Professional Development Workbook

Prework; Evaluation, Guidance, Reflection

Step one: Evaluation

Evaluate: Having completed the training needs analysis, you have identified area(s) to focus your growth and learning. Once you have identified areas for professional growth from the self-assessment tool, refer to the RM Comp to access 800 learning outcomes to support your career development **(refer to section 2 for more information).**

Step two: Guidance

Seek Guidance: Discuss with your manager or a trusted colleague **how your engagement with Cardea may help you in your current role and/or in your career progression.**

> *NOTE: Using the RM Comp as a tool and the results of the analysis exercise, select skills and/or competencies to develop with input from a mentor and/or supervisor.*

Step Three: Reflection

Write your Personal Development Plan based on your reflections, conversations, and training needs assessment. But first, capture some thoughts in the pre-work reflection template below.
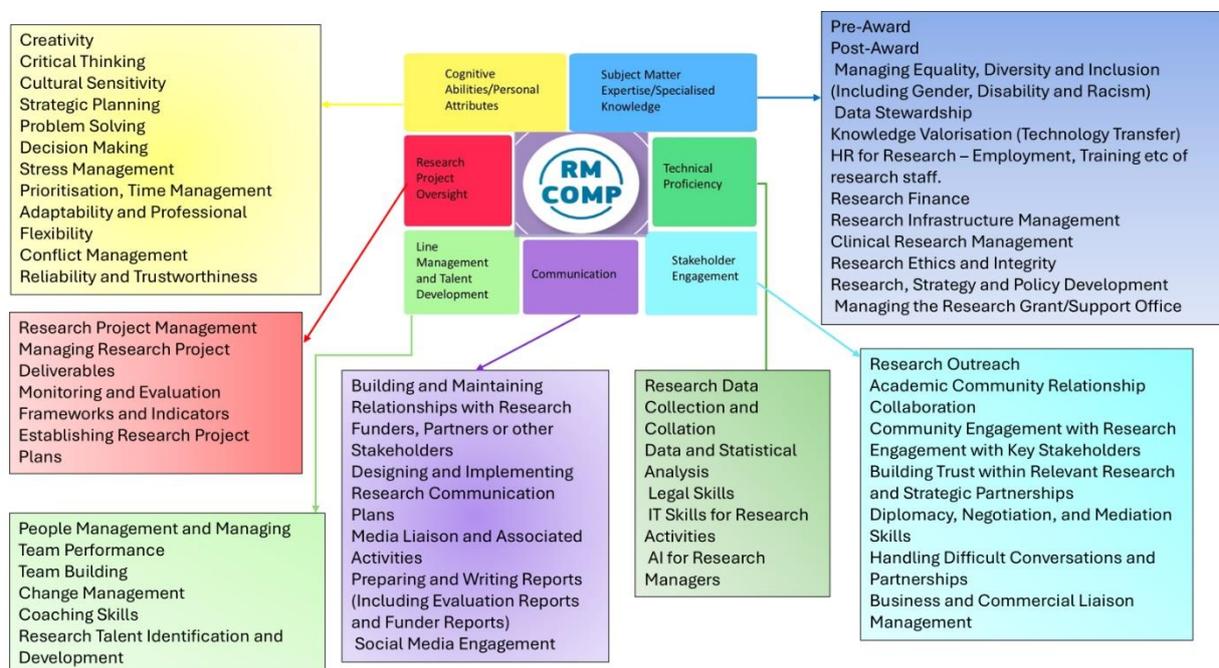
1. What do you hope to achieve by engaging with RM Comp?

2. Would you like to change and/or develop anything? We encourage you to reflect throughout this process.

3. Choose one practical application your learning may have within your organisation (team working, stakeholder relationships, projects you are involved in, etc.).

4. What skills and attitudes will you need to develop to achieve this?

5. Skill/Competency to Develop:

Cognitive Abilities/Personal Attributes
Creativity
Critical Thinking
Cultural Sensitivity
Strategic Planning
Problem Solving
Decision Making
Stress Management
Prioritisation, Time Management
Adaptability and Professional Flexibility
Conflict Management
Reliability and Trustworthiness

Subject Matter Expertise/Specialised Knowledge
Pre-Award
Post-Award
Managing Equality, Diversity and Inclusion (Including Gender, Disability and Racism)
Data Stewardship
Knowledge Valorisation (Technology Transfer)
HR for Research – Employment, Training etc of research staff.
Research Finance
Research Infrastructure Management
Clinical Research Management
Research Ethics and Integrity
Research, Strategy and Policy Development
Managing the Research Grant/Support Office

