



National Organization of Research Development Professionals

Leadership without Authority

Succeeding Anyway at Research Development

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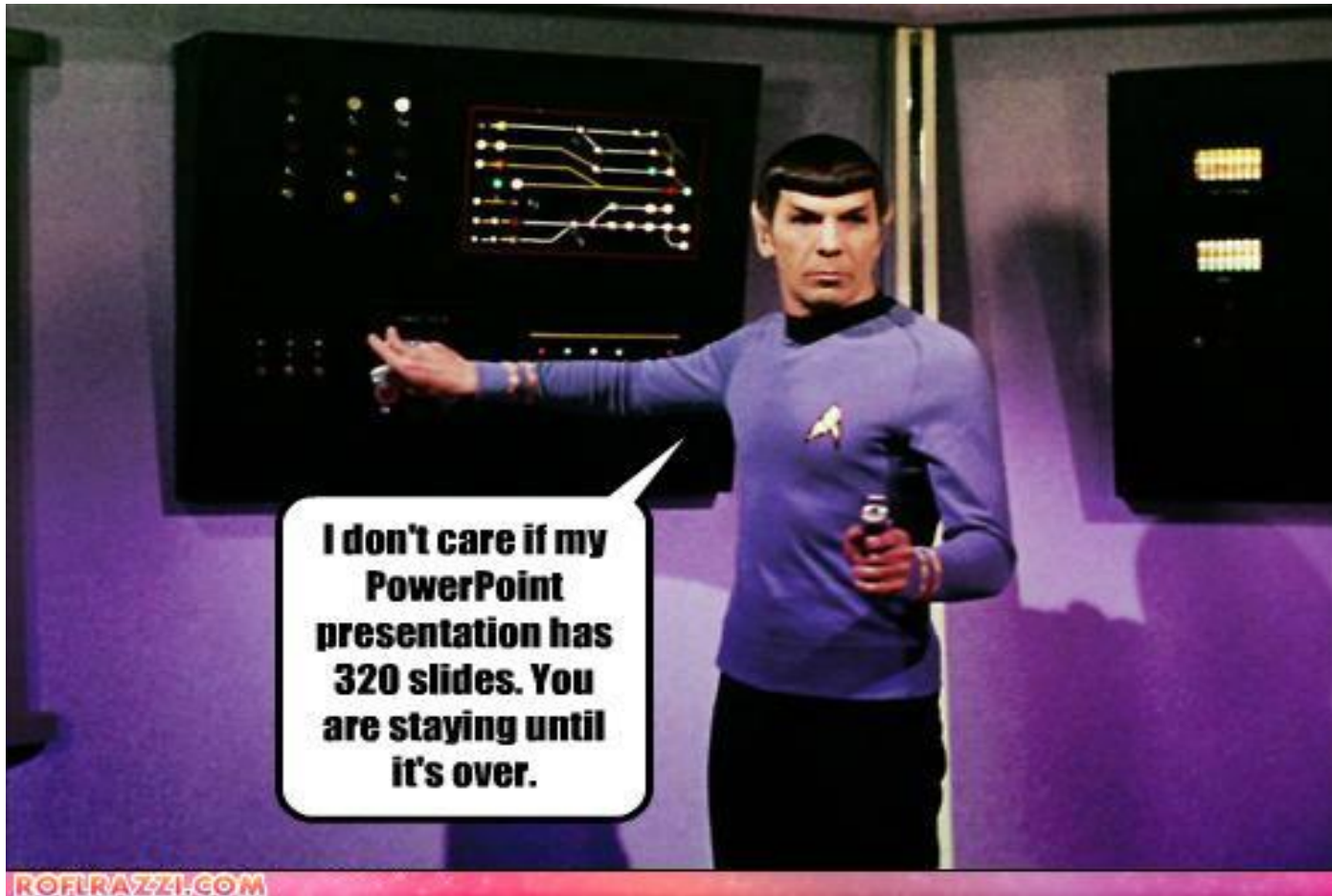
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What are we talking about?

Leadership without Authority...

