



Doha, Qatar  
**The International School**  
on Research Impact Assessment

“Learning to assess research with  
the aim to optimise returns”

# ‘PEOPLE MATTER(S)’

**DR TOM KENNIE**  
**RANMORE**  
**NOVEMBER, 2015**



الصندوق القومى لدراسة البحت العلمى  
Qatar National Research Fund  
Member of Qatar Foundation







# SIX PILLARS OF RIA WISDOM

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**What is research impact?**

**Know your foundation**

**Into the RIA business**

**Communication is key**

**Manage assessments**

**Assemble your pillars**



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**PEOPLE AND LEADERSHIP**

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**CULTURE OF INNOVATION**

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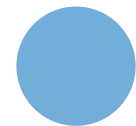
**Assemble your pillars**

**PEOPLE AND LEADERSHIP**

# THEMES

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- How well do you know what *your preferences* are when working on your RIA activities?
- How do you engage with policy/decision makers who may have a *very different set of preferences* to your own?
- How do you *influence others* who may not share your passion for research impact assessment?
- How do you *develop a culture* which encourages and fosters innovation in relation to RIA?
- What capabilities might be important when *leading RIA* activities?



# STRUCTURE

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- **FOUR MODELS**
- Know *yourself*, know your *stakeholders*
- Know how to *influence* others
- Know how to *foster a culture* of innovation
- Know *your 6 C's*





# KNOW YOURSELF, YOUR TEAM AND YOUR STAKEHOLDERS



Through the lens of the  16 Personalities

# PRE-WORKSHOP PREPARATION



LOG IN ENGLISH ▾



TAKE THE TEST

PERSONALITY TYPES

PREMIUM PROFILES

MEMBERS AREA

## FREE PERSONALITY TEST

Three things to know before taking the test:

1. Takes less than 12 minutes.
2. Answer honestly, even if you don't like the answer.
3. Try not to leave any "neutral" answers.

0%

You find it easy to introduce yourself to other people.

AGREE



DISAGREE

You often get so lost in thoughts that you ignore or forget your surroundings.

Let us now go through the personality aspects one by one:

## Mind

This aspect shows how we interact with other people:



**I**ntroverted individuals prefer solitary activities and get exhausted by social interaction. They tend to be quite sensitive to external stimulation (e.g. sound, sight or smell) in general.

**E**xtraverted individuals prefer group activities and get energized by social interaction. They tend to be more enthusiastic and more easily excited than introverts.

## Energy

The second aspect determines how we see the world and process information:



Observant individuals are highly practical, pragmatic and down-to-earth. They tend to have strong habits and focus on what is happening or has already happened.

Intuitive individuals are very imaginative, open-minded and curious. They prefer novelty over stability and focus on hidden meanings and future possibilities.

happened.

## Nature

This aspect determines how we make decisions and cope with emotions:



**T**hinking individuals focus on objectivity and rationality, prioritizing logic over emotions. They tend to hide their feelings and see efficiency as more important than cooperation.

**F**eeling individuals are sensitive and emotionally expressive. They are more empathic and less competitive than Thinking types, and focus on social harmony and cooperation.

## Tactics

This aspect reflects our approach to work, planning and decision-making:



**J**udging individuals are decisive, thorough and highly organized. They value clarity, predictability and closure, preferring structure and planning to spontaneity.

**P**rospecting individuals are very good at improvising and spotting opportunities. They tend to be flexible, relaxed nonconformists who prefer keeping their options open.

## Identity

Finally, the Identity aspect underpins all others, showing how confident we are in our abilities and decisions:



Assertive (**A**) individuals are self-assured, even-tempered and resistant to stress. They refuse to worry too much and do not push themselves too hard when it comes to achieving goals.

Turbulent (**T**) individuals are self-conscious and sensitive to stress. They are likely to experience a wide range of emotions and to be success-driven, perfectionistic and eager to improve.

# ROLES

- The role layer determines our *goals, interests and preferred activities.*

There are four roles:

- **Analysts**
- **Diplomats**
- **Sentinels**
- **Explorers**





# STRATEGIES

- The strategy layer shows our *preferred ways of doing things and achieving goals*. There are four strategies:
  - **Confident Individualism**
  - **People Mastery**
  - **Constant Improvement**
  - **Social Engagement**



# ROLES AND STRATEGIES

## ○ Roles

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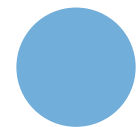
## ○ Strategies

- The strategy layer shows our *preferred ways of doing things and achieving goals.*

There are four strategies:

- **Confident Individualism**
- **People Mastery**
- **Constant Improvement**
- **Social Engagement**

and whether we do it in an **Assertive** or **Turbulent** fashion



## Role

### Analysts

Confident Individualism	INTJ-A, INTP-A
People Mastery	ENTJ-A, ENTP-A
Constant Improvement	INTJ-T, INTP-T
Social Engagement	ENTJ-T, ENTP-T

**Role**

<b>Analysts</b>	Confident Individualism	INTJ-A, INTP-A
	People Mastery	ENTJ-A, ENTP-A
	Constant Improvement	INTJ-T, INTP-T
	Social Engagement	ENTJ-T, ENTP-T
<b>Diplomats</b>	Confident Individualism	INFJ-A, INFP-A
	People Mastery	ENFJ-A, ENFP-A
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	Social Engagement	ENFJ-T, ENFP-T
	Confident Individualism	ISTJ-A, ISFJ-A

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<b>Sentinels</b>	Confident Individualism	ISTJ-A, ISFJ-A
	People Mastery	ESTJ-A, ESFJ-A
	Constant Improvement	ISTJ-T, ISFJ-T
	Social Engagement	ESTJ-T, ESFJ-T

**Role**

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# PERSONALITY TYPES

## Analysts



### “ARCHITECT”

INTJ (-A/-T)

Imaginative and strategic thinkers, with a plan for everything.



### “LOGICIAN”

INTP (-A/-T)

Innovative inventors with an unquenchable thirst for knowledge.



### “COMMANDER”

ENTJ (-A/-T)

Bold, imaginative and strong-willed leaders, always finding a way – or making one.



### “DEBATER”

ENTP (-A/-T)

Smart and curious thinkers who cannot resist an intellectual challenge.



## Diplomats



### “ADVOCATE”

INFJ (-A/-T)

Quiet and mystical, yet very inspiring and tireless idealists.



### “MEDIATOR”

INFP (-A/-T)

Poetic, kind and altruistic people, always eager to help a good cause.



### “PROTAGONIST”

ENFJ (-A/-T)

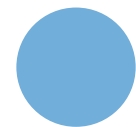
Charismatic and inspiring leaders, able to mesmerize their listeners.



### “CAMPAIGNER”

ENFP (-A/-T)

Enthusiastic, creative and sociable free spirits, who can always find a reason to smile.



## Sentinels



### “LOGISTICIAN”

ISTJ (-A/-T)

Practical and fact-minded individuals, whose reliability cannot be doubted.



### “DEFENDER”

ISFJ (-A/-T)

Very dedicated and warm protectors, always ready to defend their loved ones.



### “EXECUTIVE”

ESTJ (-A/-T)

Excellent administrators, unsurpassed at managing things – or people.



### “CONSUL”

ESFJ (-A/-T)

Extraordinarily caring, social and popular people, always eager to help.

## Explorers



### “VIRTUOSO”

ISTP (-A/-T)

Bold and practical experimenters, masters of all kinds of tools.



### “ADVENTURER”

ISFP (-A/-T)

Flexible and charming artists, always ready to explore and experience something new.



### “ENTREPRENEUR”

ESTP (-A/-T)

Smart, energetic and very perceptive people, who truly enjoy living on the edge.



### “ENTERTAINER”

ESFP (-A/-T)

Spontaneous, energetic and enthusiastic people – life is never boring around them.

## ANALYSTS



**INTJ**

Imaginative and strategic thinkers, with a plan for everything.



**INTP**

Innovative inventors with an unquenchable thirst for knowledge.



