Enriching RCD Careers: Unlocking Your Leadership Potential

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Lead from where you are... leadership is not a position

MOR Leadership
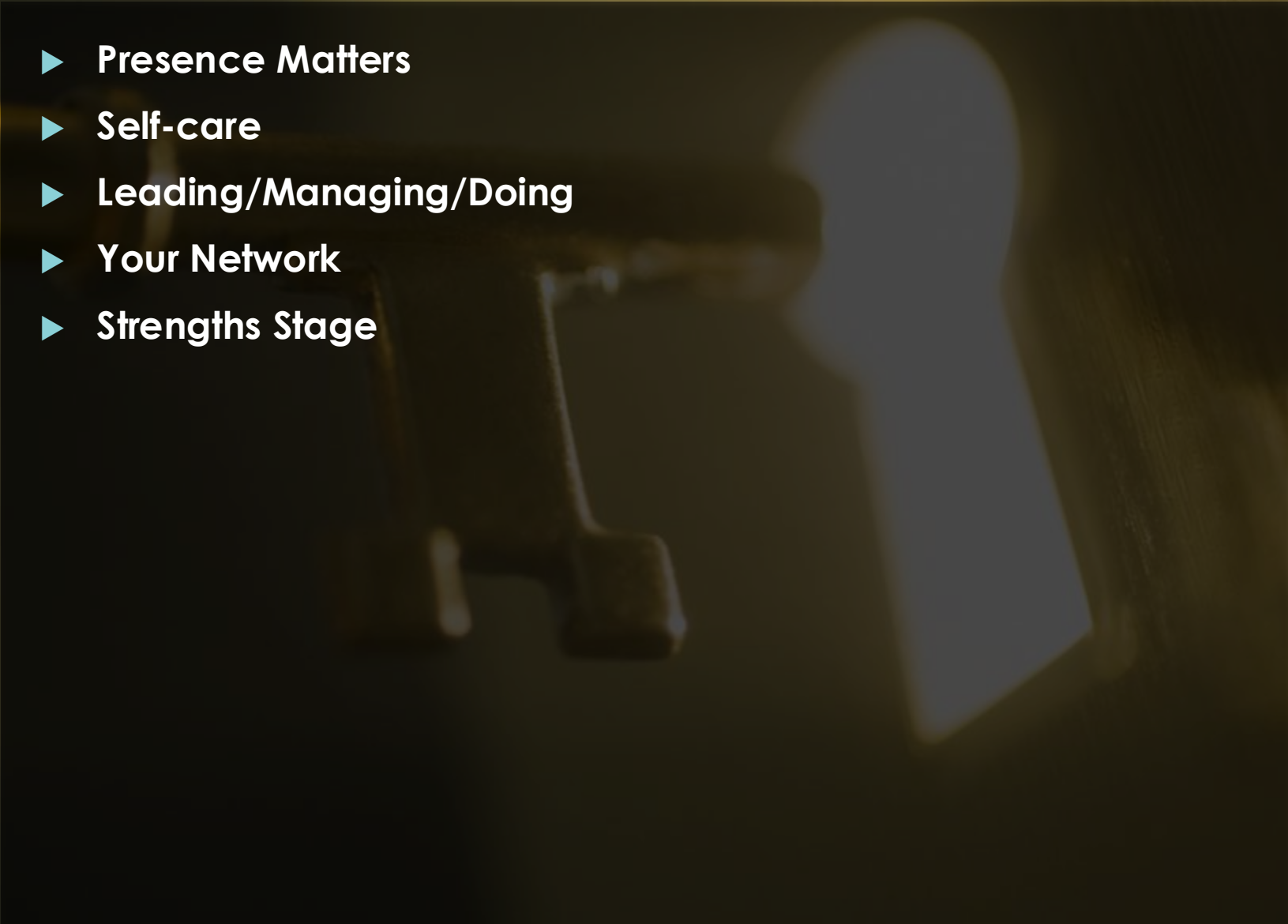
- **Purpose:** Develop a toolkit of essential leadership skills for higher education professionals

- **Key Focus Areas:** Self-awareness, communication, influence, strategic thinking, and collaboration

- **Format:** Interactive workshops, peer learning, and practical assignments

- **Outcomes:** Enhanced personal leadership, expanded professional network, and actionable strategies for institutional impact

- **Participants:** Faculty, staff, and administrators seeking to grow as change leaders

https://morassociates.com/

- ▶ **Presence Matters**
- ▶ **Self-care**
- ▶ **Leading/Managing/Doing**
- ▶ **Your Network**
- ▶ **Strengths Stage**

More Key Concepts

Presence Matter

Self-Care

Leading/Managing/Doing

Current State.