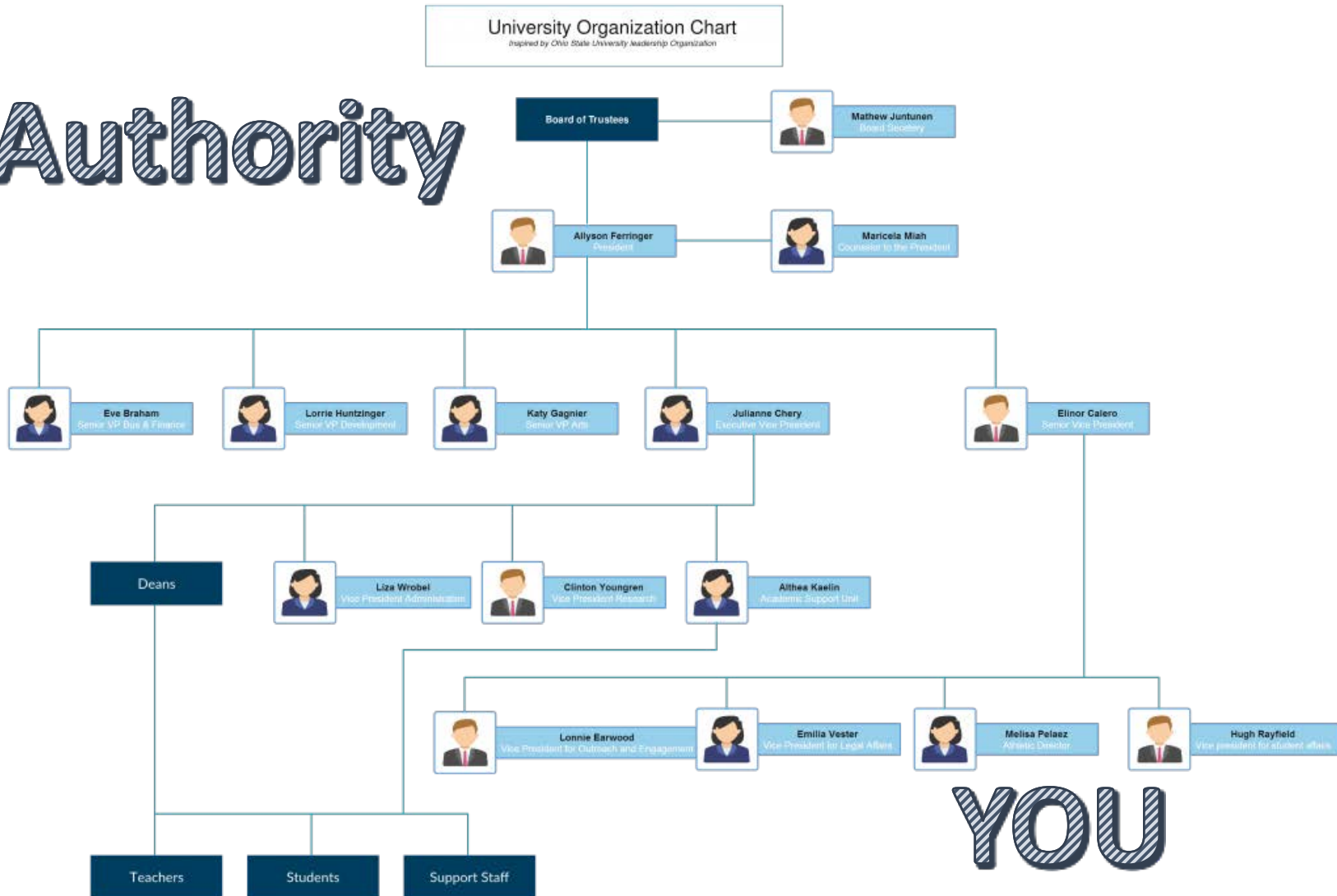
What is it?

Why should you care about it?