**ENTJ**

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## DIPLOMATS



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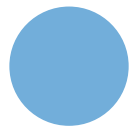
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**ESFP**

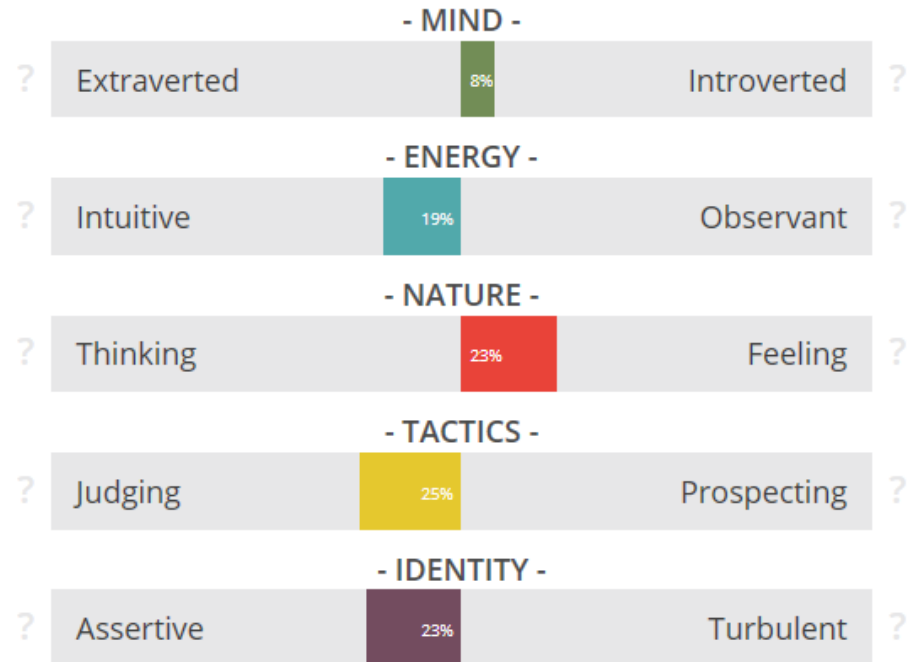
Spontaneous, energetic and enthusiastic entertainers - life is never boring around them.



# YOUR PERSONALITY TYPE IS: ADVOCATE (INFJ-A)



Here, let me  
show you the  
right path...



[SEND RESULTS BY E-MAIL](#)

# ANALYSTS



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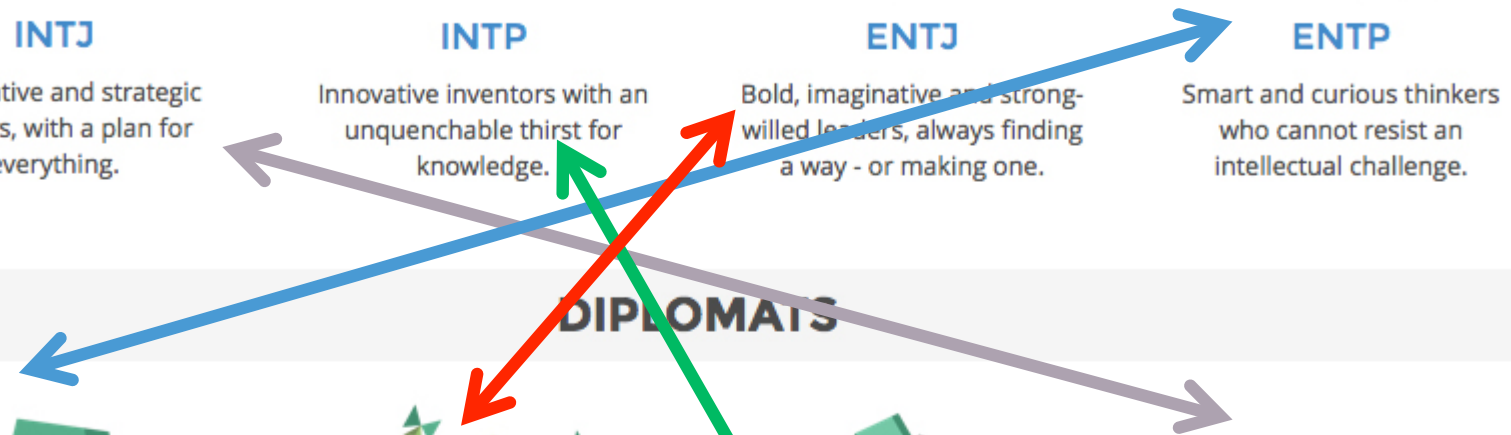
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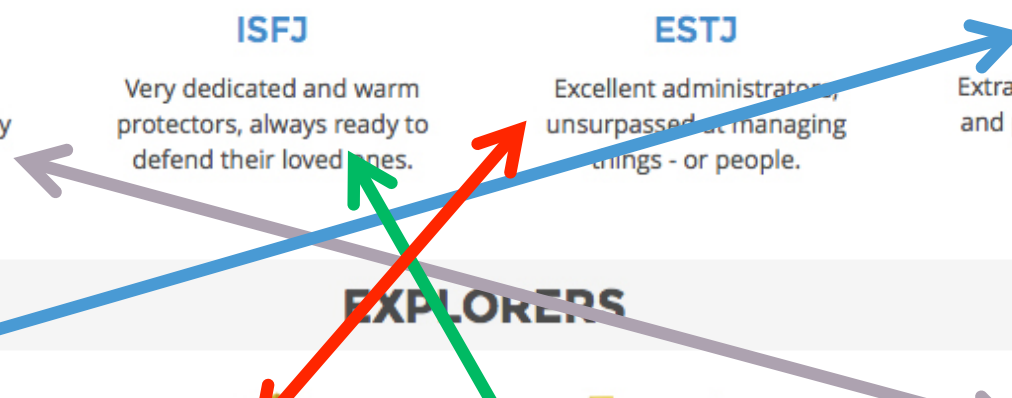
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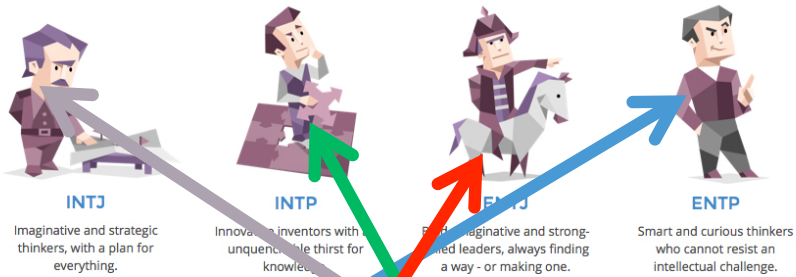


**ESFP**

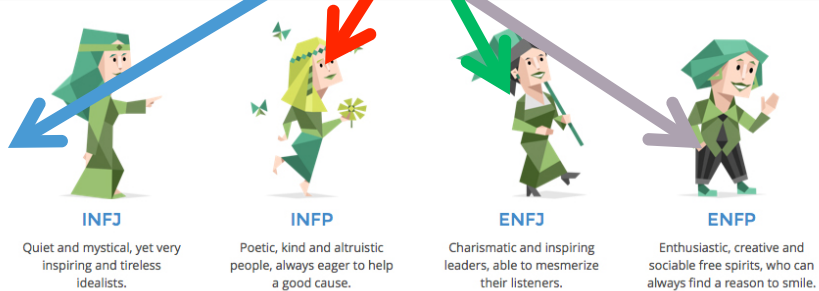
Spontaneous, energetic and enthusiastic entertainers - life is never boring around them.



## ANALYSTS



## DIPLOMATS



## SENTINELS



## EXPLORERS



○ Pair up and discuss ...

1. What your colleague *thinks* about RIA?
2. How do they *plan* a RIA?
3. How do they *feel* about the impact of RIA on individuals?
4. Summarise in what ways you would *approach* policy/ decision makers who share this style about a RIA exercise?
5. **Listen to each others advice - what does it suggest you need to give attention to?**



# STRUCTURE

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- **FOUR MODELS**
- Know *yourself*, know your *stakeholders*
- Know how to *influence* others
- Know how to *foster a culture* of innovation
- Know *your 6 C's*



