

Columbia's Final Mission: A Study in Leadership and Team Work

GRADnet Winter School

13-15 February 2017

Cumberland Lodge, Great Windsor Park

This workshop will centre around a multi-media case simulation of the ill-fated Columbia Space Shuttle mission. In this mission, NASA engineers and leaders sought to understand the nature and threat associated with a technical problem that occurred on launch. Over the course of the mission, they analysed the damage, assessed the risks, and decided what to do. 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.

Workshop participants work in teams to analyse the simulation, using materials supplied by NASA. Each team takes the role of one of the key NASA managers or engineers, initially experiencing only those events 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 activities and plenary discussion, key principles and applications of leadership, management, team-working and communication unfold as the workshop progresses.

Interspersed with the simulation will be presentations by industry leaders, and discussion sessions on key topics and issues, including: Team working and Belbin roles; Leadership principles and personal constructs; and Coaching.

The aim is a cohesive, integrated learning event in which participants, who may have had little or no work or leadership or team working experience, develop insights into the importance and nature of leadership, and effective team working as skills that they will require in any career – academic, government or private sector.

The workshop will include a social programme focused on the evenings to include a Ghost Tour of Windsor.

The workshop will be led by Dr Trevor Long. Trevor is an independent educator and consultant. He works with business schools and universities teaching and supervising on strategy, leadership, personal development and organisational change, and on research projects for MBA, MSc and executive education programmes in many different parts of the world. His doctoral and recent research activities have developed his passion for understanding how leaders may most meaningfully engage their people to simultaneously enhance both well-being and performance.

Trainers:

Dr Laura Christie, Researcher Development, Royal Holloway University of London

Laura gained her PhD in English Literature in 2009 while teaching at Roehampton University. She then started teaching academic writing to PhD students at the University for the Creative Arts and since 2013 has directed the Researcher Development Programme at Royal Holloway and teaches academic writing. She works with PhD students, advising them with their thesis writing and helping them to develop their writing style as well as improve their English language use.

Professor Pam Denicolo, University of Surrey

Pam, a chartered constructivist psychologist and honorary pharmacist, is an advisor to the GRADnet team on doctoral support and training. For many years she managed and developed the University of Reading Graduate School, providing a substantial contribution to its research methods, generic skills and doctoral supervisor training. Her passion for supporting graduate students and other early career researchers is demonstrated through her numerous successful doctoral candidates and her leading roles in national and international organisations such as the International Study Association on Teachers and Teaching and the Society for Research into Higher Education Postgraduate Network.

Dr Julie Reeves, Researcher Development, University of Southampton

Julie Reeves is the Researcher Development Coordinator at the University of Southampton. She has 14 years' experience of designing and delivering training and development to Postgraduate Researchers, Early Career Researchers and Research Staff. Julie researches and publishes, with Pam and Dawn, in the area of researcher development. Her academic background is in politics and international relations and she maintains an active interest in the internationalisation of education. She is a co-convenor of the Postgraduate Issues Network (PIN) of the SRHE and is a member of the CIPD.