Particularly relevant for academic institutions



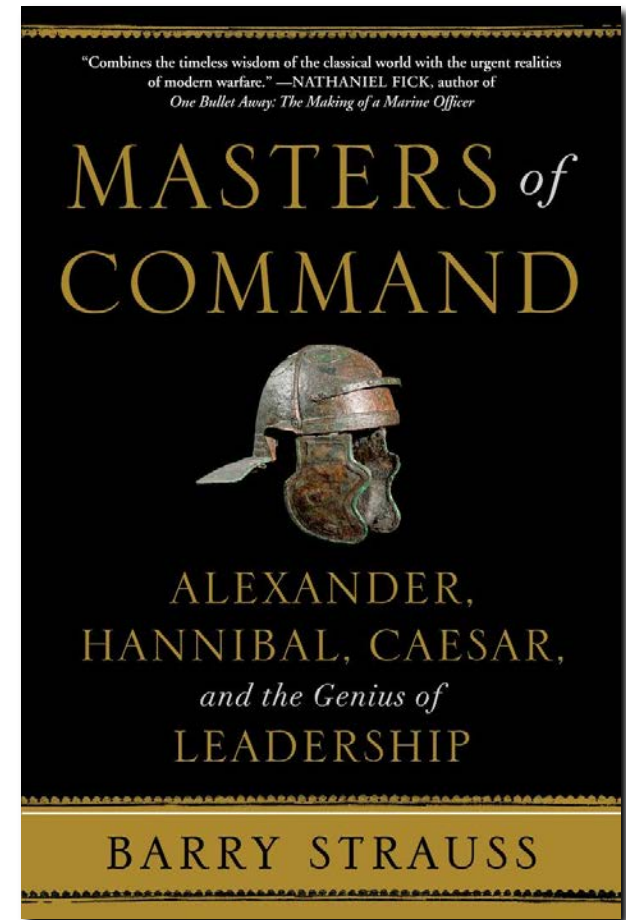
Authority





What Leadership with Authority Looks Like

- Ambition
- Judgment
- Leadership
- Audacity
- Agility
- Infrastructure
- Strategy
- Terror
- Branding
- Divine Providence





What are we talking about?

Leadership without Authority
from *Developing Leaders – British Army Guide*

618. **General.** Leading without command authority can be difficult, not because there is some different form of leadership required, but **because those trying to achieve it will have to practise leadership *particularly* well.** These are not different skills but the leader will not be able to fall back on their command position or rank if things do not go to plan. **If you lead well, you will not need your rank.**



An Example: Gen. Dwight D. Eisenhower

The key is securing cooperation...

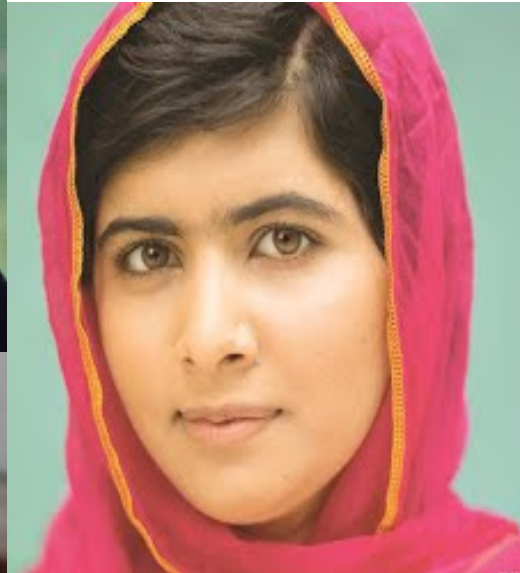
“COOPERATION... implies such things as selflessness, devotion to common cause, generosity in attitude, and mutual confidence... Patience, tolerance, frankness, absolute honesty in all dealings, particularly with all persons of the opposite nationality, and firmness are absolutely essential... An Allied Commander in Chief... must be self-effacing, quick to give credit, ready to meet the other fellow more than half way, must seek and absorb advice and must learn to decentralise ”



You need people to WANT to work with you to achieve your goal



Formal vs. Informal Power





Why work with you?

But why would people work/engage/follow you if you have no actual authority?

You have to ask them

You have to have a mission

You have to have ...

CREDIBILITY



Why work with *you*?

cred·i·bil·i·ty

/ˌkredəˈbilədē/

noun

the quality of being trusted and believed in.

"the government's loss of credibility"

synonyms: trustworthiness, reliability, dependability, integrity; [More](#)

- the quality of being convincing or believable.

"the book's anecdotes have scant regard for credibility"

synonyms: plausibility, believability, tenability, [probability](#), feasibility, likelihood, credence; [More](#)

- another term for [street credibility](#).



5 Elements of Credibility

Sound Judgment

Presence

Integrity

Competence

Emotional Intelligence

SPICE



Sound Judgement PICE

Consider the impact of your decisions on others

Ask others for input into your decisions—especially if your decision will affect them