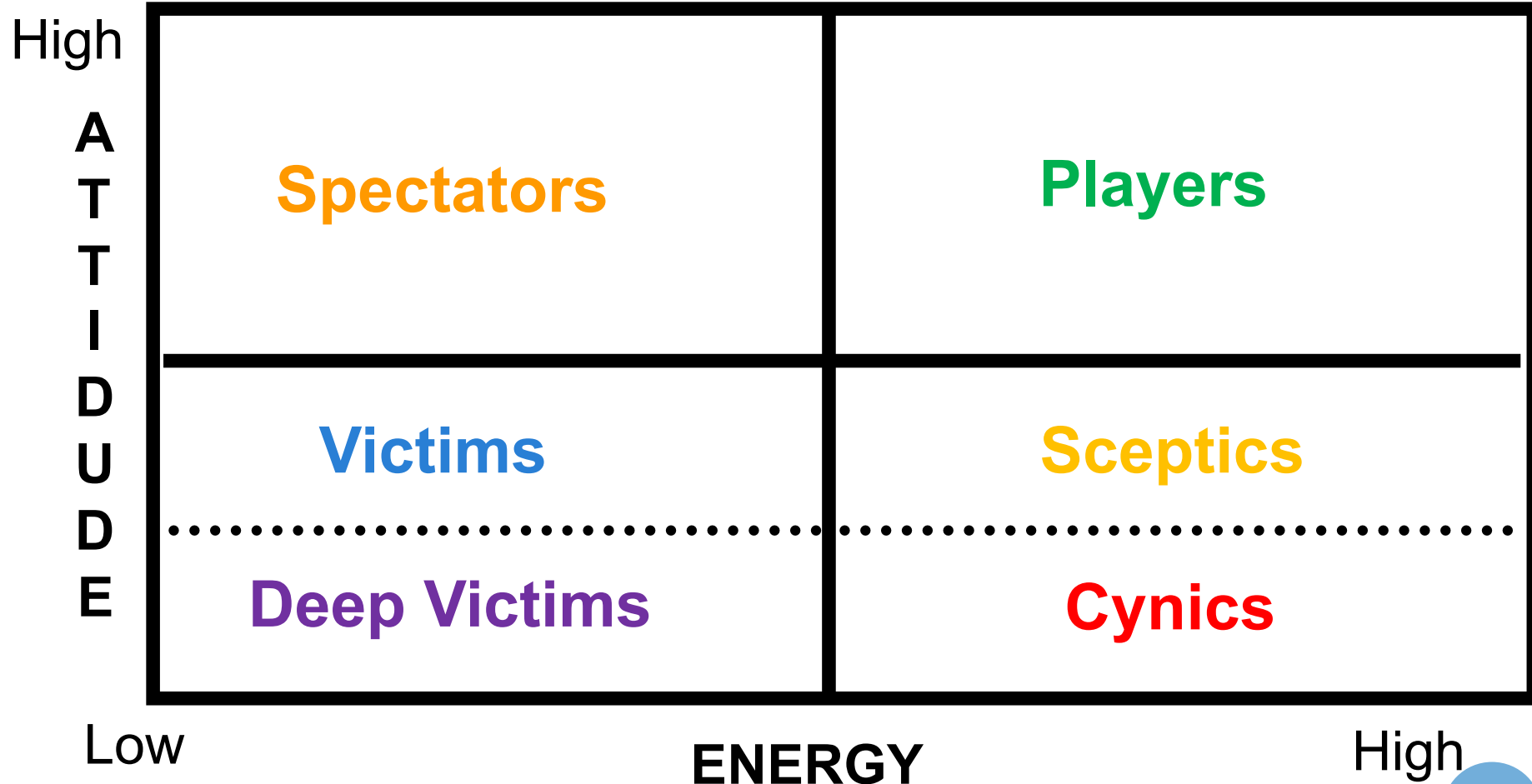
# REACTIONS TO INTRODUCING RIA

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- What are some of the more common responses which might be expressed when you try to introduce an innovation such as RIA?
- How do you respond to these and influence others who may not yet be positive towards the concept?



# POTENTIAL RESPONSES TO RIA

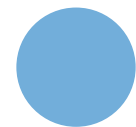
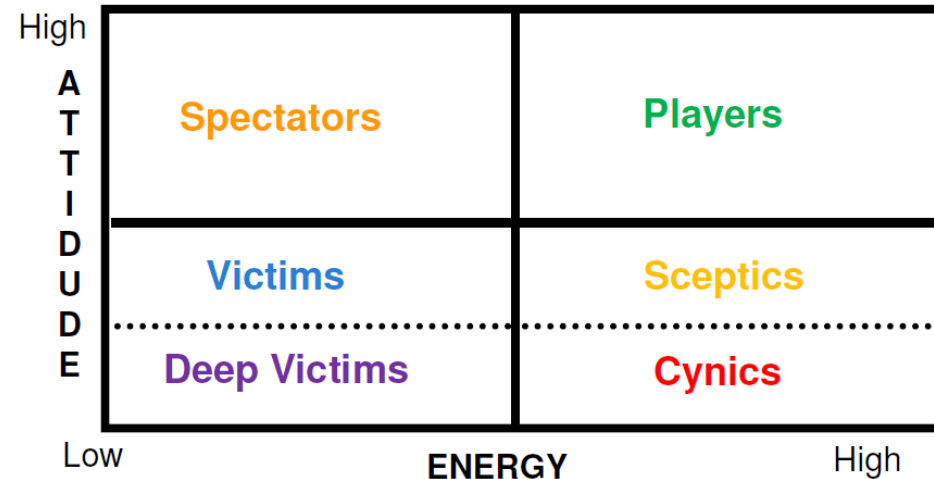


(Edmonstone, 2003)



# INFLUENCING OTHERS

- What do you the types **feel**, **react** and **need** if they are to be pro-active supporters of RIA?
- As a RIA player how might you approach a series of Deans who, *at the moment*, are exhibiting behaviours in each of these zones...how do you influence them?



# SPECTATORS

---

## Spectators **Feel**

Positive about changes

Anxious and lacking in confidence

Reluctant to get involved

Threatened

“We’re forgetting what made us who we are”

Afraid of being a victim of the numbers game

Reluctant to take risks

## Spectators **React** by

Acknowledging need but resisting change

Working harder than ever at previously successful behaviour

Avoiding taking risks

Trying to “ride it out” until things return to “normal”

Keeping a low profile

## Spectators **Need**

Understanding

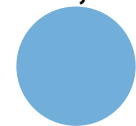
Help in coping with stress fear & frustration

Carefully paced activities - careful not to overwhelm

Developmental job opportunities/challenge

Safe place to test new learning and experience success (simulations)

