

# Leadership skills

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## BESTPRAC Thematic group meeting

University of Belgrade - School of Electrical Engineering, Serbia

September 6-7, 2022



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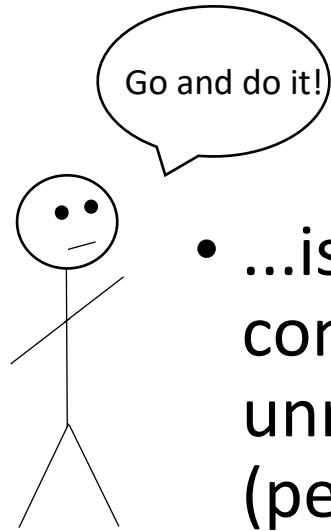
- Leadership
- Management vs. Leadership
- Leadership in RMA
- Self-leadership
- Team leadership
- Exercise



# Leadership: definition

Leadership is the ability of an individual or a group of individuals to influence and guide followers or other members of an organization.

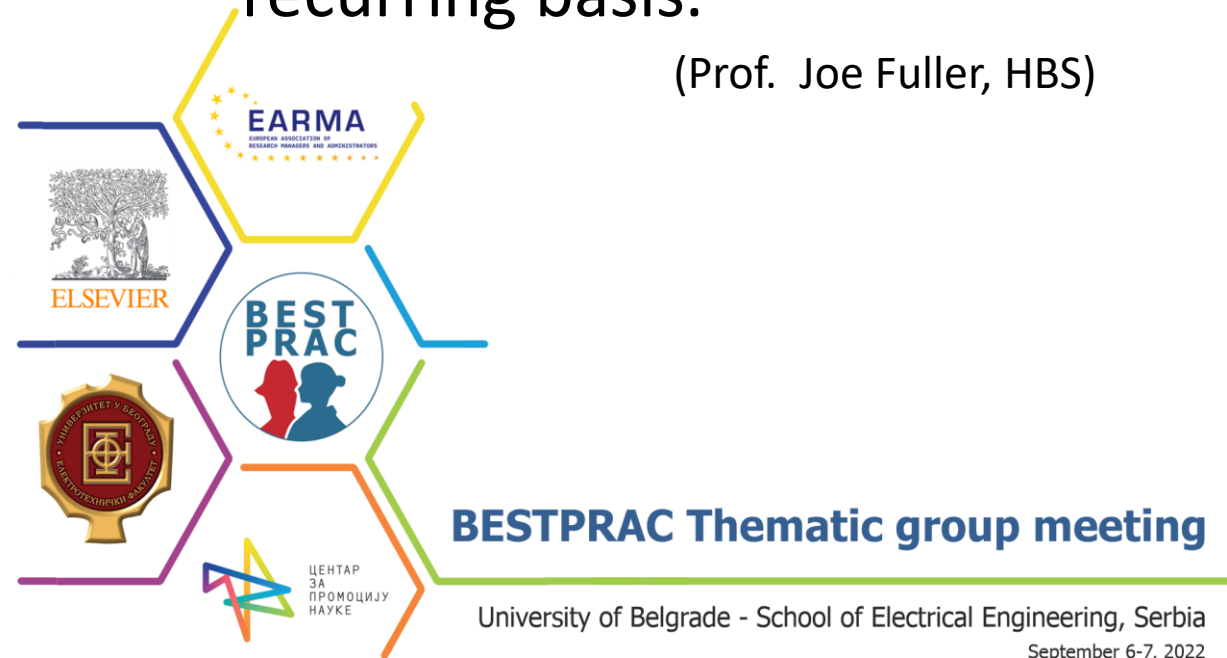




# Management

- ...is getting the confused, misguided, unmotivated, and misdirected (person) to accomplish a common purpose on a regular, recurring basis.

