



## Message from the Director

Dear colleagues

Welcome to the March edition of the Research Active Staff newsletter.

As many of you know this newsletter has been running for 10 years and it is very well read across the community, so if you have any feedback or contributions to make please contact us at [researcherqueries@warwick.ac.uk](mailto:researcherqueries@warwick.ac.uk).

Continuing this term's focus on 'you', alongside your research, we have short articles on both wellbeing and careers, including a link to a free Yale online course on Happiness and Wellbeing, and there are still some places on the new Research Careers 5 Series – **sign-up now** and take the next step with your career.

The termly Research Staff Forum took place earlier this month and there's a brief summary of the issues covered.

I would like to say a huge thank you to the 72% of colleagues who took part in the recent Pulse Staff Survey. The Survey is a great opportunity to share your views, thoughts and feelings about working at Warwick. Results will be shared with colleagues in March and we will provide an update in the April newsletter.

As usual if you have any questions about anything in the newsletter or any of the RAS specific development opportunities, please contact [researcherqueries@warwick.ac.uk](mailto:researcherqueries@warwick.ac.uk)

Best wishes and have a good month.



**Trudie Donnelly**

Organisational Development Director

## This month:

### Events

- ⇒ **Research Careers 5 Series**
- ⇒ **Academic Writing**
- ⇒ **Researcher Development Sessions**
- ⇒ **Public Engagement Workshops**
- ⇒ **Network Events**
- ⇒ **Defy the Stereotypes**

### Resources

- ⇒ **Eat, Sleep, Research, Repeat**
- ⇒ **Research Careers**
- ⇒ **Leadership in Action**
- ⇒ **Research Staff Forum Meeting**
- ⇒ **Unconscious Bias**

## RAS SUPPORT OVERVIEW FOR 2019/2020

**Organisational Development (OD) provides learning and development support and opportunities for Research Active Staff (RAS) - staff on Research-focussed, Teaching-focussed, and Research & Teaching contracts, under these main thematic areas:**

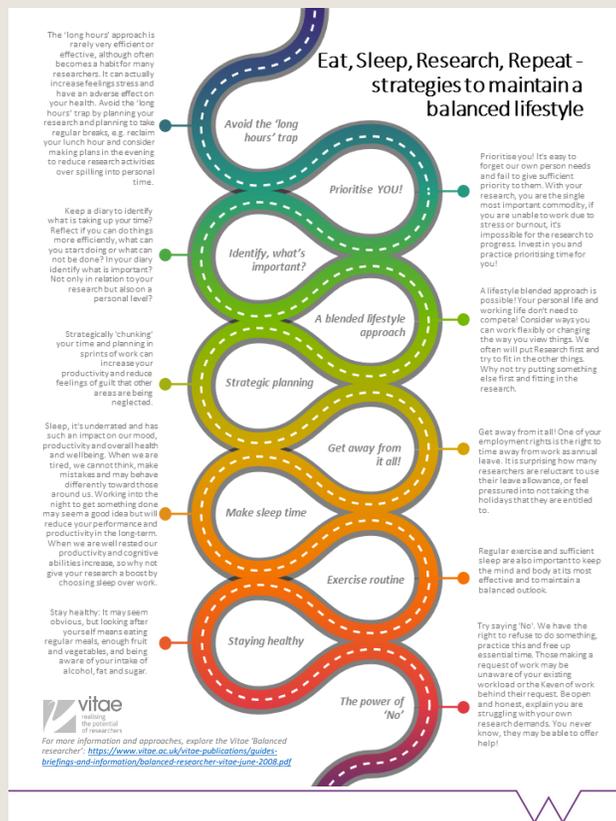
- ⇒ **Leadership Development**
- ⇒ **Career Development**
- ⇒ **Skills Development**
- ⇒ **Research Impact & Public Engagement**
- ⇒ **Enterprise & Entrepreneurship**
- ⇒ **Equality, Diversity & Inclusion**

Please send any of your Learning & Development needs for 2019/20 through to the following inbox:  
[researcherqueries@warwick.ac.uk](mailto:researcherqueries@warwick.ac.uk)

## FOCUS ON: YOU!

### Eat, Sleep, Research, Repeat - strategies to maintain a balanced lifestyle

Click on the image below to view the full PDF document:



### Thought for the month: Research Careers

How many times have you been asked about your leadership style in an interview?

A number of years ago, I could barely move for people tussling with an eloquent answer to this question. It sent thoughtful colleagues scrambling for a book or training course that could help to answer the question with a snappy one-word response – transformative, inspirational, participative, coaching, to name a few. So far so good, but what use is a leadership style without another, perhaps more crucial element – your followers?