Effective role models, feedback,



# VICTIMS

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## Victims **Feel**

Between unhappy and depressed  
support

Bruised self esteem

Overwhelmed by work

Powerless

Fearful of mistakes

## Victims **React** by

Blocking out changes

Avoiding confronting  
issues

Retreating into “safe”  
activities

Avoiding risk

Waiting for things to

Avoiding thinking about  
what might happen

## Victims **Need**

Understanding,

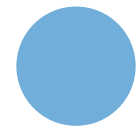
and help in dealing w

Effective managers and  
peers who can help  
calm the waters

Phased in transition  
with bridges to the  
old ways

rather than job change

Mini challenges with



# CYNICS

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## Cynics **Feel**

Not listened to

Determined to block the changes

Surprised at and unsympathetic to  
The stress felt by others

Angry at the world

Frustrated with the confusion and  
whining

Overly confident in own ability

## Cynics **React** by

Expressing frustration over  
pain and hesitancy of others

Arguing against the changes

Pressing for quick solutions  
and decisive actions - then  
criticising them

Being oblivious to core  
challenges

Leading the “victims” down  
the garden path

## Cynics **Need**

The challenge to DO IT

Check and balance from  
others

Accountability with  
periodic review and  
monitoring

Help them to become  
aware of core challenges

Feedback  
encouragement  
support

Pairing with a Player



# PLAYERS

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## Players **Feel**

Challenged and stretched

Comfortable with the need for change

Anxious about transition - but open to possibilities

Optimistic about the long term future

In control of own destiny

Not afraid of short term mistakes or setbacks

## Players **React** by

Seeking the silver lining hidden beneath dark clouds

Viewing ambiguity and change as challenge and opportunity

Finding humour in difficult situations and using it as a tool

Treating life as a continuous learning experience

Expanding personal comfort zone

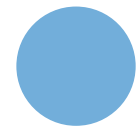
## Players **Need**

Reward and support for being the key player in the transition process

Flexible growth opportunities coupled with visible rewards

Latitude to model effective behaviour for others

Relief from being caught in the cross fire - ie trying to be all things to





# STRUCTURE

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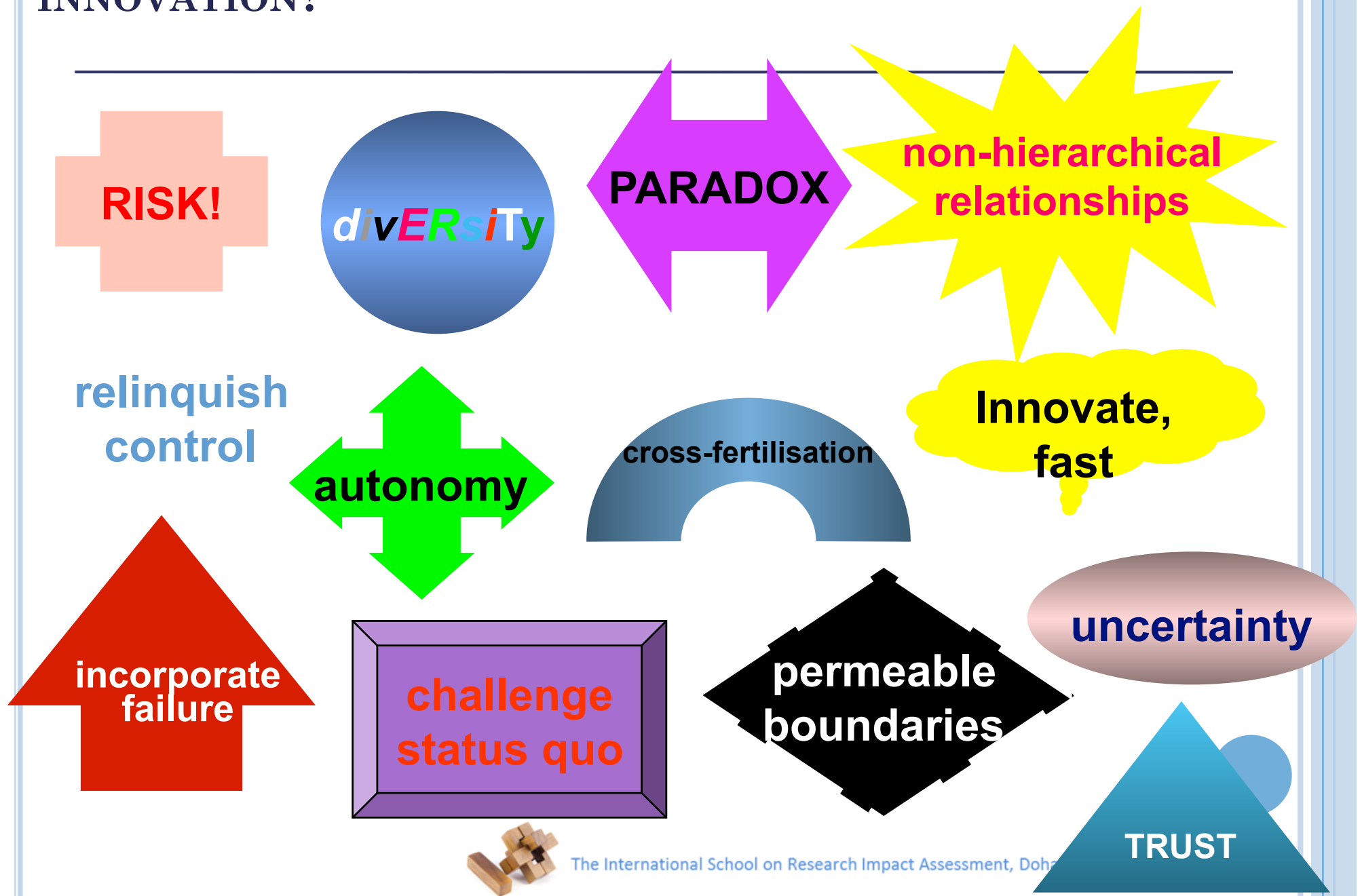
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# HOW DO YOU CONTINUE TO *FOSTER A CULTURE* *OF INNOVATION* YOUR RIA ACTIVITIES?