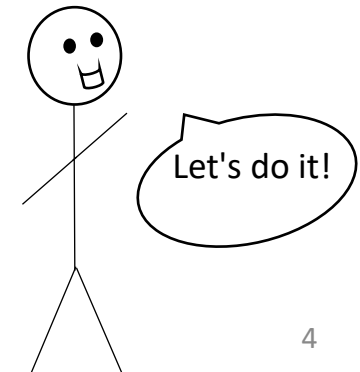
(Prof. Joe Fuller, HBS)



# Leadership

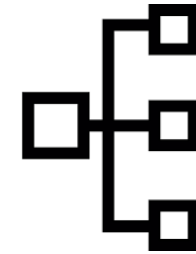
- ...the creation of positive, non-incremental change, ... the empowerment of people to make the vision happen despite obstacles, and the creation of a coalition of energy and momentum that can move that change forward.

(Prof. Nancy Koehn, HBS)



# Leadership vs. management

- Management: focus on systems and structures



- Leadership: focus on people



**BESTPRAC**  
EUROPEAN ASSOCIATION OF  
RESEARCH MANAGERS AND ADMINISTRATORS

**ELSEVIER**

УНИВЕРЗИТЕТ У БЕОГРАДУ  
ФАКУЛТЕТ ТЕХНИЧКИХ НАУКА

ЦЕНТАР  
ЗА  
ПРОМОЦИЈУ  
НАУКЕ

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The image is a complex branding graphic for the BESTPRAC Thematic group meeting. It features a central circular logo with the text 'BESTPRAC' and silhouettes of two people. Surrounding this are various logos and text elements: the Elsevier logo, the University of Belgrade Faculty of Technical Sciences logo, and the Center for Science Promotion logo. The text 'BESTPRAC Thematic group meeting' is prominently displayed in blue, with the event details 'University of Belgrade - School of Electrical Engineering, Serbia' and 'September 6-7, 2022' below it.

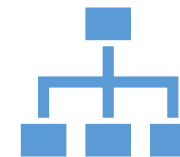
# Leadership in Research Management and Administration



**Self-leadership**



**Team leadership**



**Organisational  
leadership**

# Self-leadership vs. Team leadership

- Self-leadership and leadership are not necessarily linked;
- Encouraging self-leadership brings more engaged and collaboration-prone employees!



# Self-leadership

- To lead oneself



# Team leadership

To lead others:

- Project team(s)
- Office employees
- Whoever you are supposed to lead in (in)formal settings





# Self-leadership

“Mastering others is strength, mastering yourself is true power.”

Lao Tzu



# Self-leadership basics

- Defining self-leadership
- Self-leadership skills
- How to improve your self-leadership skills
- Self-leadership skills for team leaders



# Self-leadership definition

- Self-leadership is the practice of intentionally influencing own thinking, feeling and behaviors to achieve objectives (Bryant and Kazan, 2012).



Source: <http://www.andrew-bryant.com/author/>

# Self-leadership is...

...

- your mission
- your purpose



# Self-leadership skills

ACHIEVEMENT  
ADVENTURE  
AWARENESS  
CHALLENGE  
CONTROL  
CREATIVITY  
ECONOMIC BALANCE  
FAIRNESS  
FREEDOM  
HAPPINESS  
HARD WORK  
HEALTH  
HONESTY  
HARMONY

INVOLVEMENT  
ORDER  
AFFECTION  
COMFORT  
CONFORMITY  
COOPERATION  
DIRECTNESS  
EXPERTNESS  
FLEXIBILITY  
FRIENDSHIP  
HELPFULNESS  
INDEPENDENCE  
INTEGRITY  
LOYALTY

MORALITY/ETHICS  
PREDICTABILITY  
RESPONSIBILITY  
RESPONSIVENESS  
PERSONAL DEVELOPMENT  
POWER  
RECOGNITION  
RISK  
SELF-RESPECT  
SECURITY  
TRADITION  
TRUST  
WISDOM  
SERVICE