No one leads in a vacuum, leadership isn't the same as a place in the hierarchy, and great leaders might not even give themselves the title. Leadership isn't what you do *to* people, or they have done *to* you. It's what you do *with* them. Leadership is about relationships, context, self-awareness, insight and authenticity – in short, knowing yourself and showing enough of yourself to maximise your impact, so you can make the best decisions, and be *who* and *what* your followers need in that moment.

There's much more to it than a style, and context is everything. So before you think about your style, think about what you're leading, who you're leading, your results, and crucially, the conversations that draw all of this together.

No one, from the top to the bottom, and side-to-side, owns the 'truth' in an organisation. And conversations – the *exchange* of ideas and sentiments - are the work of the leader, and the workhorse of an organisation. Regardless of your leadership style and your place in the structure, you probably converse every day. Work and life are fundamentally an extended conversation with colleagues, employees, customers and the unknown future emerging around us.

Knowing *what* to talk about, and *how* to talk about it, makes all the difference in creating a sense of trust and safety. So the next time you have an interview and the leadership question arises, which it will, use the answers to these questions to prepare a compelling response:

- ⇒ What was the last piece of advice or feedback I offered?
- ⇒ When did I notice that something needed to change?
- ⇒ How do I know what I'm doing is working?
- ⇒ Who did I last help?
- ⇒ Where are my values and integrity when I make important decisions?

In the second and third workshops of the Careers 5 Series – 'enhancing your employability' and 'finding a career that fits you' - we'll be looking at the ways in which issues like these will have an impact on your career and job search.

If you're the kind of person who enjoys sharing and benefitting from the wisdom of the wider group, book a place on the **Careers 5 workshops** that interest you.

If you're worried and this is the first time in a long time you've really confronted what's going on in your career, and would like to talk privately, **book a 45 minute coaching session** to gain some clarity.

Further information can be found at:

**NHS—Resources on Supporting Mental Health**  
<https://www.nhs.uk/oneyou/every-mind-matters/your-mind-plan-quiz/>

**Psychology Today—Supporting Better Stress Management**  
<https://www.psychologytoday.com/us/blog/what-matters-most/201701/10-new-strategies-stress-management>

### The Science of Wellbeing—Offered by Yale

And finally, Yale is now offering it's on-line 'Science of Wellbeing' course for free.

In this 20-hour course you will engage in a series of challenges designed to increase your own happiness and build more productive habits. Professor Laurie Santos reveals misconceptions about happiness, annoying features of the mind that lead us to think the way we do, and the research that can help us change.

For further information and to enrol please click [here](#).

## FOCUS ON: UPCOMING RAS EVENTS

### Research Careers 5 Series

All of these workshops are being delivered by one of our external facilitators, Naomi Irwin.

#### 1) How to Manage your Career

This workshop will be taking place on **Wednesday 4 March 2020**, between **10:00 - 12:00** (refreshments available from 9.45), in **Wolfson 3, The Research Exchange, Floor 3, The Library**.

For further information and/or to book a place, please click [here](#).

#### 2) Understanding your Employability

This workshop will be taking place on **Wednesday 25 March 2020**, between **10:00 - 12:00** (refreshments available from 09.45), in **Wolfson 3, The Research Exchange, Floor 3, The Library**.

For further information and/or to book a place, please click [here](#).

#### 3) Finding a Career that fits You

This workshop will be taking place on **Tuesday 30 April 2020**, between **10:00 - 12:00** (refreshments available from 9.45), in **Wolfson 1, The Research Exchange, Floor 3, The Library**.

For further information and/or to book a place, please click [here](#).

#### 4) Making an Impact in CVs and Applications

This workshop will be taking place on **Tuesday 12 May 2020**, between **10:00 - 12:00** (refreshments available from 9.45), in **Wolfson 3, The Research Exchange, Floor 3, The Library**.

For further information and/or to book a place, please click [here](#).

#### 5) Making an Impact in Interviews

This workshop will be taking place on **Wednesday 3 June 2020**, between **10:00 - 12:00** (refreshments available from 9.45), in **Wolfson 2, The Research Exchange, Floor 3, The Library**.

For further information and/or to book a place, please click [here](#).

### RAS—Academic Writing

#### Retreat ‘Bootcamp’

The next ‘Bootcamps’ are taking place on **Thursday 5 March 2020 AND Friday 6 March 2020** (spring), along with the separate summer dates of **Thursday 2 July 2020 AND Friday 3 July 2020**.

Both 2-day events will take place between **09:00 - 17:00** (refreshments will be available from 08.30, lunch will be provided), over in **AC02/03, Argent Court**. Please note that attendance is required on both days.

