

Leadership for impact

Joining link: TBC

Start: XXX

- Introductions
- Leading impact: the empathic leadership model

Session 1: The purpose of an impactful leader

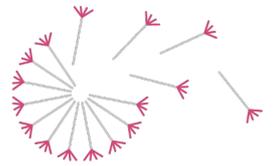
- Individual exercise: What is the most important thing you would like to achieve as a leader?
- Individual exercise: What inspires you most in your role?
 - Worked example (with volunteer): asking why to understand the identities and values that drive you
 - Paired exercise: why are you inspired?
- Individual exercise: Revise what you said you wanted to achieve to make it more authentic to who you are and to better enact your values

Session 2: Bridging expertise – how to connect people and ideas to change the world

- Individual exercise: Create your own impact network map, considering people in your institution, disciplinary networks and non-academic networks
 - Paired exercise: discuss key strengths, biases and gaps in your networks
- Individual exercise: Choose an influencer or a hard-to-reach group and use the 3i's approach to analyse their relative interest, influence and impact, to inform your engagement strategy
- Individual exercise: Use these insights to identify between 3-5 individuals you would like to add value to
 - Paired exercise: discuss ways to build trust and mutual impact with one of these individuals each
- Influencing skills: what is the difference between influence and manipulation (answers in chat)? An exercise to keep you on the right side of the red line
- Case study and discussion

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Session 3: Leading to serve

- Individual exercise: Revisit what you said you wanted to achieve and ask
 - How self- or other-regarding are your goals?
 - Might the achievement of any of your more self-regarding goals have a negative impact on others?
 - How might others benefit when you achieve your goals?
 - What single thing could you do on the pathway to reaching your goals that would have the greatest positive impact on the people you work with?
 - How else could you increase the benefits for others that will arise from you achieving what you want as a leader?
- Paired exercise: discuss how you adapted your goal(s) and what actions you need to take
- Plenary discussion: share actions you are planning in the chat

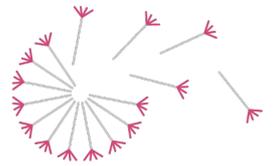
Session 4: Taking action

- Tools for impactful leaders
- Participatory change: how small changes can have big impacts
- Individual exercise: questioning your assumptions – moving from conversations to actions and from can't do to can do
- Individual exercise: Design your own leadership experiment
- Write in chat: what is the first action will I take? Provide your email address and I'll contact you in a month to remind you and see if I can help

Close: XXX

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Trainer

Mark Reed is Professor of Rural Entrepreneurship and Director of the Thriving Natural Capital Challenge Centre at Scotland's Rural College (SRUC), and a Visiting Professor at Newcastle University, Birmingham City University and the University of Leeds. He has over 200 publications that have been cited more than 20,000 times and has won awards for the non-academic impact of his research. He is author of *The Research Impact Handbook*, *The Productive Researcher* and *Impact Culture* and CEO of Fast Track Impact. He provides training and advice to Universities, research funders, NGOs and policy-makers internationally.



Fast Track Impact

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We run training for researchers from every discipline, from PhD students to Professors, from departmental away days to cross-institution training days. We have trained >10,000 researchers from >200 institutions in 55 countries.

Fast Track Impact was co-founded by Prof Mark Reed (SRUC) and Dr Ana Attlee (Project Maya Community Interest Company) in 2013, funded by the UK Government's Research Councils, and launched as an independent spin-out company in 2015, led by Prof Reed (CEO) and Dr Joyce Reed (Managing Director).

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