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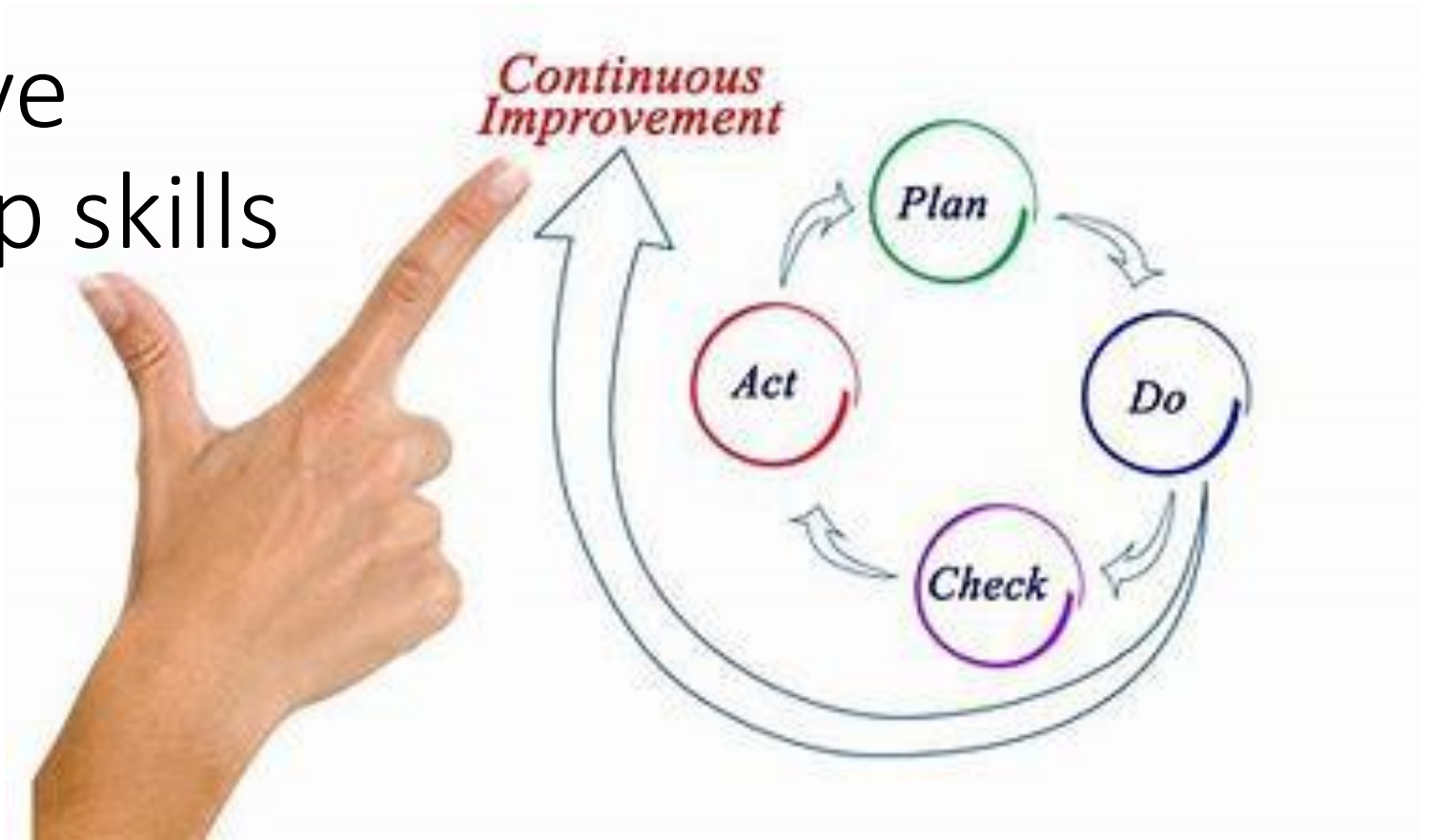
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# How to improve your leadership skills



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# Key things you should know about yourself



The purpose of your life



Your vision of the ideal future



Your core values



Your weaknesses, how you are impacted by them and how you compensate for them



The types of environments that make you thrive



Your unique strengths, talents and gifts



Your personal definition of what success is.



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# How to lead oneself

Be	aware of your own strengths and weaknesses
Set	goals
Keep	track of goal realisation
Adapt	goals if necessary
Lead	yourself to fulfillment
Make	what is important to you a priority!



