

Summary group work after Ians presentation – Leadership for collaboration

Which competencies are needed?

- Agility
- Communication skills – internal and external, persuasion skills, ability to listen
- Negotiation skills
- Networking
- Change management
- Vision making – broad – beyond HE
- Ability to translate perspectives – science and society
- Understand diversity
- Recruiting for collaboration – (salaries, competencies,...)

Which behaviours are positive in this context?

- Outward looking, outreaching, keep an eye on society
- Collaborators
- Cognitive flexibility
- Proactive (not reactive)
- Engaging
- Open minded
- Allow time for academics to engage with business

Which behaviours should be avoided in this context?

- Rigidity
- Conservative mind-set
- Arrogance, feeling superior, looking down on business people (“baddies”)
- Non-sharing
- Trying to control

Other important issues that affect collaboration

- Funding: a wide variety of sources
- Technology: state of art
- Impact for society
- Globalisation
- Pressure to publish can create an inward spiral
- Increased competition for research funding
- Decreased numbers of students
- Political (social) instability
- Digitalisation
- Immigration