# WHAT BEHAVIOURS CHARACTERISE A CULTURE OF INNOVATION?



HBR.ORG

# Harvard Business Review



JUNE 2014  
REPRINT R1406G

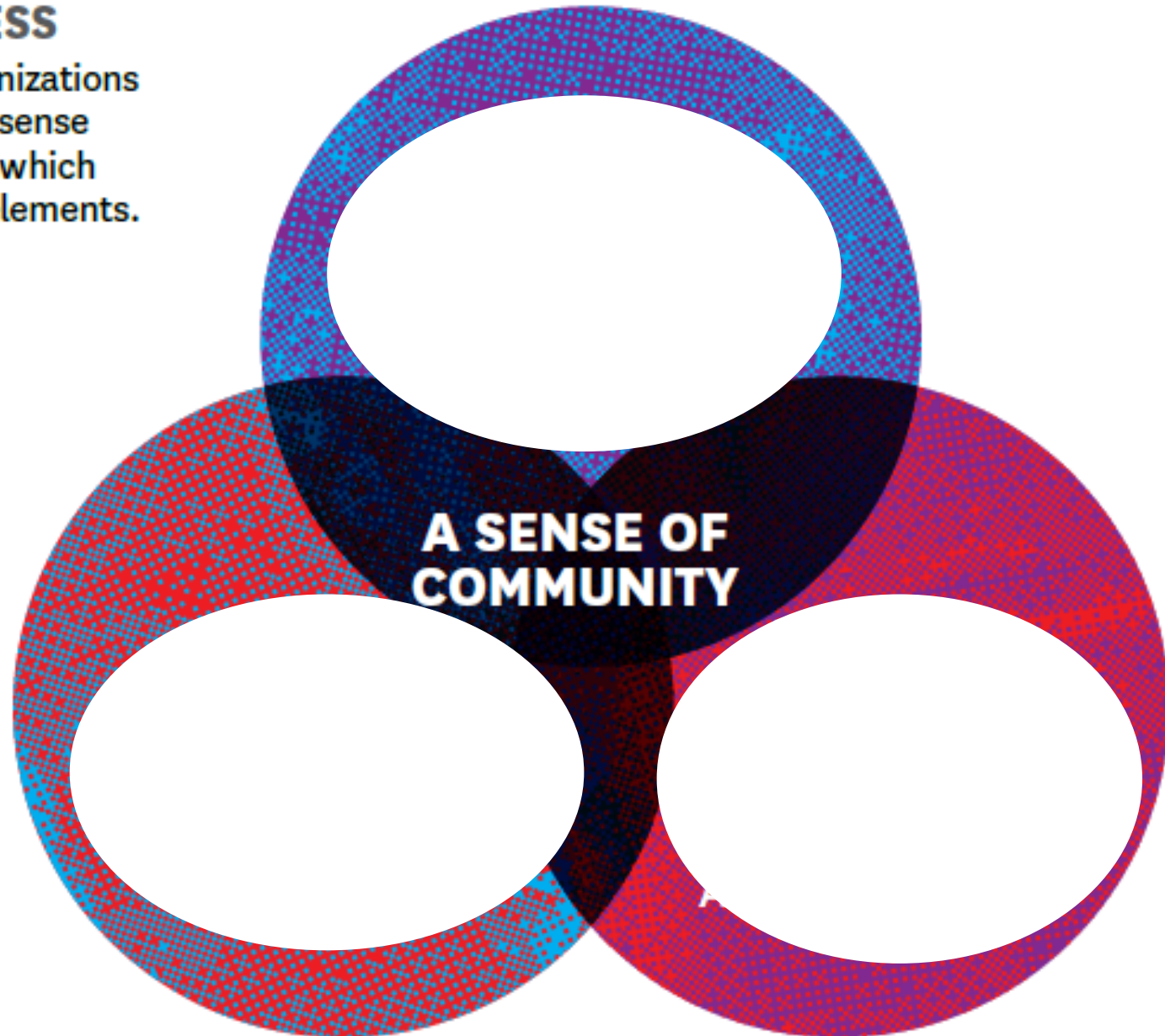
## Collective Genius

**No longer casting themselves as solo visionaries,  
smart leaders are rewriting the rules of innovation.**

*by Linda A. Hill, Greg Brandeau, Emily Truelove,  
and Kent Lineback*

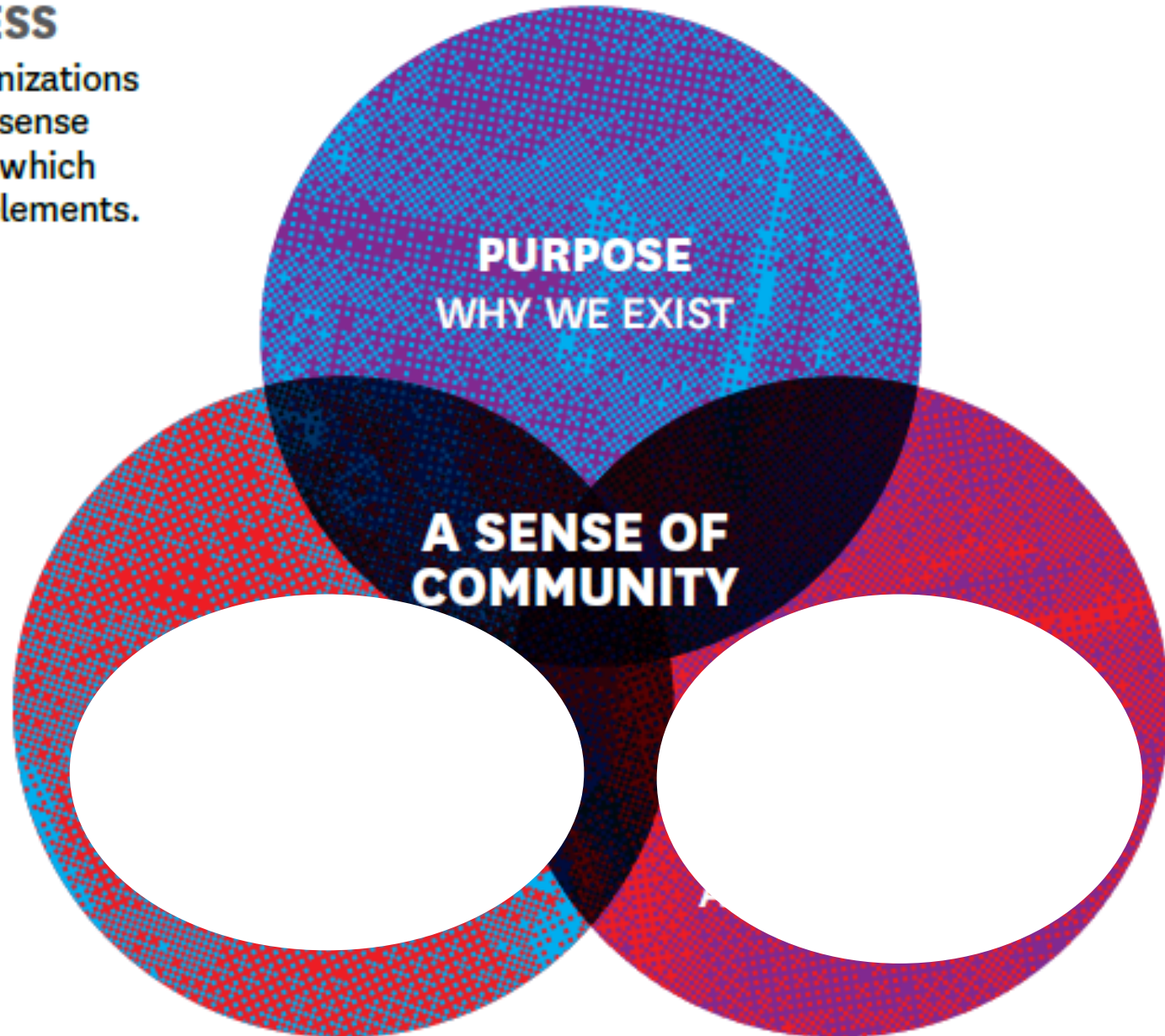
## **WILLINGNESS**

Innovative organizations must nurture a sense of community—which rests on three elements.



