spending time with *people*, while introverts recharge and get their energy from spending time *alone*

Morten Dæhlen

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Have I answered the two questions?

- What is good leadership in research?
- How can we create good dynamics in research teams?

You have to tell me!

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creating collective power
under cultivation of
individual skills**