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# Team-leadership

*"Coming together is a beginning. Keeping together is progress. Working together is success."*

*Henry Ford*

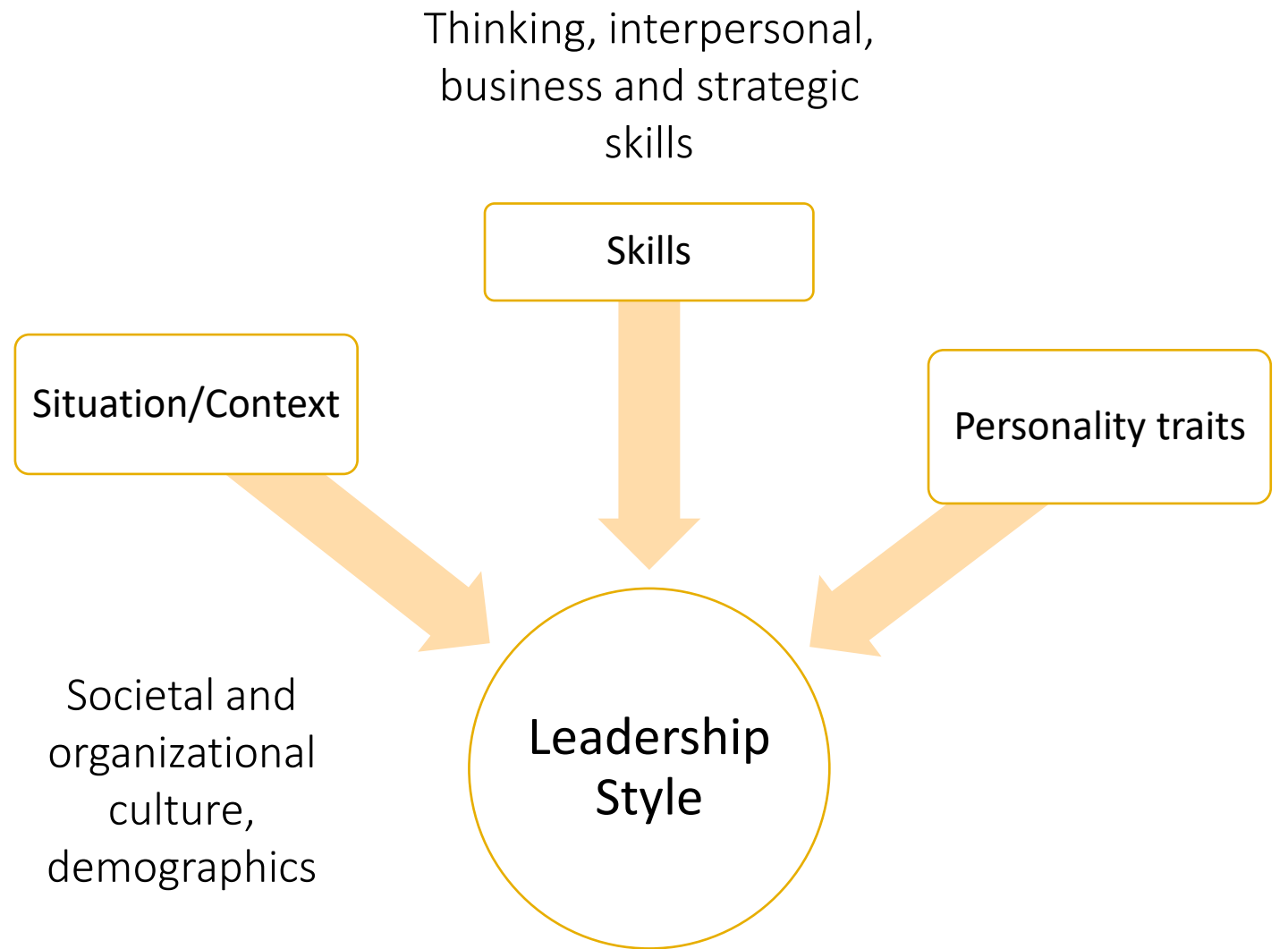


# Creating your (team) leadership style



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*Self assessment helps you know your style!*



- Flattening hierarchies
- More complex jobs
- Global/international teams
- Uncertain and changing environment
- Empowered and engaged employees with decision-making abilities



# Team leaders should take care of the:

- **Person:** caring, empathy, their own goals and expectations
- **Team:** as a whole, each person is one piece of a puzzle – collective attitude is important, encourage and model both self-leadership and leadership
- **Work:** both previous points and the leader's skills to manage both, can have huge good or bad impact on the tasks to be performed.