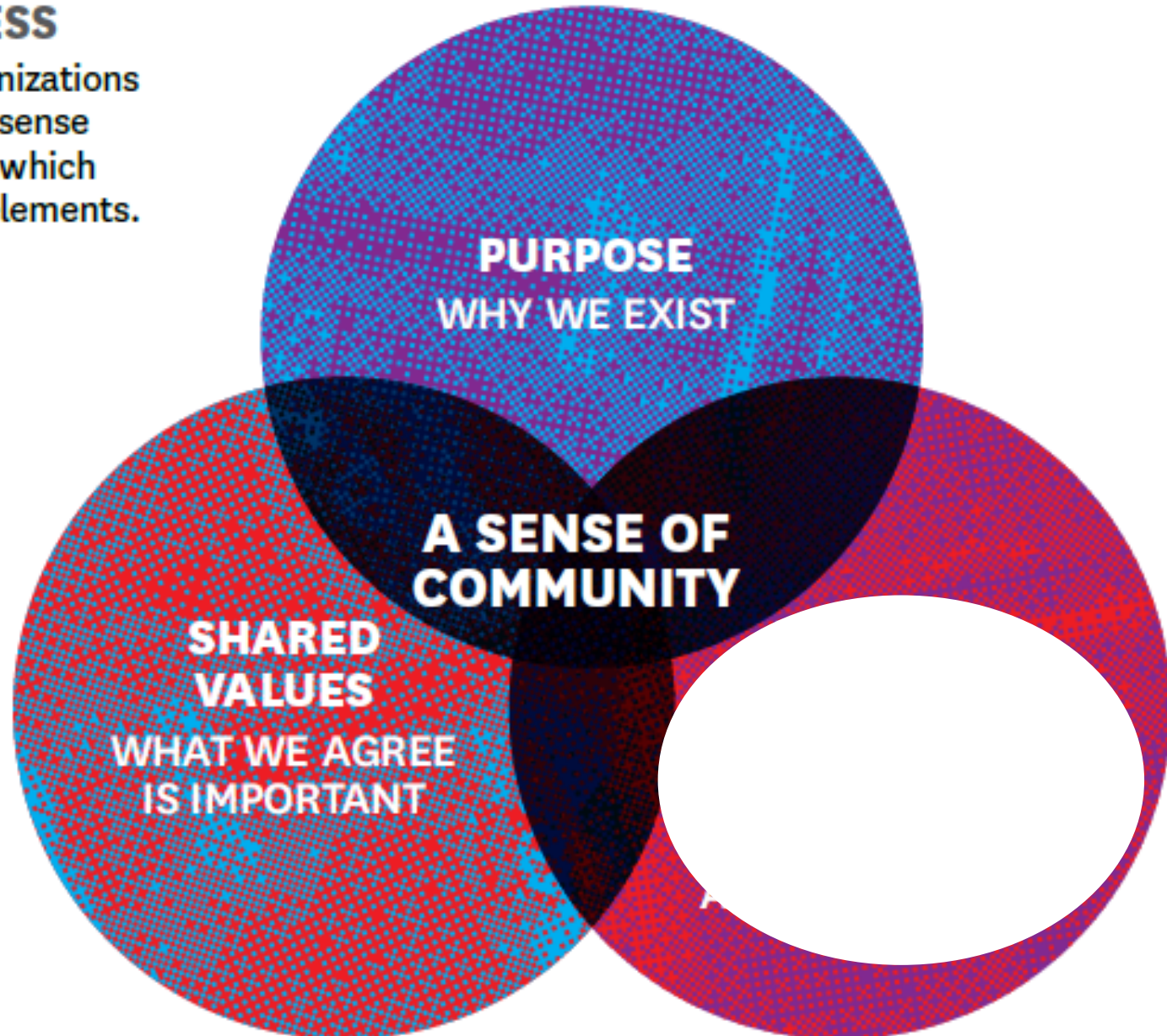
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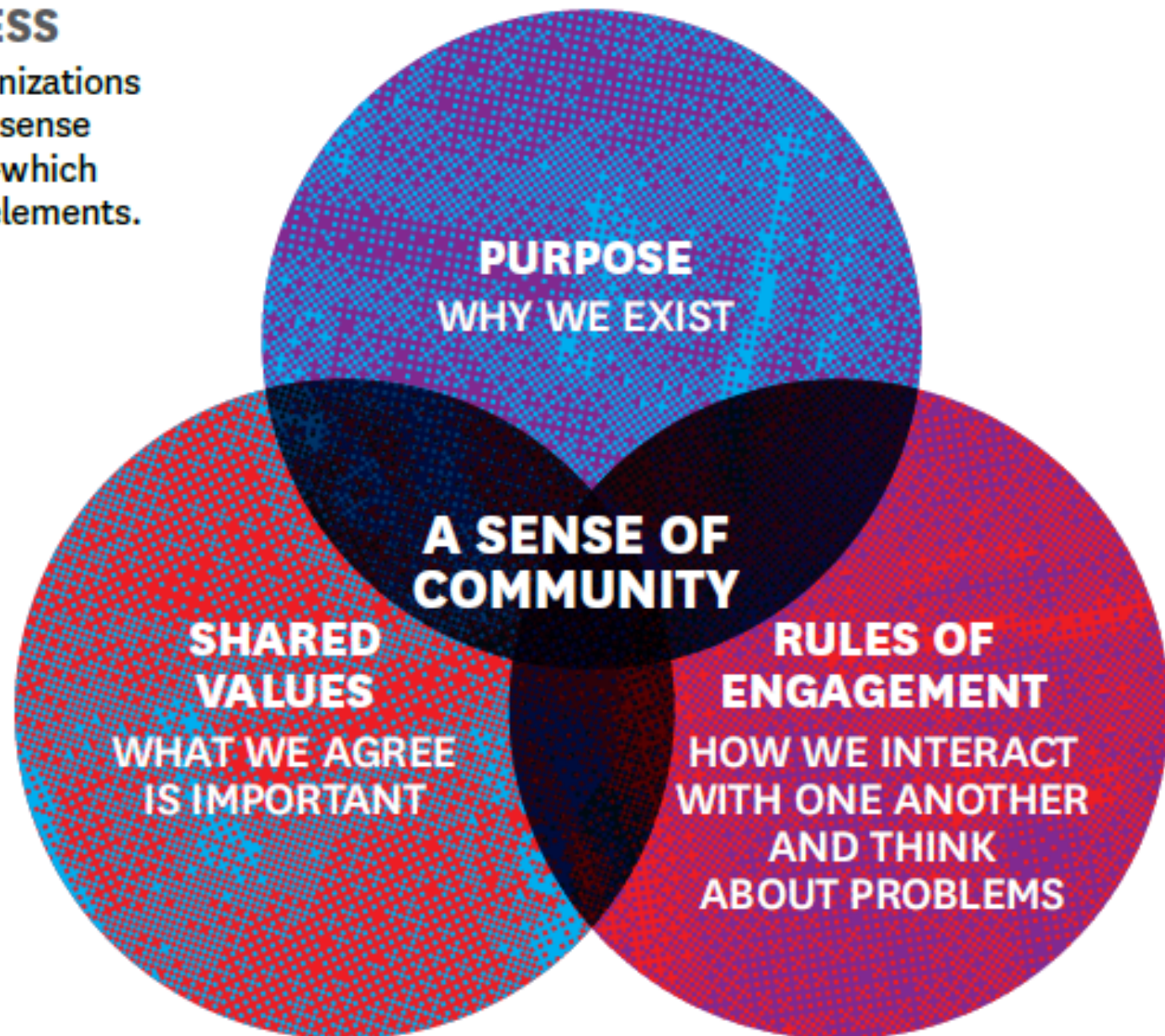
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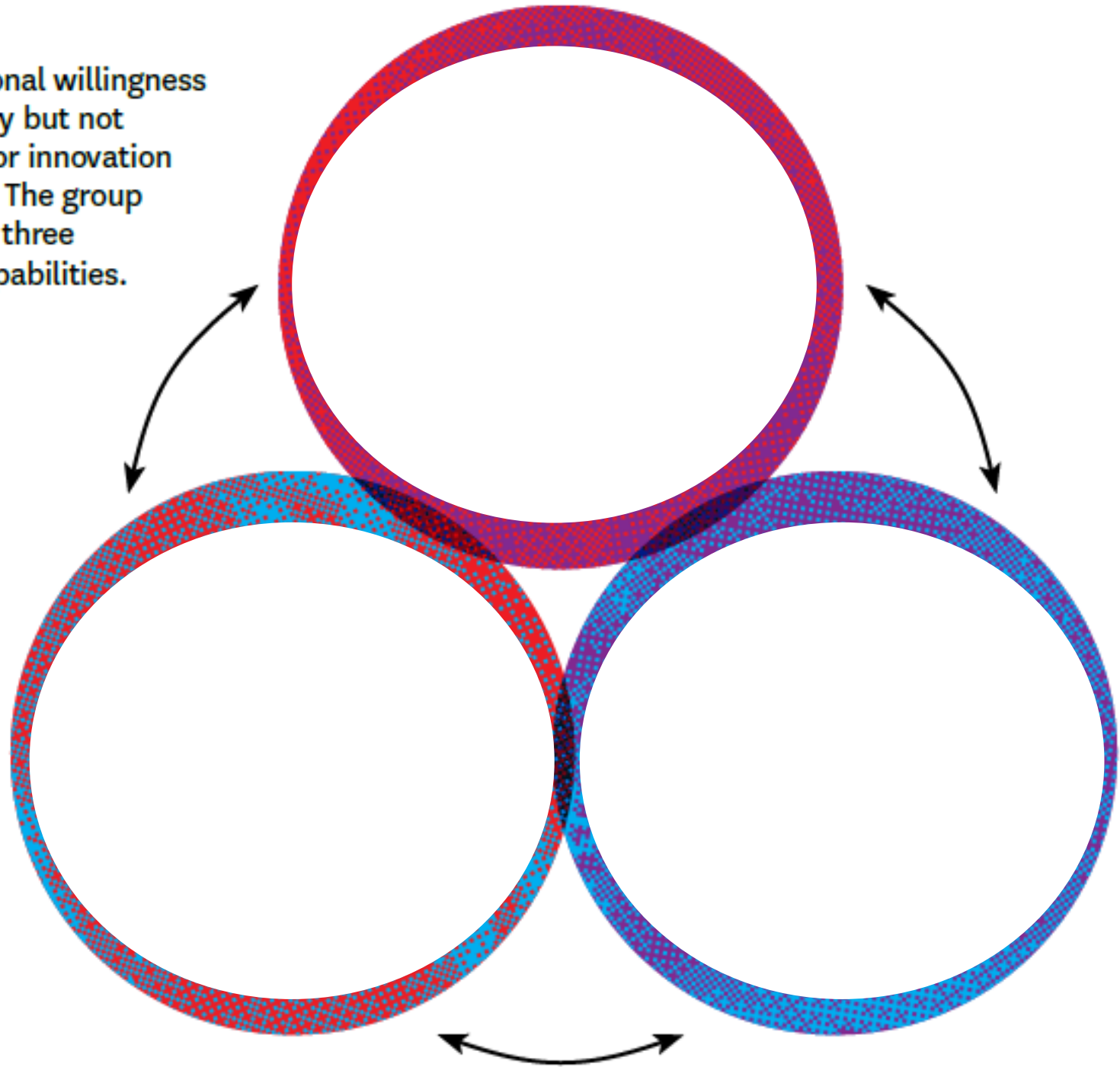
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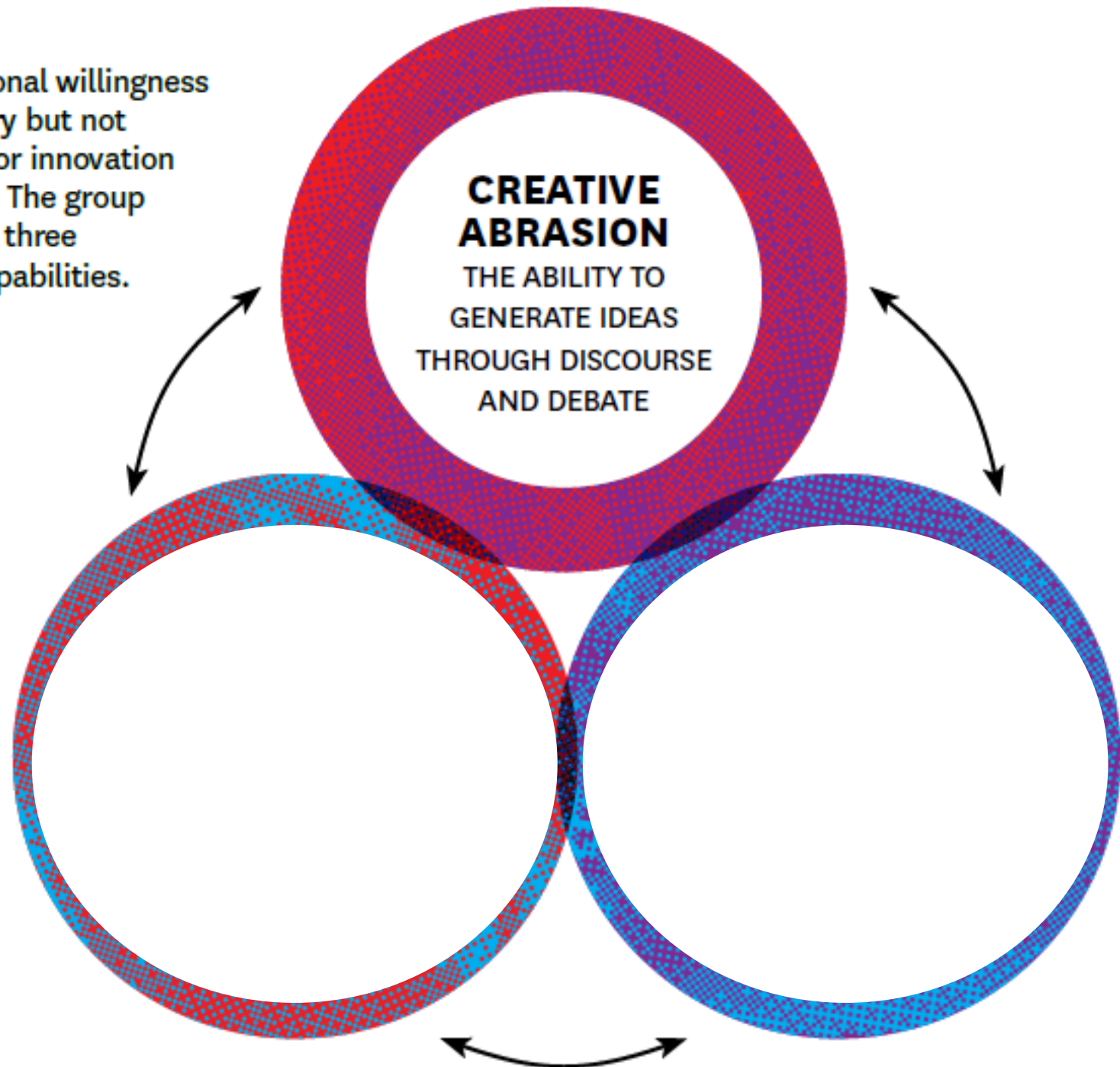
## ABILITY

Organizational willingness is necessary but not sufficient for innovation to flourish. The group also needs three specific capabilities.



