

Workshop on Strategic Issues: Review and Conclusions



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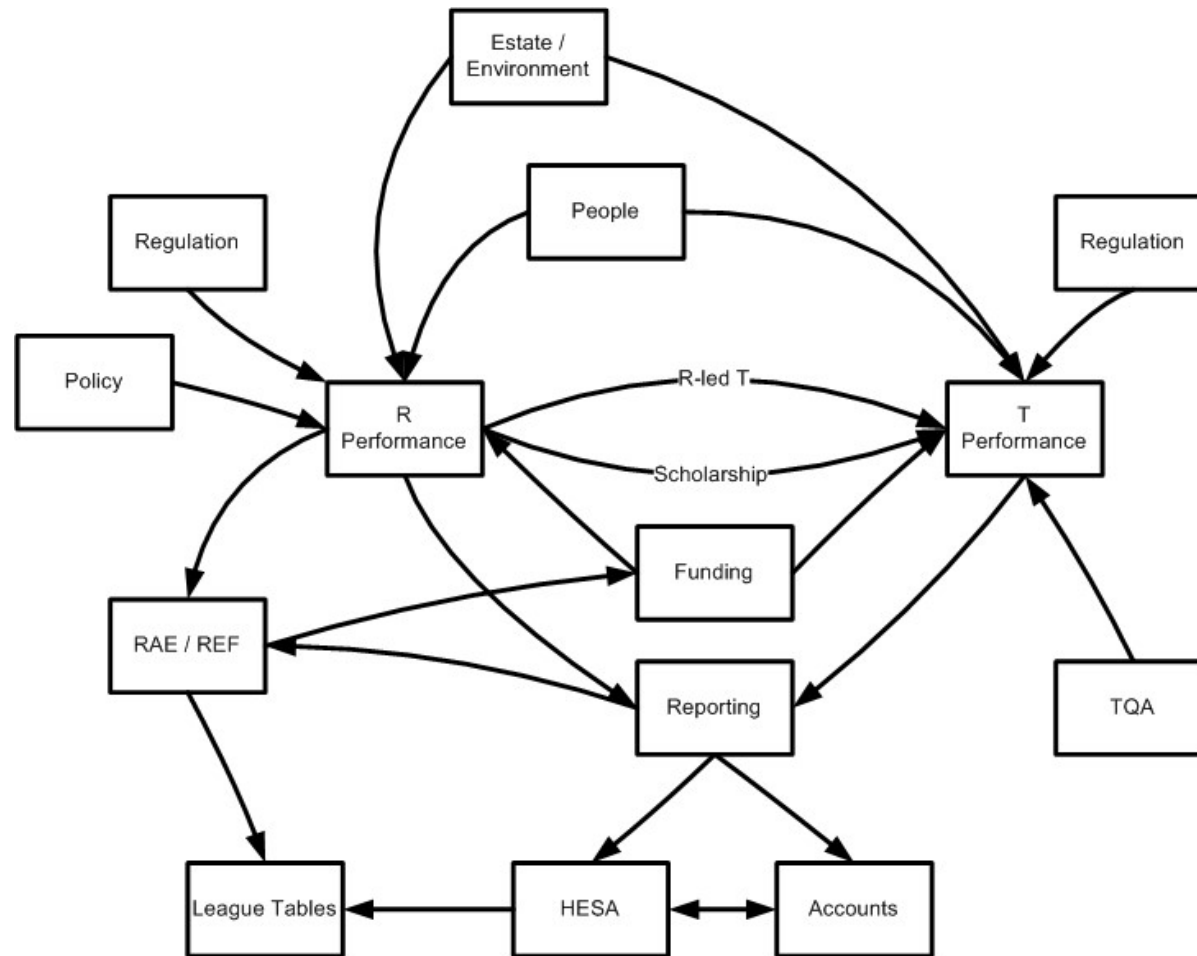
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Case Study Review

- Lack of information, internal and external
- Conflicting choices
- Translation of strategy into plan and action
- Timescales
- Nature of group dynamics
- Use of range of skills

Context: The Competing Demands

- Delivery of excellence
 - Role in economic development
 - Academic agendas versus Government targets
 - The complexity of the organisation
 - Regulation and legislation
 - Operational requirements
- ⇒▶ Multiple effects on research performance



The Skill Set Required

- Diplomat, politician, people manager
- Organiser, manager, project manager
- HR, finance, estates
- Law (contract, company, employment)
- Systems, e-business
- Marketing, PR, communicator, spokesperson
- Technical subject knowledge, market needs
- Policy maker and interpreter

Changes

- Integration of functions
- Professionalisation of the activity and the people
- Active institutional management of research
- A policy-driven environment
- Greater regulation
- Whole-process, whole-life management

The Outcome ...



The Multi-Disciplinary
Multi-Dimensional
Research Manager

Summary of Key Issues

- Connectivity
- Knowledge of issues and activity
- Involvement / engagement / enablement
- Achieving influence
- Realism and pragmatism

Final Questions



- What have you learnt?
- Will it make a difference?
- What are you going to go back and do as a consequence?

Questions and Discussion