# Self-assessment feedback

Self-assess and ask for feedback from (trusted) others:

- Do your actions match your intentions?
- Are you doing what you say you do?
- Are there areas where you're being ineffective? If so, what is causing that? What can you do to address that?

*The truth about yourself will ground you as you decide and choose how to spend your time and energy.*



# Team leadership skills

- Motivating and inspiring a team requires a different skill set than the "managerial" functions of planning, organising and controlling.

Two critical *leadership* skills:

The ability to be vulnerable – a willingness to admit mistakes and acknowledge your weaknesses to others.

The ability to invite a dialogue of opposing viewpoints – a desire to learn from others, and to hear their truths.

Anyone who is willing to learn and grow is capable of building strong teams – it just takes commitment, practice and personal courage.

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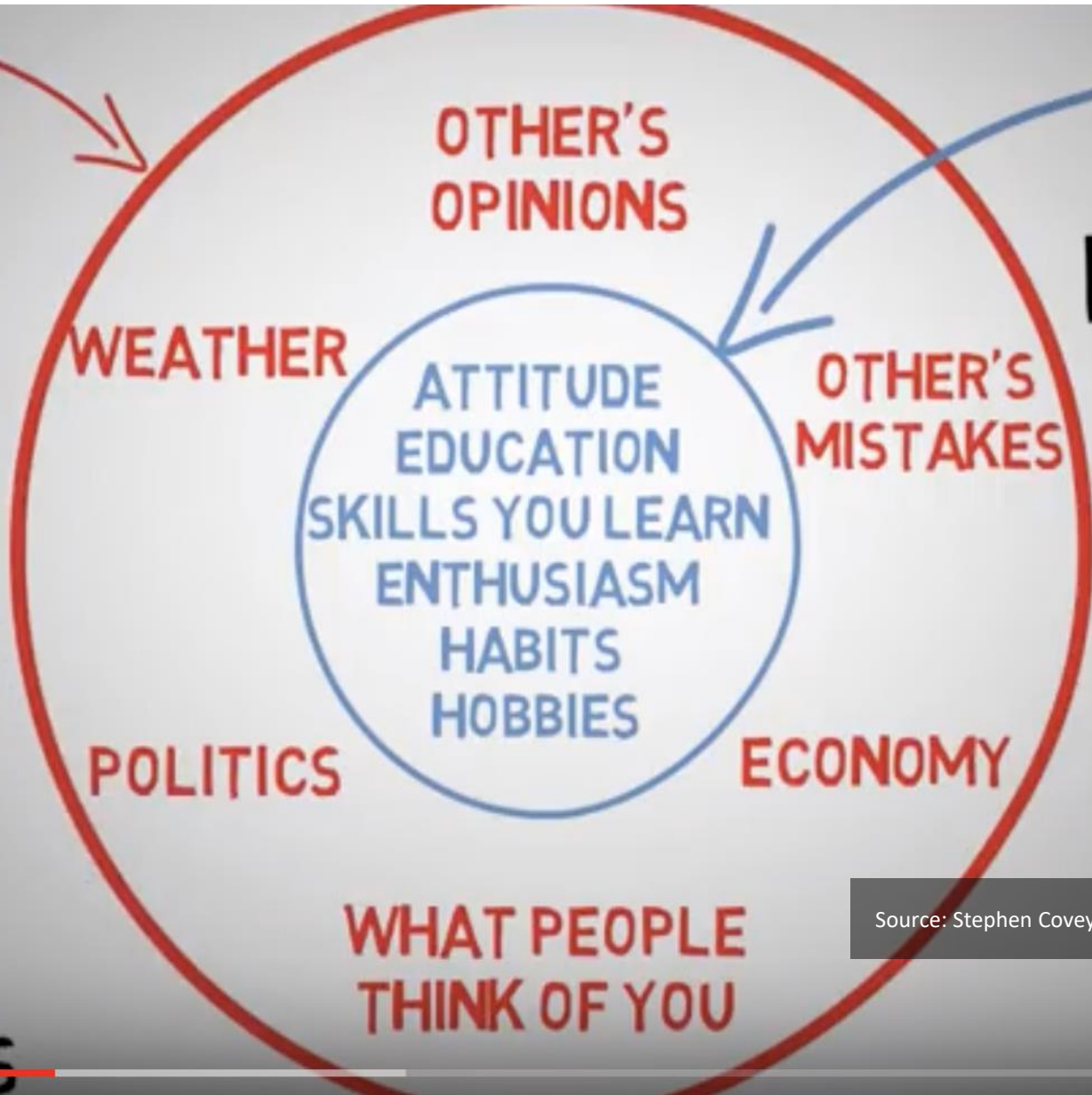