RM COMP

Research Project Oversight
Research Project Management
Managing Research Project Deliverables
Monitoring and Evaluation Frameworks and Indicators
Establishing Research Project Plans

Technical Proficiency
Research Data Collection and Collation
Data and Statistical Analysis
Legal Skills
IT Skills for Research Activities
AI for Research Managers

Line Management and Talent Development
People Management and Managing Team Performance
Team Building
Change Management
Coaching Skills
Research Talent Identification and Development

Communication
Building and Maintaining Relationships with Research Funders, Partners or other Stakeholders
Designing and Implementing Research Communication Plans
Media Liaison and Associated Activities
Preparing and Writing Reports (Including Evaluation Reports and Funder Reports)
Social Media Engagement

Stakeholder Engagement
Research Outreach
Academic Community Relationship Collaboration
Community Engagement with Research
Engagement with Key Stakeholders
Building Trust within Relevant Research and Strategic Partnerships
Diplomacy, Negotiation, and Mediation Skills
Handling Difficult Conversations and Partnerships
Business and Commercial Liaison Management

Example: *To map the skills and competencies I want or need to develop, I have reviewed the RM COMP framework to identify areas most relevant to my current and future career goals. While I have strengths in research oversight and subject matter expertise, I recognise the need to further develop competencies in Line Management and Talent Development, particularly in areas such as team performance management, coaching skills, and research talent identification and development. Additionally, I aim to strengthen my Technical Proficiency in Data Stewardship, AI for Research Managers, and Legal Skills, as these are becoming increasingly critical in the evolving research environment. I also see value in enhancing my Stakeholder Engagement skills, especially in building trust within strategic partnerships and handling difficult conversations, to ensure effective collaboration and long-term impact in interdisciplinary and cross-sector projects.*

Cognitive Abilities/Transversal Skills

Cognitive abilities generally refer to a set of transferable skills that are relevant across various tasks and situations. These skills are often considered necessary for effective leadership, management, and collaboration in diverse organisational environments, including research. Also known as transversal skills, they enable overall professional success and adaptability.

Examples of Cognitive Abilities included but are not limited to:

Creativity

Critical thinking

Cultural Sensitivity

Problem Solving

Strategic Planning

Decision Making

Stress Management

Prioritization Time Management and Multitasking

Adaptability and Professional Flexibility

Example: Cognitive Abilities/Personal Attribute
Develop critical thinking skills through reading and discussing academic literature relevant to your field.
Attend workshops or training sessions on problem-solving techniques and strategic planning.
Engage in interdisciplinary discussions to broaden your perspective and enhance creativity.

Technical Proficiency

Technical proficiency refers to the ability to use specialised tools, methods, and technologies relevant to the research field/area/organisation. Individuals with technical proficiency can successfully navigate and contribute to the resolution of complex problems within that technical context.

Examples of technical proficiency competencies included but are not limited to:

- Research data collection and collation.
- Data and statistical analysis
- Legal Skills
- IT skills for research activities

Example: Technical Proficiency
Identify specific technical skills relevant to your research area and set goals for improvement.
Enroll in online courses or workshops to enhance proficiency in research data analysis tools and methods.
Collaborating with colleagues or seek mentorship to learn new techniques or technologies

Research Project Oversight/Management

Research project oversight/management refers to the planning, execution, monitoring, and general management of research activities to achieve specific research project results within pre-defined constraints such as time, budget, and research scope.

Examples of Research Project Oversight/Management competencies included but not limited to:

- Research Project Management
- Managing research project deliverables
- Designing monitoring and evaluation frameworks and indicators
- Establishing research project plans

Example: Research Project Management/Oversight:
Review past research projects you have managed and identify areas for improvement in project planning and execution.
Seek feedback from colleagues or supervisors to identify strengths and weaknesses in your project management approach.
Develop a project management toolkit with templates, checklists, and best practices to streamline future projects.

Stakeholder Engagement

Stakeholder engagement refers to activities and initiatives designed to connect research with external audiences, stakeholders, and the broader community.

Examples of Community Engagement include but not limited to:

- Research Outreach
- Academic community relationship collaboration
- Community Engagement with Research
- Provision of training for outreach engagement
- Engagement with key stakeholders

Example: Community Engagement:
Assess your current level of engagement with external stakeholders and communities.
Identify opportunities to expand your network and deepen relationships with key stakeholders.
Volunteer for outreach activities or community service projects to enhance your engagement skills and broaden your impact.