For further information and/or to book a place please click [here](#).

### Star Maker: The Difference Between 2\* and 3\* Journal Articles

#### 3 prompts to make your article 3\*

1. Consider your research ‘reach’ - who is your research aimed at and how is this significant?
2. Reflect on the quality of research, how does your current writing enhance or detract from this?
3. Develop a publications strategy to support your writing, if 3\* is your target—develop a clear plan to achieve this goal

These are just some of the ways you can develop your writing into a 3\* publication. The Star Maker session focusses on moving into 3\* publishing by exploring a series of strategies and approaches to enhance your writing practice.

#### Stand out with Star Maker

As REF approaches fast, we may reflect on where we are in the cycle and how we can increase our publication capacity and rating. Many researchers get stuck in the 2\* trap, Star Maker helps you break the cycle and seamlessly move into 3\* thinking and writing. Join us in getting into the 3\* mind-set, where you will think about your writing differently, refresh your approach and start to develop your writing into a 3\* publication.

This workshop will be running on **Friday 13 March 2020**, between **10:00-15:00**, in **Argent Court, AC.03**.

For further information and/or to book a place please click [here](#).

### Unlock your Creativity - Creativity and Ideas Generation for Writing

#### Develop your research efficiency through creativity

Explore strategies to think more creatively so your time can be utilised more efficiently. Generate ideas, develop your problem-solving approach and turn your ideas into working articles for publication.

#### Join us for an immersive creative writing environment!

This session will support your writing and thinking processes, develop techniques to work efficiently and explore your own creativity. In-session we consider strategic approaches to the research lifecycle, such as separating our thinking and writing time and increasing capacity through creativity.

#### Do you have the KEY?

The ‘Unlock your Creativity Session’ supports your writing development through a series of strategies to enhance your research writing and thinking practice. During the session, we focus on Knowledge Empowering You (KEY) and help you unlock your inner creativity!

This workshop is taking place on **Tuesday 19 May 2020**, between **10:00-15:00**, in **Argent Court, AC.02**. For further information and/or to book a place please click [here](#).

## FOCUS ON: PREVIOUS RAS EVENTS

### RAS—Leadership

#### Leadership in Action

The 2-day Leadership in Action programme ran in February with a group of 18 colleagues from a variety of roles. This Vitae based programme provides a great way to learn about and apply leadership theories, tools and approaches.

Here's a summary of some of the learning points (although we can't really do it justice in such a short piece):

- ⇒ Leading in a Meeting – How to structure and manage meetings
- ⇒ Leading Strategy – Looking at a strategy case study, analysing the data to decide on the best strategy
- ⇒ Leading from a Distance – The skills required to manage work and people remotely
- ⇒ Leading in a Crisis – Best practice tools to manage the unexpected
- ⇒ Leading to Get Results – Ensuring that your plans deliver against the brief

And this is what our participants said:

“I will immediately apply my learning about ‘Leading in a meeting’ and ‘Leading at a distance’ in my current collaborations”

“(hopefully) I will be a better leader”

“I now have more confidence to start new projects/roles”

There is a [resource bank page](#) which includes the slides and other useful resources.

### RAS—Research Community

#### Research Staff Forum Meeting

The termly Research Staff Forum meeting took place earlier this month with good representation across Warwick, and Elisabeth Arweck, Principal Research Fellow from Centre for Education Studies, kindly chaired the meeting. This meeting plays an important part in sharing knowledge, information and details of learning and development opportunities relevant to Research Active Staff at Warwick and an update on the Research Committee.

Full notes from the meeting can be found [here](#). A brief summary is provided below:

- ⇒ Key topics currently being discussed by the Research Committee are the new Global Research Priorities, revisions to the Concordat for Researcher Development and the Concordat to Support Research Integrity – we will provide more information on this in the next newsletter.

- ⇒ Sam Cole presented an update on REF. The REF Submissions Steering Group will be meeting with all departments on March.
- ⇒ If an individual has any new circumstances which they wish to declare as part of the REF they should complete the Staff Circumstances form as soon as possible (for further information please contact the Sandra Beaufoy, Equality, Diversity and Inclusion Manager at [s.beaufoy@warwick.ac.uk](mailto:s.beaufoy@warwick.ac.uk)).