**CIRCLE OF CONCERN**  
**REACTIVE**

**CIRCLE OF INFLUENCE**  
**PROACTIVE**



**COMPLAIN ABOUT CIRCUMSTANCES**



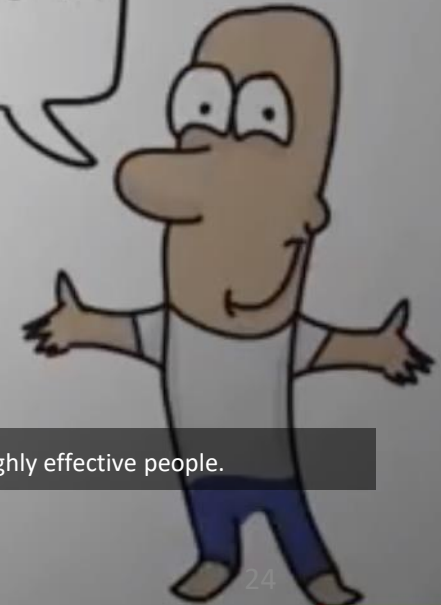
Source: Stephen Covey (1969). The 7 habits of highly effective people.



MY TEACHER IS SO STUPID, AND THAT'S WHY I FAILED!!

DAMN, I BETTER STUDY HARDER! NO ONE TO BLAME BUT MYSELF!

**FOCUS ON WHAT YOU CAN CONTROL  
TAKE RESPONSIBILITY**



Source: Stephen Covey (1969). The 7 habits of highly effective people.



## Excercise

„The best day of your life is the one on which you decide your life is your own. No apologies or excuses. No one to lean on, rely on, or blame. The gift is yours - it is an amazing journey - and you alone are responsible for the quality of it. This is the day your life really begins.”

Anon

„Man cannot discover new oceans unless he has the courage to lose sight of the shore.”

Andre Gide



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# Would you like to improve your leadership style?

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Pick one leadership behaviour you want to IMPROVE

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Pick one leadership behaviour you want to MAINTAIN

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Is there one behaviour (from your own experience of others' feedback) you would like to REDUCE or CHANGE?

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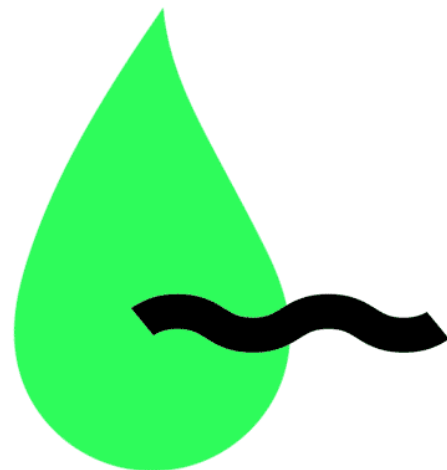


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# Thank you!



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