Avoid hasty decisions on important matters

Constantly scan your environment to be aware of trends



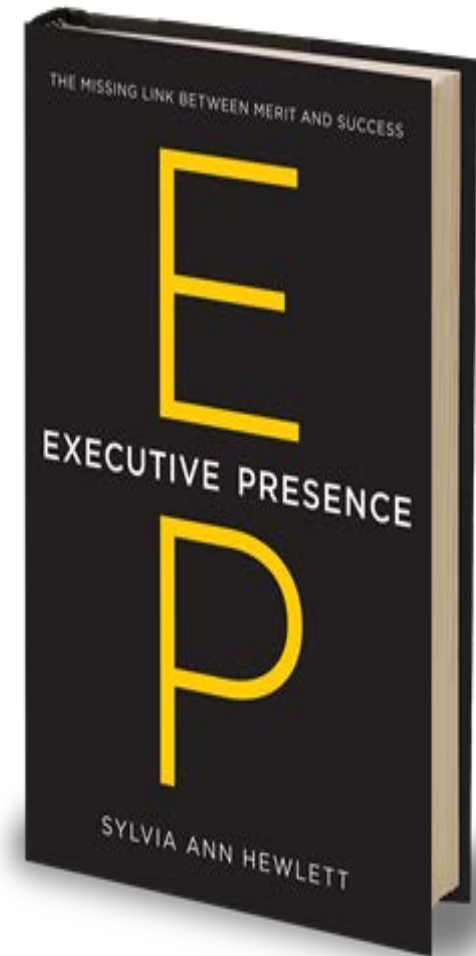


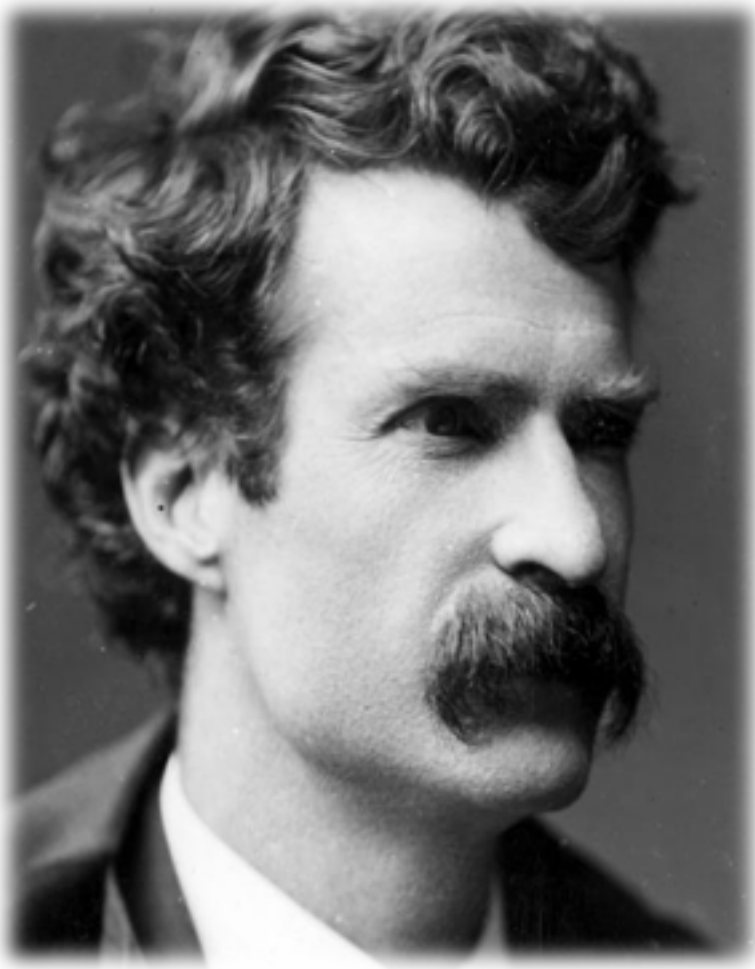
S **Presence** ICE

Gravitas—includes confidence,
decisiveness

Concise, persuasive
communication

Appearance—a filter of how
others view us

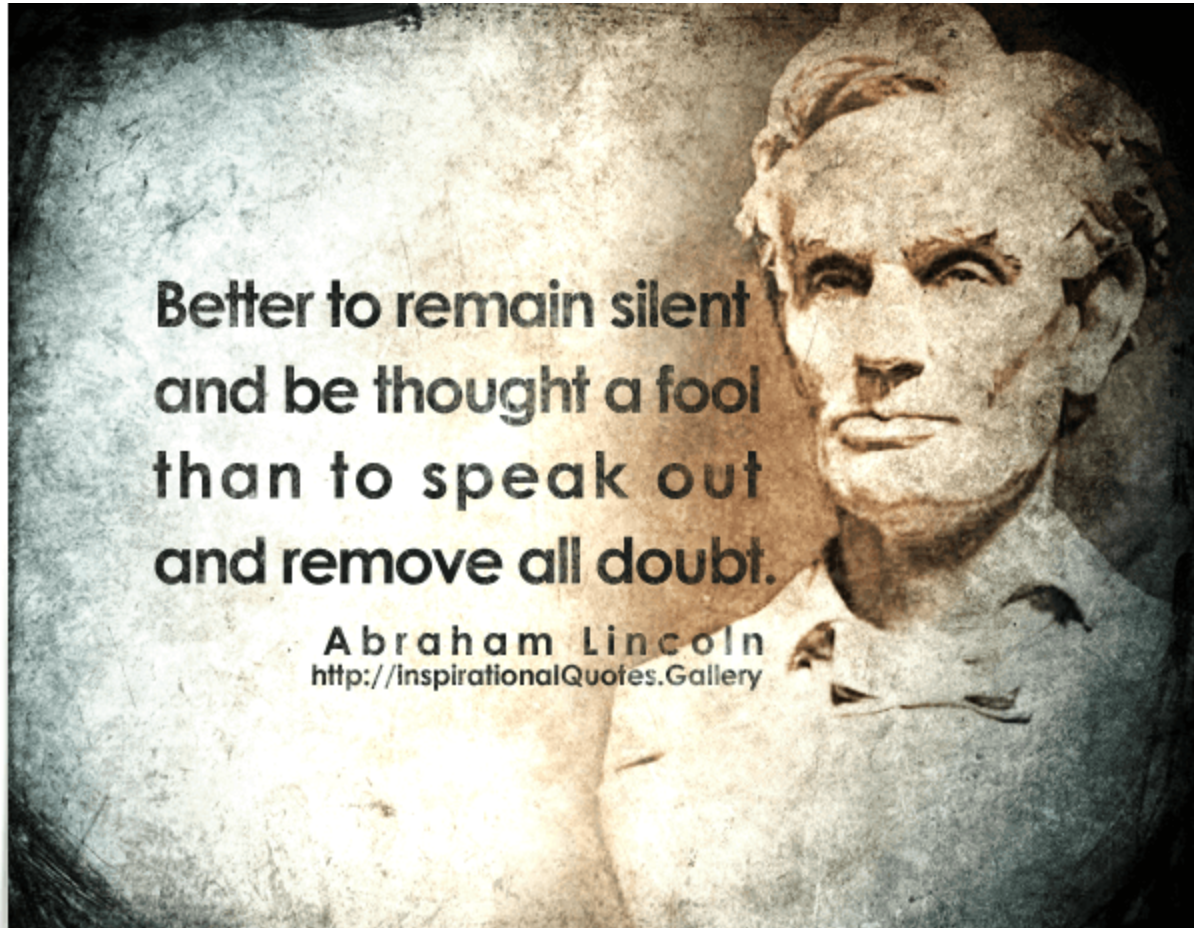




*“Clothes make the man.
Naked people have little
or no influence on
society.”*

Mark Twain

Photo: Rischgitz/Getty



**Better to remain silent
and be thought a fool
than to speak out
and remove all doubt.**

Abraham Lincoln
<http://InspirationalQuotes.Gallery>