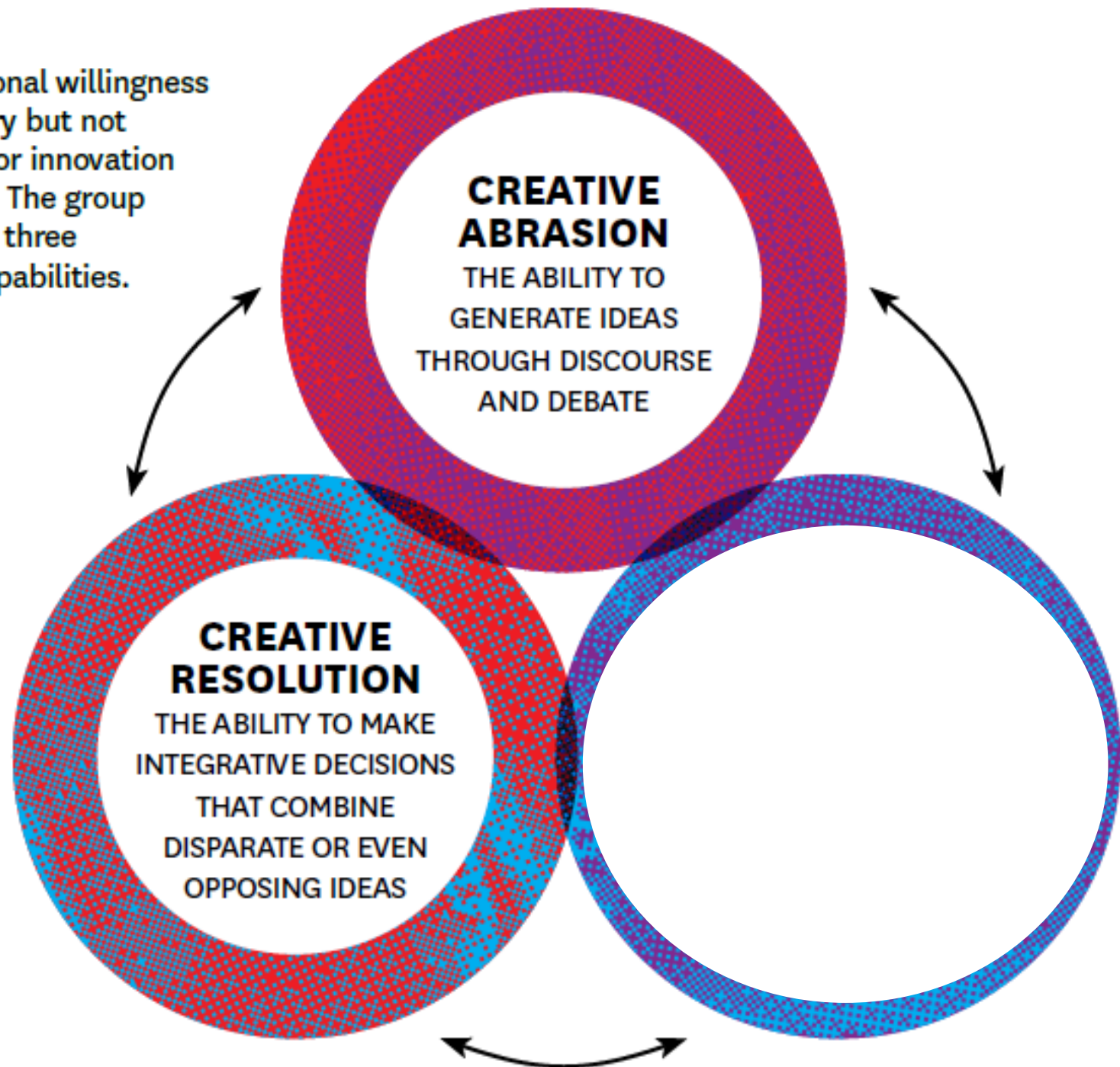
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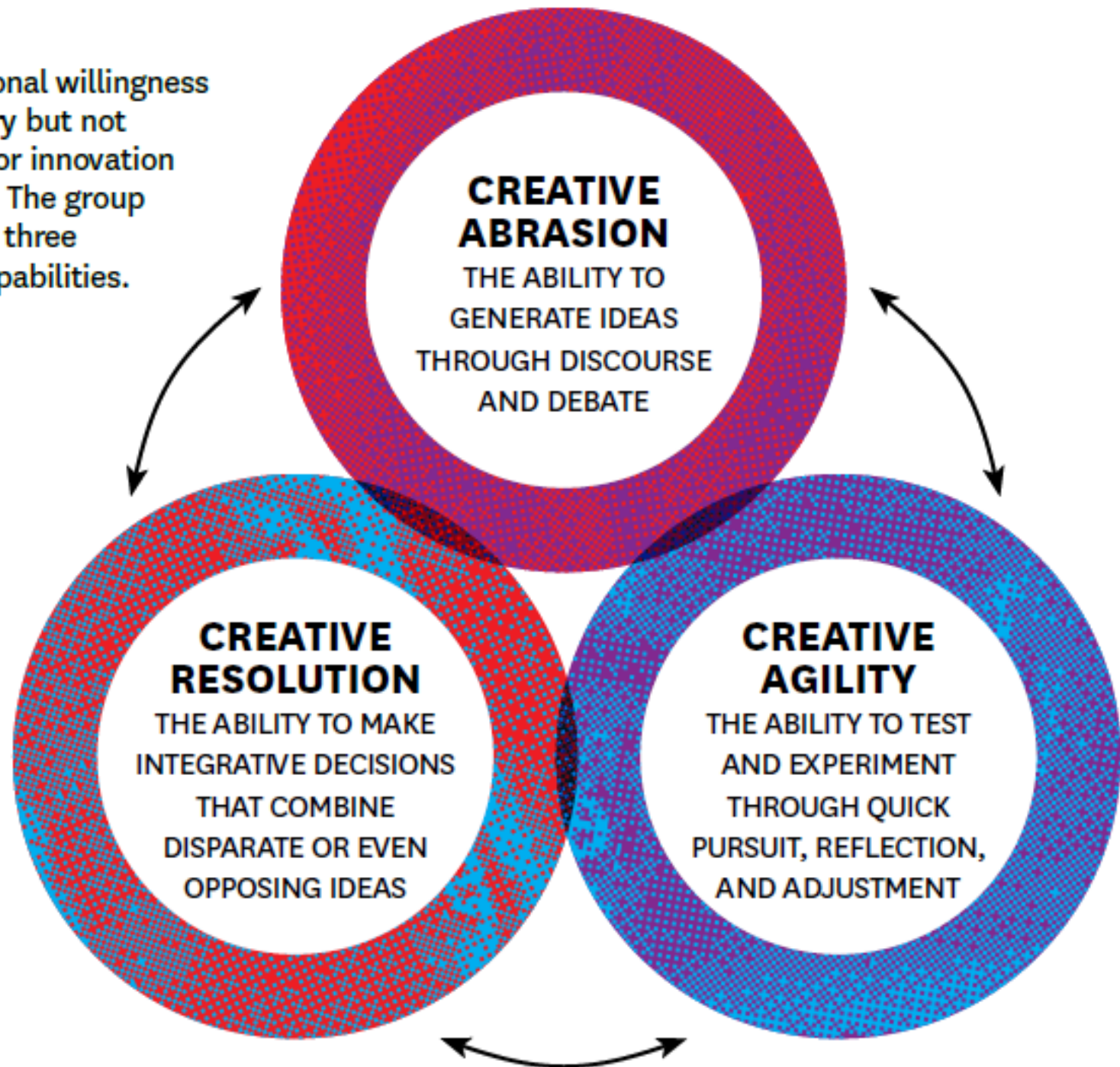
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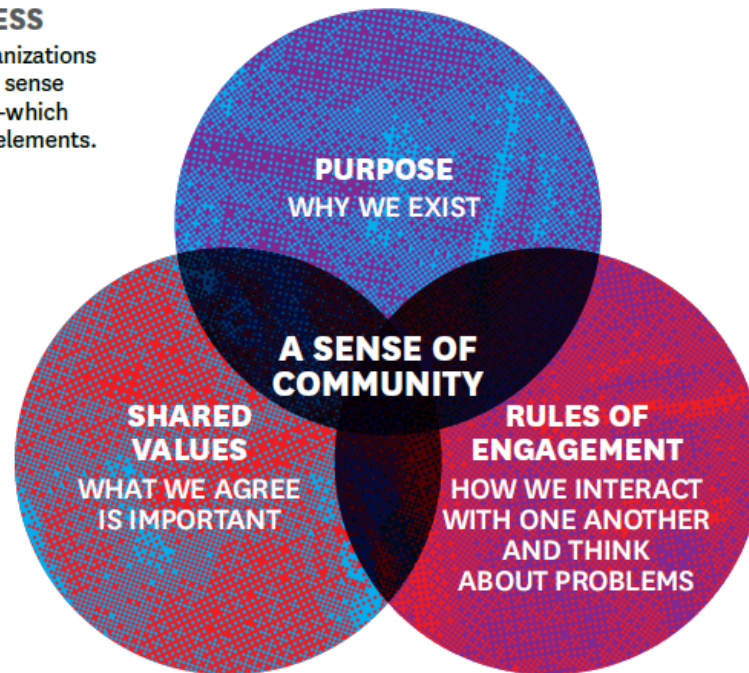
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# THE COLLECTIVE GENIUS TEAM CHALLENGE

