

B6



Management of teams dedicated to research, R&D and innovation activities

Here, the notion of “management” should be understood in a broad sense: it may include managing a team or individual – another PhD student, intern, technician or an outside individual. You may draw on your personal management experience or thoughts related to your experience being managed (see “introductory” below).

For employers, it is important to distinguish between “management” (responsibility for the activity and its successful implementation, decision-making) and “leadership” (ability to bring people together, inspire, motivate).

RNCP

MANAGEMENT OF TEAMS DEDICATED TO RESEARCH, R&D AND INNOVATION ACTIVITIES

- **Identify the competencies required within a team**
- **Set up a project team**
- **Identify the key resources** for a team and prepare for changes in terms of training and personal development
- **Assess the work of individuals and the team in relation to projects and objectives**
- **Lead and coordinate a team** engaged in complex or interdisciplinary tasks that may involve multiple partners at national or international level

Examples of competencies

- **Organise a shared calendar**, regular updates, with a positive mindset; prioritise goals
- **Ability to identify everyone's specific way of working**, leveraging their strengths and taking their limitations into consideration
- **Ability to help team members** fit into the project “culture” (respecting deadlines, communication methods etc.)
- **Give everyone a role** to foster engagement
- **RSE** : uphold and promote equal opportunity, inclusion and efforts to combat discrimination: detect problematic situations (e.g. gender-based and sexual violence) and respond in a responsible way
- **Savoir-être** : manage conflict through dialogue and understanding, encourage dialogue at all levels; distinguish between what is negotiable and non-negotiable

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GET YOU
THINKING

For each competency you feel you have developed:

- Would you say that you have simply been **introduced** to it (you have heard about X), or that you have achieved **proficiency** (you are able to do it), **or an advanced level** (you could pass on this competency and train someone)? Explain fully, with factual details to support your assessment.
- **Based on a professional situation/situations you've experienced**, explain in detail
 - How this situation helped you develop this competency (provide factual details, evidence)
 - What you found easy/difficult; did you need help? For what, precisely, and would you still need help today?
 - Were you the leader, or did you follow others, and to what extent?
- **How would you discuss this competency and these examples with people outside of academia (friends or recruiters)** in a convincing way? What would you highlight?

▲ What examples of professional situations can you provide?

- Have you managed a person, team or group project? Have you had to assess each member's work in these groups and report on it?
- Have you been in a situation where there was a misunderstanding or conflict? How was it resolved? Were you directly responsible for resolving the problem?
- Have you helped organise a seminar, scientific event, and have you been a driving force in it at some point?
- Have you had to handle intercultural aspects in your activity?
- Are you involved in one of your university/ laboratory/employer's decision-making bodies and do you contribute to its continuous improvement? (e.g. elected PhD representative for a laboratory, Doctoral School, Doctoral College, or other organisation, SER adviser)
- Have you ever been in a situation where you had to take issues related to combating discrimination into consideration, and/or have you implemented a carefully considered inclusive approach?

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▲ Have you completed training that has helped you strengthen your competency in this area? If so, how?

- Think about training courses completed through the College, offered or recognised by the Doctoral School or in-house training offered by your laboratory or employer
- Explain; see the course catalogue for the College and your Doctoral School

TO HELP YOU PREPARE YOUR REGULAR
ASSESSMENT FOR THIS AREA

- **Identify a strength you have** acquired this year
- **Identify an area you would like to improve** over the coming year and how you plan to do so (training, activities etc.)