Julie Robinson provided an update on the **#OpenResearchWarwick** programme, which will run throughout 2020, exploring the key themes of open access, open data and open research. We are also looking for researchers who are willing to provide case studies or to talk about their open research practice for a series of short videos. If you are interested in participating in this, look out for our short survey or email us at: [LibResearchEnquiries@warwick.ac.uk](mailto:LibResearchEnquiries@warwick.ac.uk). You can also keep up-to-date by following the hashtag: **#OpenResearchWarwick**

### OD—Open Programme Events

#### Introduction to Unconscious Bias

An introductory course on Unconscious Bias ran on the 12 February. Delegates were introduced to the concept of and theory behind unconscious bias, and the benefits of having an awareness of it. The Royal Society's video on [Understanding Unconscious Bias](#) provides a useful overview of what unconscious bias is, and the impact it can have if it goes unchecked.

Delegates then considered and developed examples of how to mitigate unconscious bias in situations they might encounter in their working lives, such as recruitment and selection, research and teaching, and in identifying development opportunities.

The session concluded with reference to Indira Ghandi who said, “Have a bias toward action – let's see something happen now. You can break that big plan into small steps and take the first step right away.” The key thing is to first acknowledge and understand that we all have unconscious bias, but that it can be mitigated.

The impact of even small actions and changes can be significant, and will contribute to reducing unconscious bias and thereby achieving greater equity. Ideas for change might include: challenging stereotypes and countering stereotypical information; changing your perception of and relationship with out-group members; or improving processes, policies and procedures.

Simple actions could be considering the day or time that meetings are held so that part-time colleagues or those with caring commitments can attend; or considering the gender and ethnicity of authors appearing on reading lists to ensure materials are diverse and reflective of scholars in the field of study.

More information can be found on the [Unconscious Bias Moodle](#) and in the [RAS Resource Bank](#).

## FOCUS ON: OTHER EVENTS

### Researcher Development Sessions

#### Communicate Your Research:

**Presenting and Publishing Conference Papers**  
Tuesday 3 March 2020

**Publishing Scholarly Books**  
Thursday 2 April 2020

**Evaluating the Impact of your Research**  
Tuesday 28 April 2020

#### Research Data Management:

**Research Data Management Tools**  
Thursday 6 February 2020

### Network Events

#### The Medical Education Research Community (MERC)

A meeting will be taking place between **13:00-14:30** on **Thursday 5 March 2020** in room **004/006** of the **Medical Teaching Centre, Gibbet Hill.**

Any questions please email [wmsmerc@warwick.ac.uk](mailto:wmsmerc@warwick.ac.uk).

### Public Engagement Workshops



**Involving and Engaging Patients and Public in Health Research - PPIE**  
Tuesday 10 March 2020 (Part 1 of 2)

**Reporting and Evidencing PPIE in Health Research - Using GRIPP2 as a tool**  
Tuesday 17 March 2020 (Part 2 of 2)

**Beginners Guide to Public Engagement**  
Friday 27 March 2020

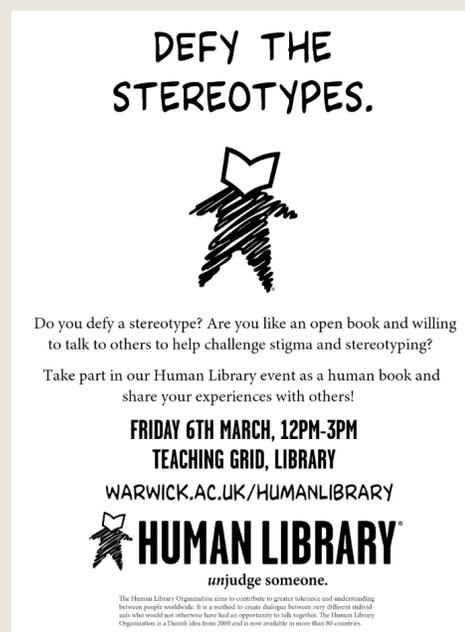
**Presenting Your Research to the Public - Skills Workshop**  
Friday 24 April 2020

**Identifying, Understanding and Engaging the Public**  
Tuesday 28 April 2020

### University-wide Event

#### Defy The Stereotypes

Click on the image below to view details of this event:



**DEFY THE STEREOTYPES.**

Do you defy a stereotype? Are you like an open book and willing to talk to others to help challenge stigma and stereotyping?

Take part in our Human Library event as a human book and share your experiences with others!

**FRIDAY 6TH MARCH, 12PM-3PM**  
**TEACHING GRID, LIBRARY**  
**WARWICK.AC.UK/HUMANLIBRARY**

**HUMAN LIBRARY**  
*unjudge someone.*

The Human Library Organisation aims to contribute to greater tolerance and understanding between people worldwide. It is a method to create dialogue between very different individual souls who would not otherwise have had an opportunity to talk together. The Human Library Organisation is a Charitable Idea from 2000 and is now available in more than 40 countries.