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| Approach: **Taking Responsibility** |
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| Its important to get to know people as individuals and behave in a way that appeals to their psyche. That's not about being weak it's just about being reasonable and working with equitable discretion. In my other research centre of 18 people, more than a dozen have their own purchase cards which they use out of the office a lot. It gets business done immediately. My view is that when you are on University business it shouldn't cost you anything but you shouldn't make anything either. In my new research centre very few have purchase cards, I think there is an element of fear and lack of meaningful autonomy. When you're not performing financially it knocks your confidence and creates a ‘we are not allowed’ mentality and a fear of the 'mythical they'. ***So autonomy is good but needs to be within a framework, so everyone knows what success looks like***. I sent out a communication with some measures of success and created some clarity of expectation for the current financial year. I was touched by some of the positive emails that came back saying "I now know at I'm supposed to do".  I'm determined to change the culture around ownership. We have to go out looking for work, not just expect it to come to us. I'm trying to do this by having an external focus and belief that has been lacking. We will then achieve a lot together. The culture we need is having shared glory as a team. When we have a successful outcome we won't be saying "I won it" or "she won it" etc. Everyone who contributes shares the glory together and we make a point of celebrating success. |