What % of time do you spend doing each of these?

Desired State?

What % of time would be desirable for you to spend on these?

Change

- Delegating ~~tasks~~ responsibilities

- Defensive calendaring

- Scheduling time for strategic thinking

Mapping your Network

Who is in your network and why?

Advice: Prominent players in your org whom you depend on to solve problems and provide technical information

Learning: People who support and encourage your on-going development. People you ask for candid feedback or career advice.

You

Trust: Whom you share delicate political information and who would back you in a crisis (and vice versa). Someone you can confide in.

Friends: People you enjoy spending time, whom you are close, and would provide and receive support

Strengths Stage

Backstage

Energizer

Communicator

Strategist

Coach

Listener

Upstage

Experimenter

Passionate

Helper

Judge

Confident

Center Stage

Problem Solver

Downstage

Collaborator

Intuitive

Opportunistic

Visionary
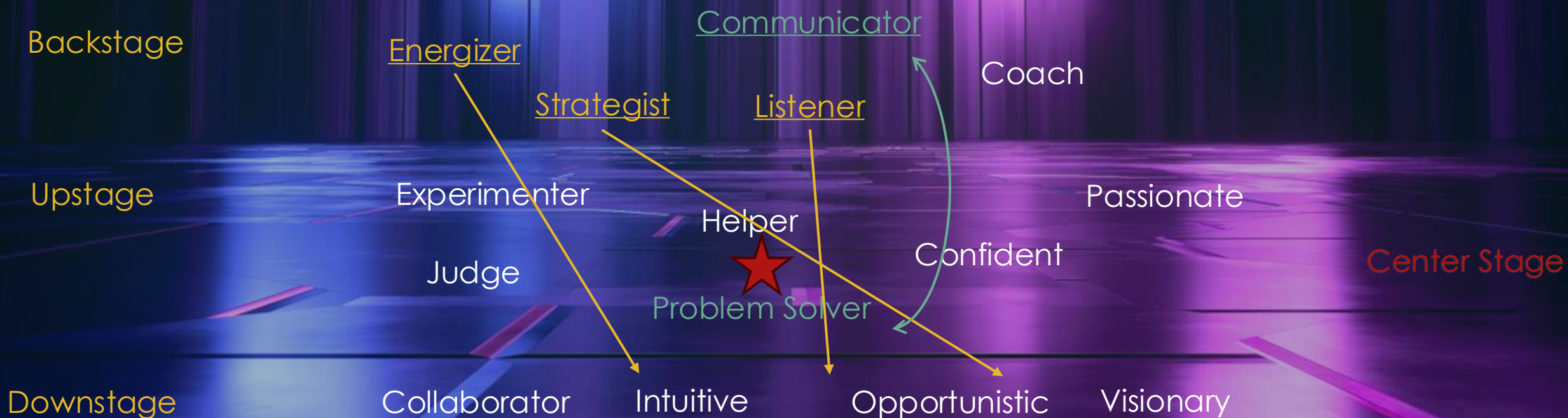
MOR Key Take Aways

- Set 3 obtainable goals:
  - What 1 action are you going to take this week/month to accomplish a goal?
- Scheduling how you spend your time
- Peer coaching is valuable
- Communication is a campaign not an email.

https://morassociates.com/

Gallup Clifton Strengths

- ''StrengthsFinder'' is an assessment developed by Gallup to help individuals identify their unique talents and strengths.

- The tool measures 34 talent themes and highlights a person's top strengths, empowering individuals and teams to maximize their potential by focusing on what they naturally do best.

- Widely used in personal development, leadership, and team-building to improve engagement, productivity, and collaboration.

Why focus on Strengths?

Most organizations are built on two flawed assumptions about people

Each person can learn to be competent in almost anything

Each person's greatest room for growth is in his or her areas of greatest weaknesses

This instrument flips the "FIX WHAT'S BROKEN" theory on its head – it's much easier to get better at what you're already good at than working on what you aren't.

