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| Approach: **Creating the right conditions** |
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| You need to recognise that great ideas come from everywhere - you don’t need to be a professor to have a good idea. You have to encourage two way conversations, you should never disregard people's opinions, this disengages people and disengaged people don’t help team working or even achieve goals. You need to invest in relationships. I remember a former colleague who was a senior leader used to pop his head around the office door every morning for a chat to see how everyone is doing. You can't just only speak to people when you want something. You have to invest in people and show an interest in their lives. These are highly intelligent people, all with PhDs, you need to engage with them to get the best from them.These people skills aren't always natural skills however. I was the geek at school with the brief case and the calculator so I have had to learn the skills, watch people and how they react - same with teaching. Observe others and take away new approaches.***When it comes to working with module leaders its important you give them space to lead their own module. You can't be a dictator.*** You want to respect people and allow them to use their expertise. We have a course team meetings and do have very open and frank discussions and through that have developed good relationships which means when there are conflicts I say "can I have a quick chat". Then you are straight with people they can be that surprised it usually resolves it straight away!  |