

● **Leading through change – the things they never tell you!**

Increasing diversity, complexity, change and flux in the Higher Education and Research Management context requires constant responses and changed ways of working by Research Managers. Our capacity to adapt and be resilient to change is nowadays essential for our success. Change management is used along a spectrum, from the mechanistic (i.e., a tools or techniques) to human-centric (i.e., cultivating change) within the Higher Education and Research Management context. As research managers, we need to ask how we can learn from theory and practice; what skills and competencies we need to be agents of change within the Higher Education and Research Management context; and how we best respond to challenges and barriers to change including diverse values and ideologies within teams or stakeholders.

The session's objectives are to:

- Deliberate on understandings of change management from both theory and practice, and within the Higher Education and Research Management context;
- Explore what it means to be agents of change, and what skills and competencies are needed;
- Share and brainstorm tips, tricks and lessons learned when leading and managing change, and overcome any challenges and barriers to change i.e., what works and what does not work.

This session will a highly interactive session with focus on collective sharing, learning and brainstorming on the different stages of change. Attendees will be invited to share their experiences of how they have led, managed or lived through change! In addition to learning some of the theory behind change, focus will be on the things that were learned by doing, i.e. the things that no-one told us!

Programme Layout:

- Session introduction: Objectives and change management theories and praxis (15 minutes)
- Practical information on session format (5 minutes)
- Rotating discussion tables: participants will rotate between 4-5 tables each with a discussion topic in relation to the objectives; and add on/challenge/discuss what is already on the table (45 minutes)
- Feedback by facilitators: a facilitator will remain at each table throughout the participation rotations and provide a summary of the discussion points accumulated by all participants passing by that table, on the particular topic (25 minutes).

The outcomes are collective sharing, learning and brainstorming enabling us to be more effective and appropriate agents of change to innovatively respond to today and tomorrow's societal challenges.

Presenters:

- Ms Eva Björndal, King's College London (United Kingdom)
Eva Björndal is the Director of Pre- and Post-Award at King's College London, UK. She has worked in research management and administration for a total of 19 years and has been leading and implementing change both at King's College London and previous institution.
Since 2010 she has been an active member of NCURA, having served as Chair of NCURA's International Region twice, as a member of the Select Committee on Global Affairs, as a member of the Nominating & Leadership Development Committee and the PDC Educational Programming Subcommittee. She is currently serving as an NCURA National Board Member.
- Mr Robin Drennan, University of the Witwatersrand (South Africa)
Robin Drennan has a PhD in Chemistry from Rhodes University, awarded for the investigation of pyrotechnic reactions. He has practiced as an applied researcher in a public company, AECI, and a science council, CSIR. He worked at a national funding agency (National Research Foundation) where he managed many different programmes. In 2011 he joined the Wits University as Director for Research Development. His role entails leading, encouraging and supporting research across the University. In 2010 Dr Drennan won a Golden Quill award for research reporting, in 2017 a SARIMA award for distinguished contribution to the Research Management Profession and has Senior Research manager recognition from the IPRC.

- Ms Renee Le Roux Goretsky, University of the Witwatersrand (South Africa)
Renee Le Roux Goretsky is currently the Head of Pre-Award Support at the University of the Witwatersrand, Johannesburg in South Africa. She has over 20 years research management experience in South Africa and Canada. She has been instrumental in leading change within institutional structures through policies and business processes. In addition, she has initiated and developed research networks for knowledge fields' development and advancement, including in marine science; biosystematics; education; and Indigenous knowledge. She sees herself as an advocate for transformative change in research management through decolonising lenses, and her recent PhD thesis focused on Indigenizing water governance in Canada.
 - Ms Daniela Amadio, Kings College London (United Kingdom)
Daniela Amadio is the Director of Award Services at University College London (UK), leading the research services division in charge of proposal development, pre-award, project management and post-award for research and innovation projects across the University.
Daniela has experience in grant writing, pre-award support and project management. She is interested in internationalisation of research and professionalisation of RMA career. She also serves as Treasurer in the Executive Committee of Region VIII at NCURA (US National Council of University Research Administrators).
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