SP Integrity CE

Tell the truth

Explain why you have made a
decision or changed your mind

Admit your mistakes

Give credit to others





SPI Competence E

Obtain credentials

Practice / Ask for feedback

Ask smart questions in meetings

Read

Request high-visibility projects

Serve on teams with influential people





SPIC Emotional Intelligence

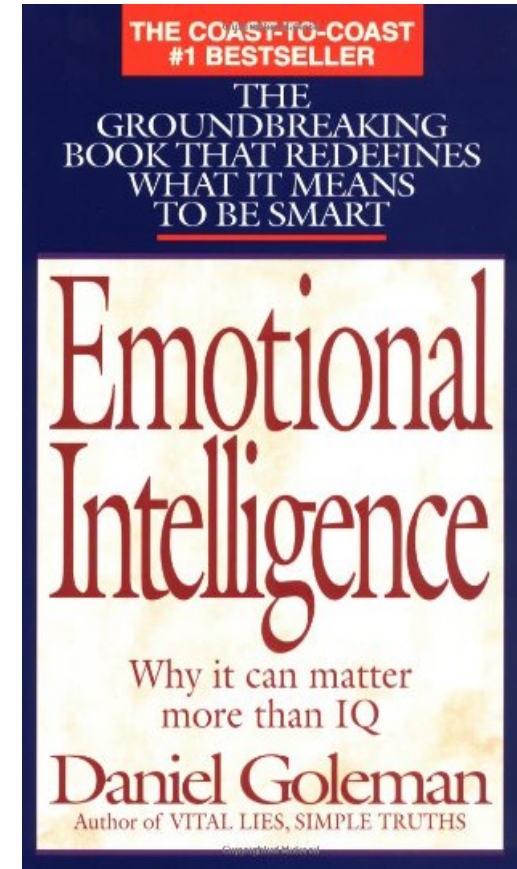
Listen

Express interest in and concern
for others

Seek to understand other
people's point of view

Express appreciation in private
and in public

Express optimism





What's This Got to Do with Research Development?

