

Development of Infrastructure		Researchers Participate in Training and Development Activity			Results
Input	Level 0 Foundation	Level 1 Reaction	Level 2 Learning	Level 3 Behaviour	Level 4 Outcomes
<ul style="list-style-type: none"> ✓ Recognition of the need for bespoke programme of leadership development for Research Active staff ✓ HR Excellence Award Action Plan ✓ Athena Swan ✓ E&D policy and legislation 	<ul style="list-style-type: none"> ✓ February 2016 pilot Pfl ✓ 2 day course ran over a period of 2 weeks ✓ £113 per participant (excl salaried staff costs) <p>Required the support from:</p> <ul style="list-style-type: none"> ✓ 1 salaried course facilitators (Sandy Sparks) ✓ 1 salaried administrative support ✓ 14 participants (50:50 male/female split. SRF/RF/STF) ✓ Engagement from WMG, WMS, IAS, Engineering. 	<ul style="list-style-type: none"> ✓ 100% positive ✓ Valuable use of time ✓ Really helpful for upgrading managerial skills ✓ Useful for thinking about leadership as part of career planning ✓ Supported reflective learning through unique leadership insights ✓ A good networking opportunity ✓ Very useful to achieve research-activity aims ✓ Very thought provoking ✓ Engaging and entertaining course facilitation ✓ Highly recommend 	<ul style="list-style-type: none"> ✓ Team management ✓ Active listening ✓ Reflective skills pertaining to leadership ✓ Basics of leadership ✓ Identification of leader type and skills ✓ Identification of future leadership goals ✓ How to be prepared for interviews ✓ How to be prepared for funding bid applications ✓ The importance of prioritisation ✓ How to say 'no' to less important things. ✓ How to lead (with a little "I") without being in a Leadership (management) position ✓ How to build leadership skills when not in a leadership position ✓ How to use personal values and beliefs when leading 	<ul style="list-style-type: none"> ✓ Building and managing better relations with external research institutes ✓ Being more strategic in how I see myself as a leader ✓ Being more conscientious about others' perceptions of my leadership style ✓ Supporting decision-making within my research team ✓ Filling the gaps in my evidence for promotion ✓ Supporting students during supervision more effectively ✓ Organizing and managing multidisciplinary research ✓ Considering leadership positions as the next career step ✓ Motivation to continue to develop leadership skills ✓ Confidence to apply for a role with more leadership responsibilities ✓ Realising the need to actively engaged in current leadership opportunities ✓ Recognising that leadership was a career goal 	<ul style="list-style-type: none"> ✓ Successfully securing a new academic post at WMG ✓ Started mentoring scheme as a launchpad for active pursuit of career goals ✓ Research paper proposal ✓ Facilitated a research idea generating workshop ✓ Wrote a NIHR Fellowship application ✓ Applied to new academic openings at the University