True high performers feel engaged with their work when they can use the skills, traits and talents that they view as their personal strengths.
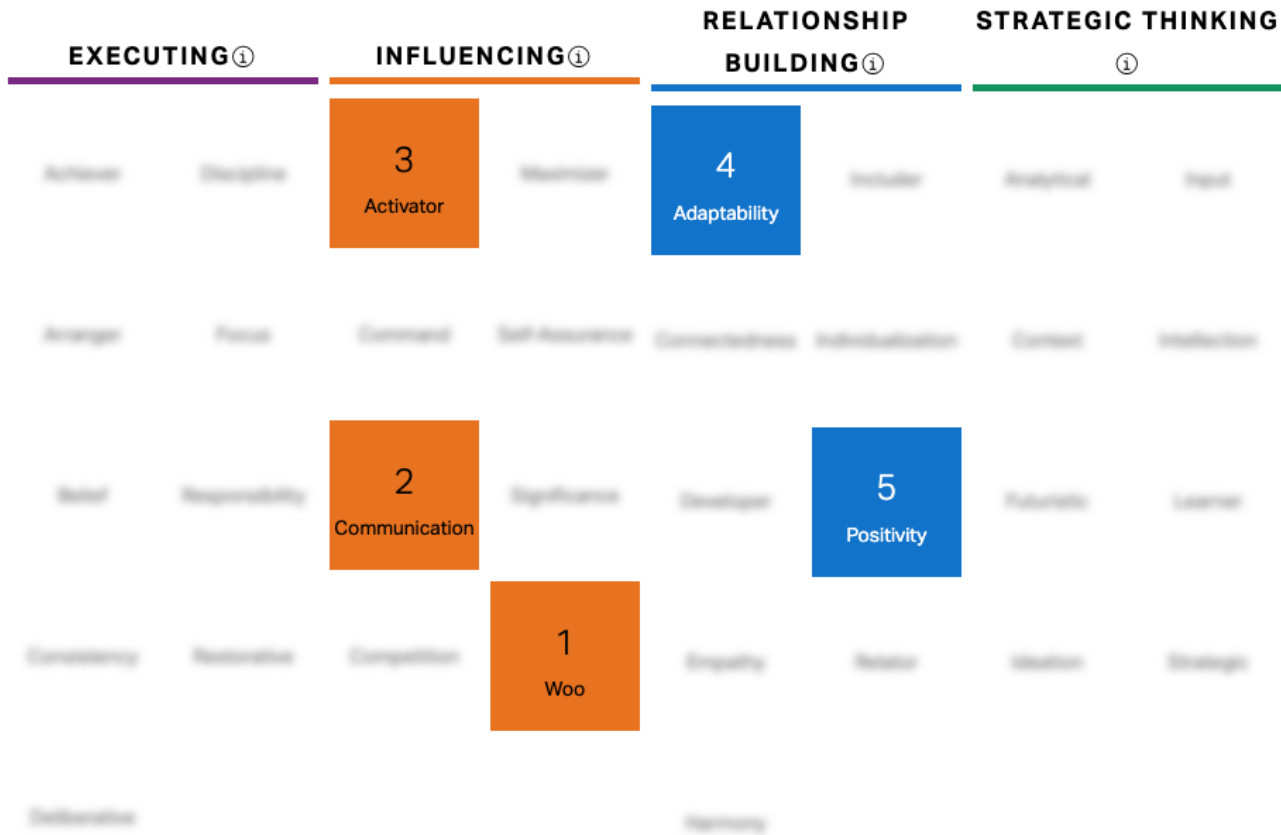
Strengths and Motivation Drivers

Executing	Influencing	Relationship Building	Strategic Thinking
Achiever	Activator	Adaptability	Analytical
Arranger	Command	Connectedness	Context
Belief	Communication	Developer	Futuristic
Consistency	Competition	Empathy	Ideation
Deliberative	Maximizer	Harmony	Input
Discipline	Self-Assurance	Includer	Intellection
Focus	Significance	Individualization	Learner
Responsibility	Woo	Positivity	Strategic
Restorative		Relator	

Outcome-based:
- Action
- Process
- Movement
- Direction

Relationship-based:
- Linkage
- Patterns
- Issues
- Reason/Cause

UNLOCK ALL 34

EXECUTING ⓘ | **INFLUENCING** ⓘ | **RELATIONSHIP BUILDING** ⓘ | **STRATEGIC THINKING** ⓘ

Achiever Discipline

3
Activator

Maximizer

4
Adaptability

Includer

Analytical Input

Arranger Focus Command Self-Assurance Connectedness Individualization Context Intellection

Belief Responsibility

2
Communication

Significance Developer

5
Positivity

Futuristic Learner

Consistency Restorative Competition

1
Woo

Empathy Relator Ideation Strategic

Deliberative Harmony

My Personal CliftonStrengths

My Personal CliftonStrengths

Woo. You love the challenge of meeting new people and winning them over. You derive satisfaction from breaking the ice and making a connection with someone.