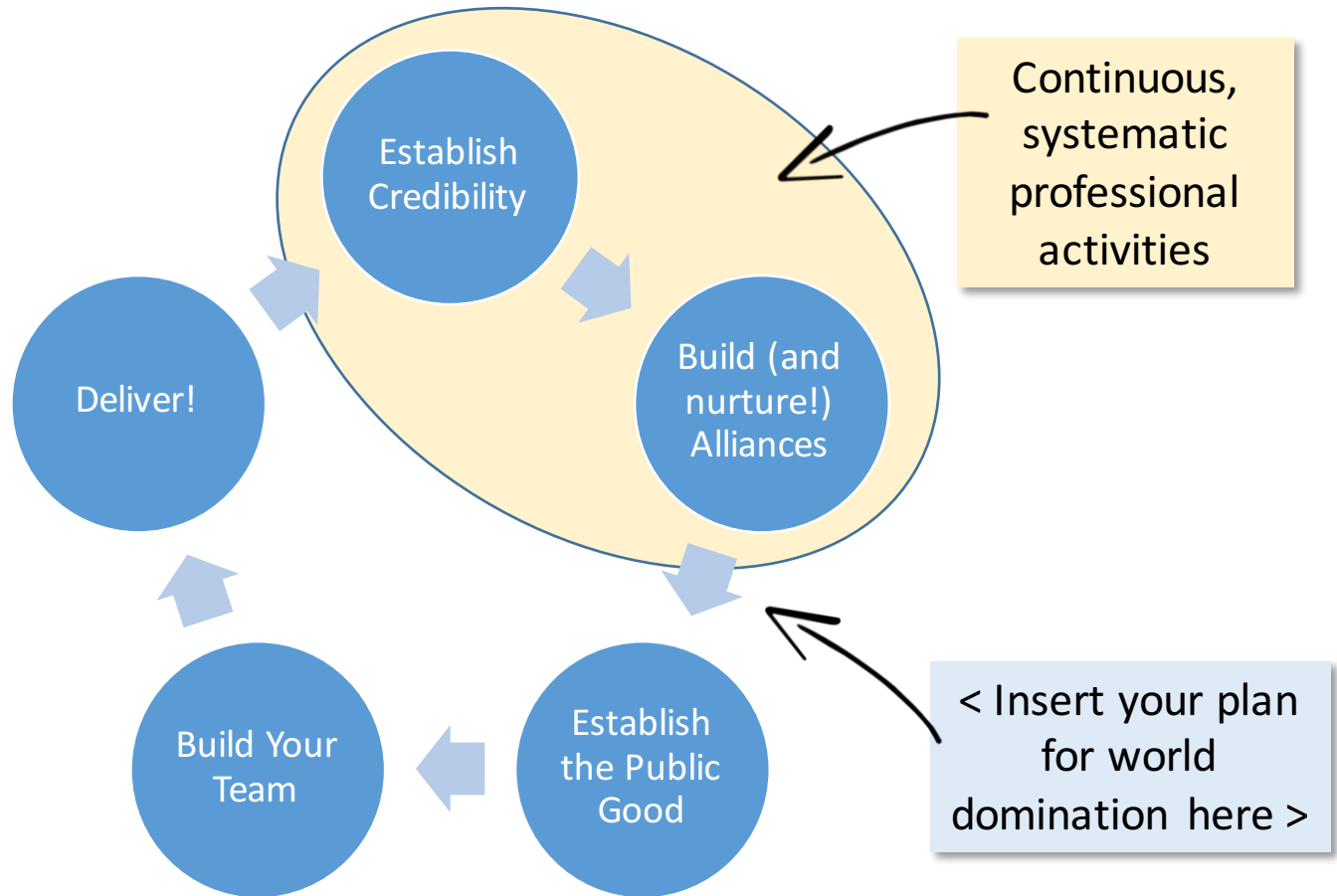
SO LEADERSHIP WITHOUT AUTHORITY IS
ABOUT

