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| Approach: **Focusing on Goals** |
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| In addition to the research centre I am responsible for I have taken over interim leadership of a separate research centre. It is a research centre of brilliant individuals but the finances are not good. I have been very open with them about the financial position we are in. I have said that the majority of our income has to be earned, it can be achieved through regulated funding, contract research, consultancy or service delivery. To achieve target, the more we cost, the more we have to earn, however it is the balance of the collective that is more important than individual heroics. ***I have been clear that we are under the spotlight, but I believe that as team we can deliver.***Most staff have not seen the finances before. They are running a deficit that hasn't really been managed and I need to change that. There is a different culture from my other research centre. They have had considerable autonomy and work in three teams - rather than one team. I am trying to bring it all together by getting the leaders to see the big picture. I think I have changed the mood in the camp with some early wins. Individuals have been empowered to go for some contracts they would not have otherwise considered. It's about overcoming that fear of failure as it seemed they were inward looking and waiting for work to find them rather than going out and winning it. With one opportunity, rather than argue about why we shouldn’t do it we wrote the bid, did the pitch and although didn't win the job, it was a confidence boosting experience for those involved. On another contract I gave one of the leaders a new challenge. I created the conditions for him to put a bid in which generated income and investment. He was successful and did his confidence a lot of good. This then transmits through to team as a "can do" mentality. This approach is far more favourable than me winning work and then dumping it on people because by empowering and encouraging people you get ownership of work and commitment. |