

GRADnet Winter School: Building your Leadership Potential

8-10 February 2016

Discovery Park, Innovation House, Ramsgate Road, Sandwich CT13 9FF

Register [here](#). Registration deadline Tuesday, 5 January 2016

This three-day Residential School will focus on the skills required for effective leadership and team-working. Different leadership styles will be presented and discussed while each student attendee will be given the opportunity to have their preferred team-working style evaluated using the Belbin model*. The Belbin model will also provide attendees with the opportunity to obtain feedback from chosen 'observers', which can be very useful in confirming if the way we think we behave is how other people see us too! This will require attendees to sign up early (by January 5 at the latest) so that appropriate feedback can be collated in advance. There will be short sessions delivered by several relevant leaders which will introduce researchers to leadership from a variety of viewpoints and using different examples, models and theories. Throughout the three days participants will actively participate in a variety of leadership challenges and receive feedback on their leadership and team working skills to help them identify their strengths and develop their own individual style further. Furthermore, participants will learn how best to demonstrate their portfolio of skills to gain employment and to thrive in leadership roles. Please bring your own laptop.

Core activity:

Columbia's Final Mission

This multi-media case tracks the Columbia Space Shuttle mission from launch as NASA engineers and leaders sought to understand the nature and threat associated with an anomaly that occurred on launch.

Over the course of the mission, managers and engineers at NASA analysed the damage, assessed the risks, and decided what to do. Members of the NASA team had different perspectives, opinions and views about the damage, its affect and therefore the actions that would need to be taken. Leadership, organisational culture, communication, personality characteristics, formal systems and job positions are amongst many complex issues that affected the course of the decision-making process. In the event, at the end of the mission, the shuttle disintegrated as it re-entered the Earth's atmosphere, killing the seven astronauts.

Participants will analyse the case using materials supplied by NASA under the guidance of a consultant. As the mission unfolds, they will work in teams, each team taking the role of one of the key NASA managers or engineers. A team experiences *only* those events and has access *only* to information that that person had at the time of the mission. This adds a rich dimension to the case experience as participants recognise how perceptions of the same event can vary. With a combination of team working and plenary discussion, key principles and applications of leadership, management and communication unfold as the workshop progresses.

*(The Belbin Team Role model is a way of measuring preferred behaviour when working within a team. There are no right or wrong answers, and no particular Team Role is 'better' than any others. The underlying idea is to understand your behavioural strengths and allowable weaknesses, and hence use them to best effect. It also provides the basis on which you can adopt new ways of behaving to suit circumstances)