Communication: You generally find it easy to put your thoughts into words. You are a good conversationalist and presenter.

Activator: You can make things happen by turning thoughts into action. You want to do things now, rather than simply talk about them.

Adaptability: You prefer to go with the flow. You tend to be a "now" person who takes things as they come and who discovers the future one day at a time

Positivity: You have contagious enthusiasm. You are upbeat and can get others excited about what they are going to do.

CliftonStrenghts as a group exercise

CaRCC
Campus Research Computing Consortium

RCD Nexus
The CaRCC Resource and Career Center

RCN Meetings

RC Directors and Organizational Sociologist deliberate on the "CI Profession"

CI Professionalization Workshop

Created a Job Elements and Career Guide, validating the "facings" concept and outlining job roles/responibilities

RCD Workforce Survey

Created the first large data set on the composition of the RCD workforce, a resource useful for individuals & hiring managers.

1st Nexus Day

Numerous Publications, Workshops, etc. at PEARC

Kickoff of RCD Facilitator Visualization

Timeline: 2013-2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024

The ACI-REF NSF program developed the "facilitation" role and formalized this role nationally

Facings term introduced

Describes CI professional roles based upon who or what they engage with: researchers, data, software, systems, strategy & policy

HR Job Family Matrix

An HR framework template with a unique RCD job family that can be used by any institution.

NSF

Building the Research Innovation Workforce: A workshop to identify new insights and directions to advance the research computing community

Career Arcs

Survey of factors influencing Career Arcs, and interviews of RCD professionals

RCD Compensation Paper - PEARC23

Resources Available to You

PEARC'25 Paper

A Collaborative Catalog for Research Computing and Data Professional Development

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"These resources may be valuable to new or experienced RCD professionals, aspiring RCD professionals, and those supervising and mentoring RCD professionals, as well as those leading and contributing to communities of RCD professionals."

Resources Common to All RCD

- CaRCC: Campus Research Computing Consortium
  - https://carcc.org
  - Join a People Network track!
- PEARC: Practicing and Experiencing of Advanced Research Computing conference series
  - https://pearc.acm.org
- The University of Oklahoma (OU) Virtual Residence Program
  - https://www.oscer. ou.edu/virtualresidency.php
  - Provides a broad intro to the RCD field, focused on facilitation.
- CyberAmbassadors:
  - https://sites.google.com/msu.edu/cyberambassadors/home
- Carpentries (Data, Software, Libraries, HPC)
  - https://carpentries.org/

Early Career

- ▶ Broken down to resources by facings
- ▶ Too many to list here

Resources for Strategy/Policy-facing

- Assessment tool: CaRCC RCD Capabilities Model
- EDUCAUSE RCD: https://www.educause.edu/
- CASC, Coalition for Academic Scientific Computation
  - https://casc.org/
  - Uniting Leaders, Empowering Scientific Research
- HPC Leadership Institute
  - https://www.hpcwire.com/2023/11/07/ten-years-of-delivering-hpc-leadership-training/
- MOR Leadership programs
- Coaching Training:
  - https://coachingfederation.org/for-coach-educators/
- Research Computing Teams Newsletter
  - https://www.researchcomputingteams.org/

Other Concepts from Leadership Trainings

- Self-reflection
  - 360 Survey
- Scheduling time for:
  - Defensive calendaring
  - Strategic Thinking
    (not staring at a screen)
- Coaching
  - Career coach
  - Peer coaching
- Leadership journey

- 1:1 Meetings
  - How vs what conversations?
- Not being the single point of failure

How to encourage your staff?

- Leadership requires agency!
- Present their work
- Publish their work: github/blog post → self published tech brief → formal peer-review journal
- Engage across campus in interest groups, working groups
  - Lead a campus interest group aka Community of Practice
- Engage in a national organization
  - Lead a sub-group in a national organization
- Campus-level leadership courses (free)
- Organization training courses (small cost)
- Create a plan: 1-2 actional items per year

Discussion and questions