ENGAGEMENT
CREDIBILITY
COOPERATION



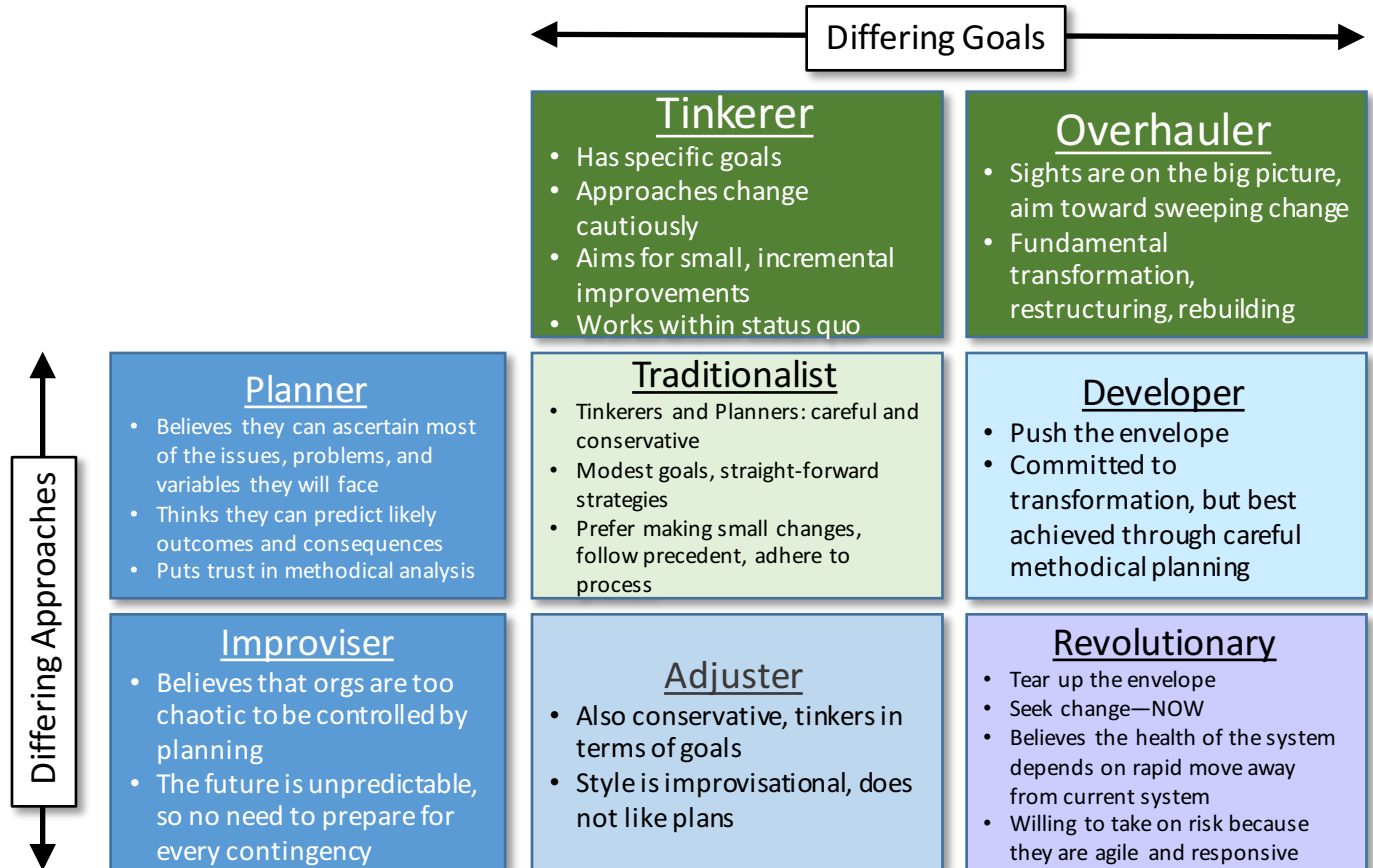
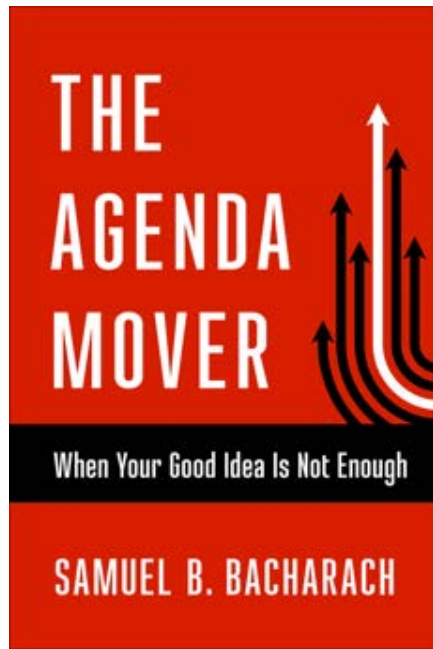
The Virtuous LWA Cycle

1. UA Research Development Council
2. UA Defense and Security Research Institute
3. UA Space Object Behavioral Sciences Initiative





Agenda Archetypes





Research Development Council

Prime Mover: Grow Research

- SVPR was unconvinced of RD's value
- Evident that faculty needed—and wanted—support to do more

The Creation Process

1. We had street cred and networks
2. Met with targeted, strategic players, including key faculty, Dept Heads, Deans
3. Brought key players from across campus together for this public good (w/o support or endorsement from higher authority)

Why a Research Development Council?

