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| Approach: **Communicating direction in ways people can believe in** |
| Name: **Rob Wilson**  Role: **Principal Lecturer, HWB** |
| It’s about understanding the strategy and then making sure you contextualise it for the individual. Having the 4 pillars won't automatically make sense to everyone so it’s the job of leadership to translate and individualise it for others.  I had a conversation with a senior lecturer, they wanted to produce 4 papers a year and were frustrated that their teaching was getting in the way. I had to explain that 4 papers a year is outstanding even in a research intensive University - but that’s not us. Teaching is most important thing here and it’s through excellent teaching, improved NSS which ultimately leads to income and creates space for more research, but we have to get the teaching right. We can build time for more research from strong student recruitment which comes from good teaching. It's about finding the hook of what is important to them. *You have to find out what reaches someone, as soon as you can work out what they want its easier to get them to do what you need"*  No-one comes here to do a bad job. We need to discover and unlock the thing that they care most about. We do this thing now where we use information sharing. We look at the profit and loss account and say - that’s the income, what do you think? How much time can we buy out for research? It gives them responsibility by showing trust and being open and transparent. |