Line management and Talent Development

Line Management and talent development are two important factors both of which are critical within a research project, a research organisation, a research team and/or other specific team leadership activities.

Examples of Line Management and Talent Development included but not limited to:
- People Management and managing team performance.
- Team Building
- Change Management
- Coaching skills
- Research talent identification and development.

Example: Line Management and Talent Development:
Reflect on your experience managing teams and developing talent within your organisation.
Identify areas for improvement in leadership and team-building skills.
Seek mentorship or coaching to enhance your ability to support the professional development of your team members.

Communication

Communication refers to the exchange of information, ideas, and feedback both within the research team and with external stakeholders.

Examples of Communication included but not limited to:
- Building and maintaining relationships with research funders, partners or other stakeholders
- Designing and implementing research communication plans
- Media Liaison and associated activities
- Preparing and writing reports (including evaluation reports and funder reports)
- Social Media Engagement

Example: Communication:
Evaluate your communication skills in both written and verbal formats.
Set goals for improving communication with internal and external stakeholders.
Practice active listening and seek opportunities to receive feedback on your communication style.

Subject Matter Expertise

Subject matter expertise refers to a thorough understanding of the specific specialised area or field associated with an organisation and/or individual roles within an organisation.

Examples of subject matter expertise competencies included but not limited to:

- Pre-Award
- Post Award
- Managing equality, diversity and inclusion (including gender, disability and racism)
- Data Stewardship
- Technology Transfer
- HR Research – Employment, training etc.
- Research Finance
- Clinical Research Management
- Research Ethics and Integrity
- Research Infrastructure Management
- Research, Strategy and Policy Development

Example: Subject Matter Expertise/Specialised Knowledge:
Assess your current level of expertise in key subject areas related to your role as a research manager.
Identify gaps in knowledge and create a plan to address them through self-study, training, or networking opportunities.
Participate in conferences, seminars, or webinars to stay current on the latest developments in your field of expertise.

Goal Setting

Goal setting plays a pivotal role in personal and professional development, serving as a compass that guides you toward your desired outcomes. Setting clear and achievable goals allows you to establish a personalised roadmap for success, providing direction and focus to a desired competency level. Goals create a sense of purpose and motivation, inspiring individuals to act and persevere in the face of obstacles. Moreover, goal setting breeds accountability and self-discipline, as you commit to specific targets and track your progress over time. It encourages reflection and growth as you evaluate their performance and adjust your strategies accordingly. Ultimately, goal setting empowers RMs to realize their full potential, driving continuous improvement and achievement.

Use **SMART** Criteria to describe your goals:

S - Specific, **M** - Measurable, **A** - Action Oriented, **R** - Realistic; within your control and **T** - Time constrained

Action Plan

Short-Term Goals	Medium-Term Goals	Long-Term Goals
(3-6 months)	(6-12 months)	(12+ months)
• **Identify one competency area to focus on initially and set specific, achievable goals.** • **Schedule regular check-ins with a mentor or supervisor to track progress and receive feedback.**	• Expand your focus to additional competency areas, setting milestones and timelines for achieving progress. • Seek opportunities for professional development, such as workshops, conferences, or online courses.	• Continuously assess and adjust your personal development plan based on evolving priorities and feedback. • Aim to achieve mastery in each competency area over time, recognising that development is an ongoing process.

Reflection and Evaluation:

- ✓ Regularly reflect on your progress toward achieving your development goals.
- ✓ Evaluate the effectiveness of your actions and adjust your plan as needed.
- ✓ Celebrate successes and learn from setbacks to continuously improve and grow as a research manager.

PDP Templates

PDP- 12 MONTHS

Name_____   Date:_____

CURRENT SITUATION	What training and development opportunities am I currently undertaking?
Career Goal(s)	What is my 12-month Career Goal? (using SMART criteria)
Competency Gap	What skills, knowledge or resources do I need to achieve the career goal(s)?
Actions	What actions will you take to address the competency gaps?

Evaluation	How often will this plan be reviewed, and by whom?

Name_____   Date: _____

Career Goal		
What is your 3-6-12-month career goal (using SMART criteria)		
Competencies GAP	**ACTIONS**	**TIMEFRAME**
What skills, knowledge or resources do you need to achieve the career goal(s)?	*What actions will you take to address each skill gap?*	*What actions will you take to address each skill gap?*