- No campus culture of RD yet developed at UA
- A council representing major colleges would spread an RD culture
- Set the stage for a future SVPR—and future RD Director—to build on the base we created

Key Outcomes

- Establishment of a UA RD Council that incorporated 8 different key UA colleges
- Began sharing information on current approaches, and new best practices for internal program development
- Were able to hand RDC over to new leadership who embraced the philosophy of RD

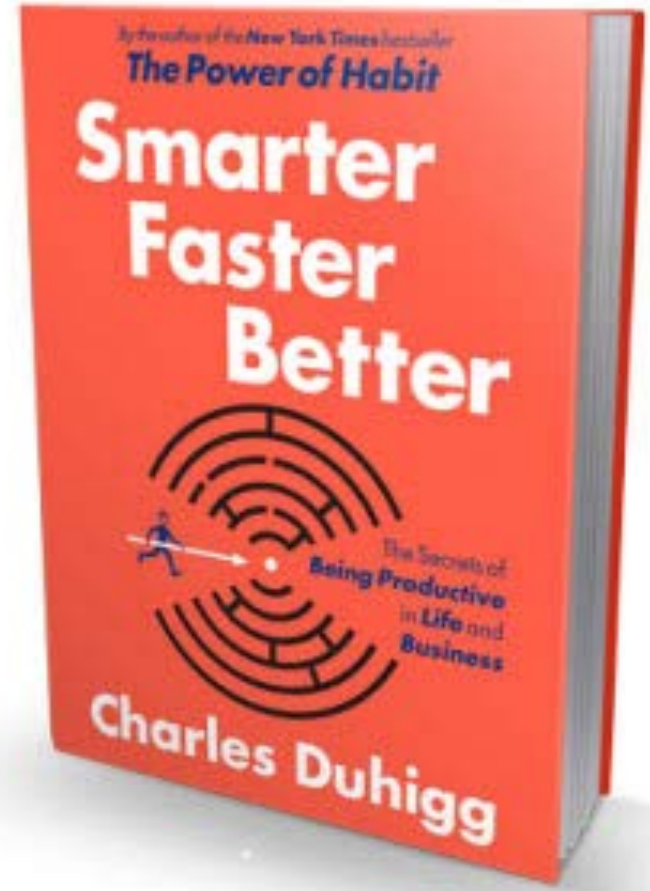


Leading Teams

Establishing “psychological safety” for teams

Google showed that this is the most critical factor for success of teams

All team members speak, contribute





Defense and Security Research Institute

Prime Mover: Grow Research

- Smaller than expected defense research portfolio
- Range of faculty interested in diversifying
- No focused institutional support for pursuing DoD activities—relationships were one-off

The Creation Process

1. We had street cred and networks
2. Met with targeted, strategic players, including Deans, SVPs, Provost, President
3. Established a Faculty Advisory Council comprised of all faculty interested in Defense work (30-40 strong)

Why Defense Research at UA?

- Aerospace and defense is a major industry in Arizona
- University is co-located with several major defense installations
- Congressional delegation features 5 members of congress on Armed Services Committees

Key Outcomes

- Inclusion of Defense and Security into UA's strategic plan
- Space Object Behavioral Sciences Initiative
- Hypersonics
- Quantum computing & communications



Partnering with Federal Relations

Advantages

- Often have freedom to engage the entire campus, to build strong networks and relationships, and should know how
- Federal Relations functions nearly define “leadership without authority”, so getting things done without formal mandate comes naturally
- Often have different chains of command, so can offer some cover



CREATING Research Opportunities: UA's *Space Object Behavioral Sciences* Initiative

Prime Mover: Cluster Hire

- Announced in Fall '14: 35-40 new faculty in 5-7 clusters
- Alignment w/strategic goals, synergy with extant programs
- What will we be able to do, that we can't do now?
- In 5 years, UA will look like...

After a year of bi-weekly lunches for ~15,
Space Situational Awareness was 1 of 6 clusters!



There's a THERE there!



Why SSA at UA?

1. Deep Space Missions—Phoenix Lander, HiRISE, OSIRIS-REx
2. UA runs / operates over 20 astronomical telescopes
3. UA's Spacewatch and Catalina Sky Survey programs have now discovered over 50% of all known Near Earth Objects
4. Engineering expertise in orbital mechanics, deep learning
5. UA runs NSF's \$100M CyVerse project, which has engineered and delivered extensible, modular, and secure

Key Outcomes

1. Hired world-renowned SSA expert from AFRL
2. Hired 5 new faculty for FY16 (the cluster)
3. **SOB Ontology Workshop in March '16**
4. **Hosted Rep. McSally Panel on SSA**
5. *11 Departments in 6 Colleges now engaged*
6. Master's of Engineering in SSA, Fall 2017

Net New Research Projects

- 2 invited DARPA seedlings (@ \$500k)
- \$1M invited IARPA proposal
- \$3M proposal to assume operations of AFRL Telescope network
- Asteroid orbit determination project for NASA
- AFRL Direct-to-Phase-2 SBIR on Space Object catalog development



Questions?

