

# What's so different about Research Management Leadership?

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**Debra Schaller-Demers, MSOM,**

Senior Director, Research Outreach and Compliance,  
Memorial Sloan Kettering Cancer Center  
Adjunct Lecturer, CUNY School of Professional Studies

**Ian Carter, PhD**

Director, Carter Research Navigation

**Mark Hochman, PhD**

Director, Research Management Resources Pty Ltd.

# What does *Leadership* in Research Management look like?

- Definition of leadership? Drucker – anyone who has followers
- Who are our followers?
- So are we leaders? Or are we managers?
- *"Managers cannot be successful without being good leaders, and leaders cannot be successful without being good managers."*

Carlopio and Andrewartha p18
- What do we lead? – people or processes?
- An alternate definition!
  - A process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task

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# What does *Effective Leadership* in Research Management look like?

- ▶ Why is research management different than any other industry or profession?
- ▶ Do you need to have been a researcher/scientist to be a good research administrator?
- ▶ Do you need to be a subject-matter expert, to have grown up in the profession?
- ▶ Do effective research office leaders make good institutional leaders?

# Eight leadership competencies

Four predictors – Curiosity, Engagement, Insight, Determination

1. **Results orientation** – completes assignments to transforms business models, D/C
2. **Strategic orientation** – understands immediate issues to develops breakthrough corporate strategy I/C
3. **Collaboration and influence** – responds to requests through to forges transformational partnerships E/D/C
4. **Team leadership** – directs work to builds high performance culture E/C
5. **Developing organisational competencies** – supports development efforts to installs culture focused on talent management E/I/C
6. **Change leadership** – accepts change to embeds culture of change E/D/I/C
7. **Market understanding** – knows immediate context to sees how to transform industry I/C
8. **Inclusiveness** – accepts different views to creates inclusive culture E/I/C

[HBR Nov/Dec 2017 Egon Zehnder](#) (*executive search and development firm*)

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## Unique Challenges/Stressors

- **No formal line management relationships**
- **Academic classism:**  
**Professional imbalances – how do you have input with academics, high level administrators, or physicians who don't see you as an “equal”?**

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# What do you need to succeed?

- **What do we mean by “success”?**
  - **Few(er) complaints? Making a difference? Maintaining integrity?**
- **Skills and qualities**
  - **Subject knowledge**
  - **Emotional intelligence**
  - **Whole-ness and collaboration**
  - **Calm professionalism**
- **Effective communication**
  - **Remembering your audiences**
  - **Giving and receiving feedback**



# Institutional Culture

## **Isms and Internalized Oppression**

- ▶ **How do you present to the world?**
- ▶ **What assumptions are made about you based on what people think they know about “you”?**
- ▶ **How do those assumptions affect how you are seen as a leader?**
- ▶ **Do these assumptions drive your behaviors and decision-making?**



## Institutional Culture

➡ **What does your institution do to support diversity?**

***“Effective organizations and leaders are those that recognize diversity and inclusion as essential to business operations.”***

***“As organizations evolve, diversity and inclusion are becoming more integral to cultivating strong leaders and strong organizations.”***

<https://www.td.org/magazines/td-magazine/diversity-and-inclusion-drive-success-for-todays-leaders>

# MSK Employee Resource Networks



## **VETERaN**

Veterans Engaged Towards Employee Resources and Networking



## **MWM**

MSK Women on the Move



## **LGBT Pride**

Lesbian, Gay, Bisexual, and Transgender Pride



## **BLAM!**

Black, Latino, Asian, Multiracial Network



## **ABLE**

Abolishing Barriers and Limitations for Everyone



## Institutional Culture

- Do such efforts support a culture of integrity?
- How do these efforts facilitate successful leadership growth?
- Are you an Ally?

### **Five Rules for Being a Good Ally**

1. Respect the expertise of those you are seeking to be an ally to
2. Believe the impact
3. Engage in “distinguishing behavior”
4. Educate others with privilege because, to people with privilege, equality can feel like oppression
5. Be willing to admit mistakes or ignorance

***Kevin Jennings, President, Tenement Museum, NYC***



# Why Do Leadership and Organisational Integrity Matter?

Do you agree:

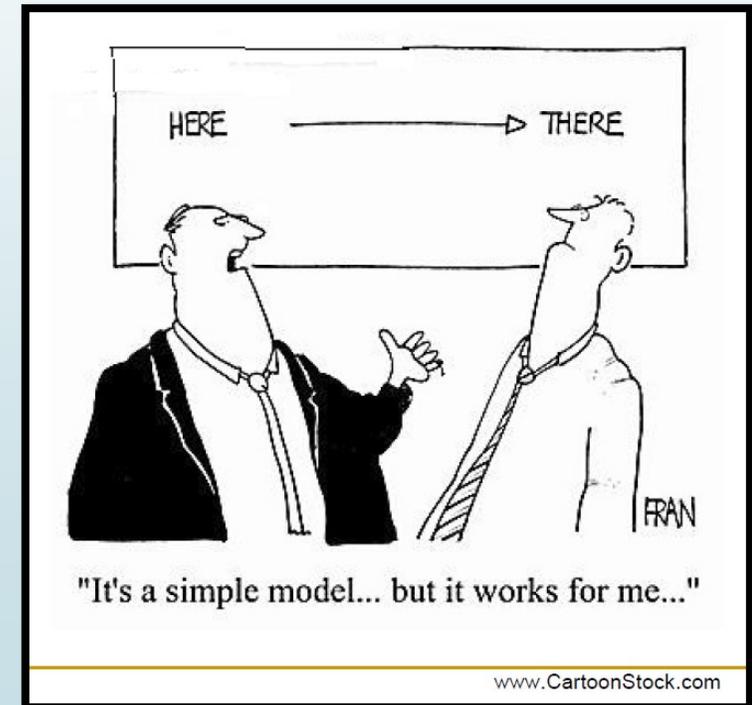
- ▶ **Integrity** and an **ethical-based approach** to business are the cornerstones of any organisation's sustainable success.
- ▶ One of the ways companies can ensure they “do the right thing” is through **values-based leadership**. When leaders act with integrity and implement processes and policies with good ethics and values in mind, it creates a culture where organisational integrity becomes part of the company's core DNA.
- ▶ As the world becomes increasingly **borderless** and with **greater access to technologies**, there is an enormous responsibility for organisations to uphold a high standard of integrity and ethics.

Source: **PUVANAESWARY RAJASEGARAN**

<https://leaderonomics.com/business/organisational-integrity>

# Institutional Culture

- ▶ Are there obvious or specifically designed career paths?
  - ▶ Internal? External? Both?
- ▶ Is succession planning supported?





Questions?

[schalled@mskcc.org](mailto:schalled@mskcc.org)

[I.Carter@carter-resnav.co.uk](mailto:I.Carter@carter-resnav.co.uk)

[mbm.hochman@gmail.com](mailto:mbm.hochman@gmail.com)

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