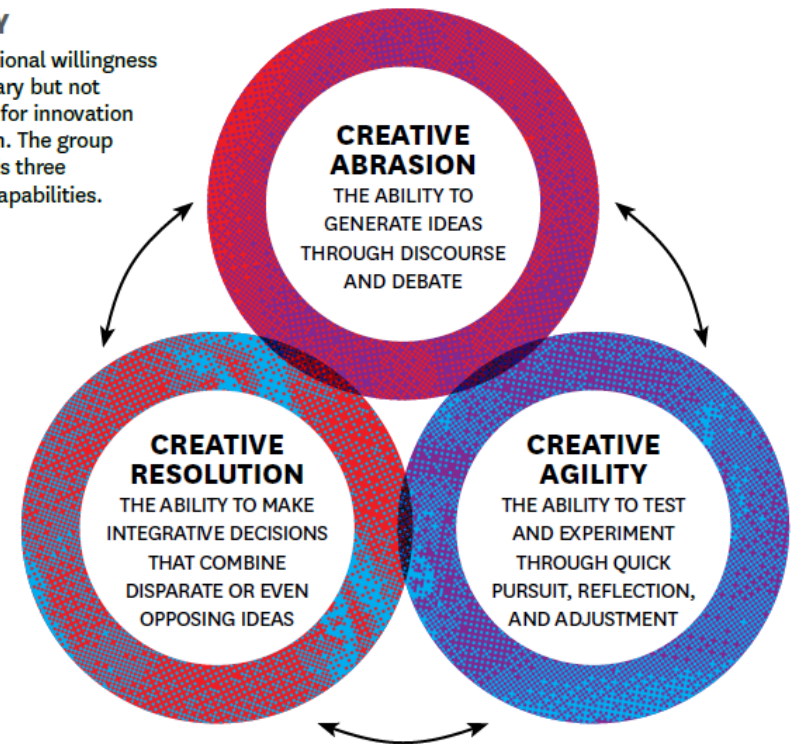
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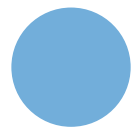


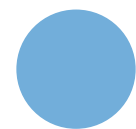
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Organizational willingness is necessary but not sufficient for innovation to flourish. The group also needs three specific capabilities.



*Where are you doing well and where do you need to focus increased attention?*

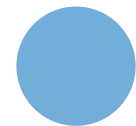




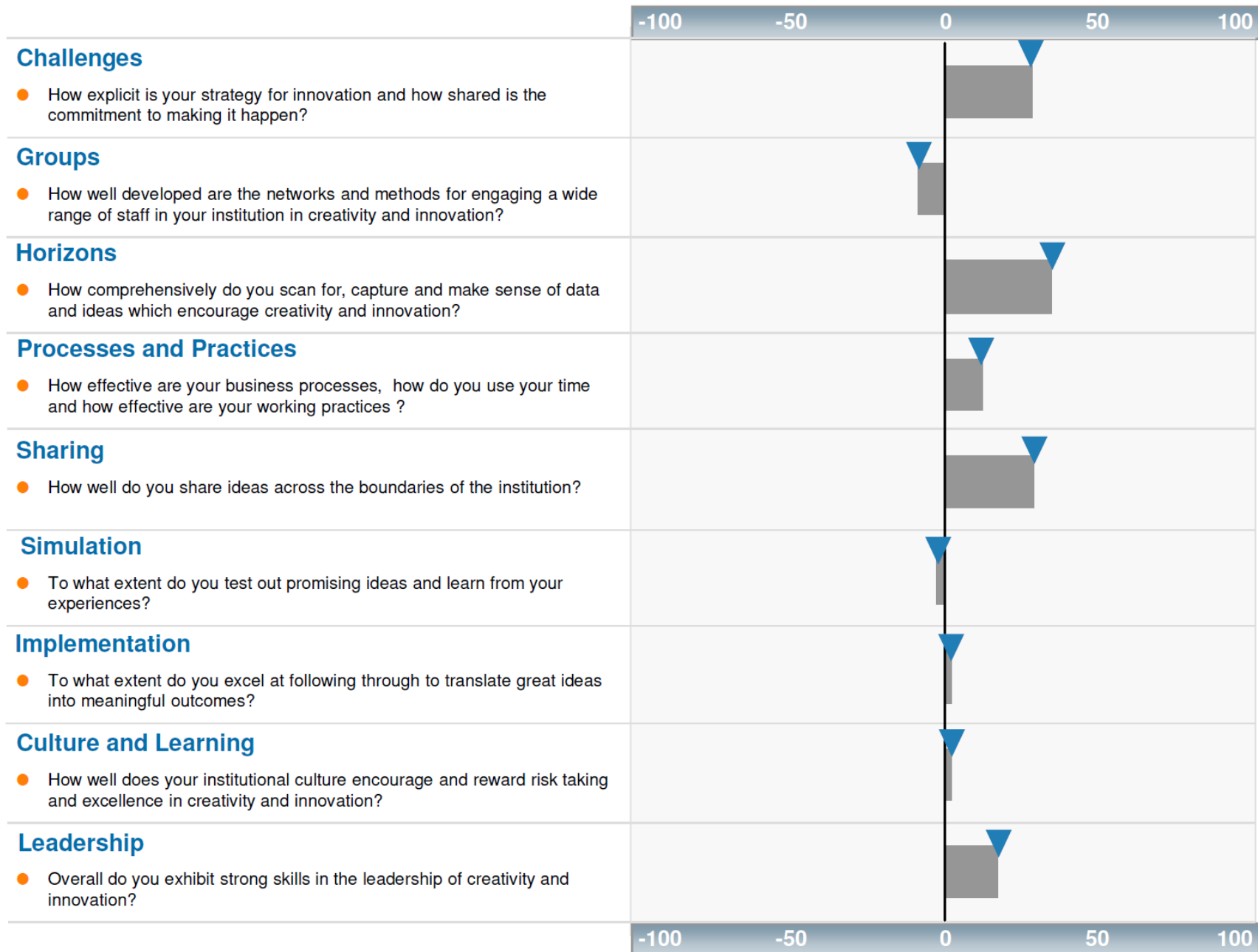
# THE I-DIAGNOSTIC



- A tool designed to capture your collective perceptions of your culture as it relates to institutional creativity and innovation



# Overall Profile





The screenshot shows the homepage of the i-lab@HE website. At the top left is the logo 'i-lab @ HE' with 'i-lab' in a white oval on a purple background, '@' in a white circle, and 'HE' in a white oval on a red background. To the right of the logo is the text 'from ranmore consulting group' and 'enhancing the performance of knowledge-based organisations'. In the top right corner, there is a link for 'Accessibility | You are here: Home' and a 'Join our LinkedIn group' button. Below the logo is a navigation menu with items: Home, Concept, i-lab@HE, i-innovation, Blog, Downloads, Links, i-innovators, Collaborators, Contact Us, i-zone, Register, and Login. The main content area features a dark blue header with the text 'Harnessing the Collective Creativity & Innovation in your Institution'. Below this is a row of four colored boxes: a red box with 'i' and 'The Power of Innovation', an orange box with 'l' and 'Loosen the Constraints', a purple box with 'a' and 'Articulate the Alternatives', and a yellow box with 'b' and 'Back the Best Ideas'. To the right of these boxes is a photograph of five people in professional attire. Below the main content area, there is a 'Welcome to i-lab@HE' section with a paragraph of text. To the right of this section is a 'Latest Blogs' section with a post dated 'Thu 1 Sep 2011' titled 'Welcome to i-lab@HE'. Below the blog post is a 'Related Articles' section with two tags: 'Higher Education' and 'Innovation'.

Accessibility | You are here: Home

Join our **LinkedIn** group

Home Concept i-lab@HE i-innovation Blog Downloads Links i-innovators Collaborators Contact Us i-zone Register Login

*Harnessing the Collective Creativity & Innovation in your Institution*

**i** + **l** **a** **b**

*The Power of Innovation* *Loosen the Constraints* *Articulate the Alternatives* *Back the Best Ideas*

**Welcome to i-lab@HE**

**Innovation is a central component of life in a university.** Whether it is expressed as the outcomes of a research or knowledge transfer activity, as the development or application of some new technology, the commercialisation of knowledge or simply a novel approach to learning and teaching the process is critically important in all facets of life in higher education. Developing the skills, providing prompts and conceptual models and processes to enhance the leadership of innovation, however, is very much in its infancy. Given the changing context, the need for innovation of all forms is going to become even more important in the future. This process aims to fill this perceived gap.

**Latest Blogs**

Thu 1 Sep 2011  
[Welcome to i-lab@HE](#)

**Related Articles**

Higher Education Innovation

innovate  
challenge

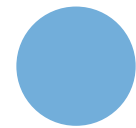
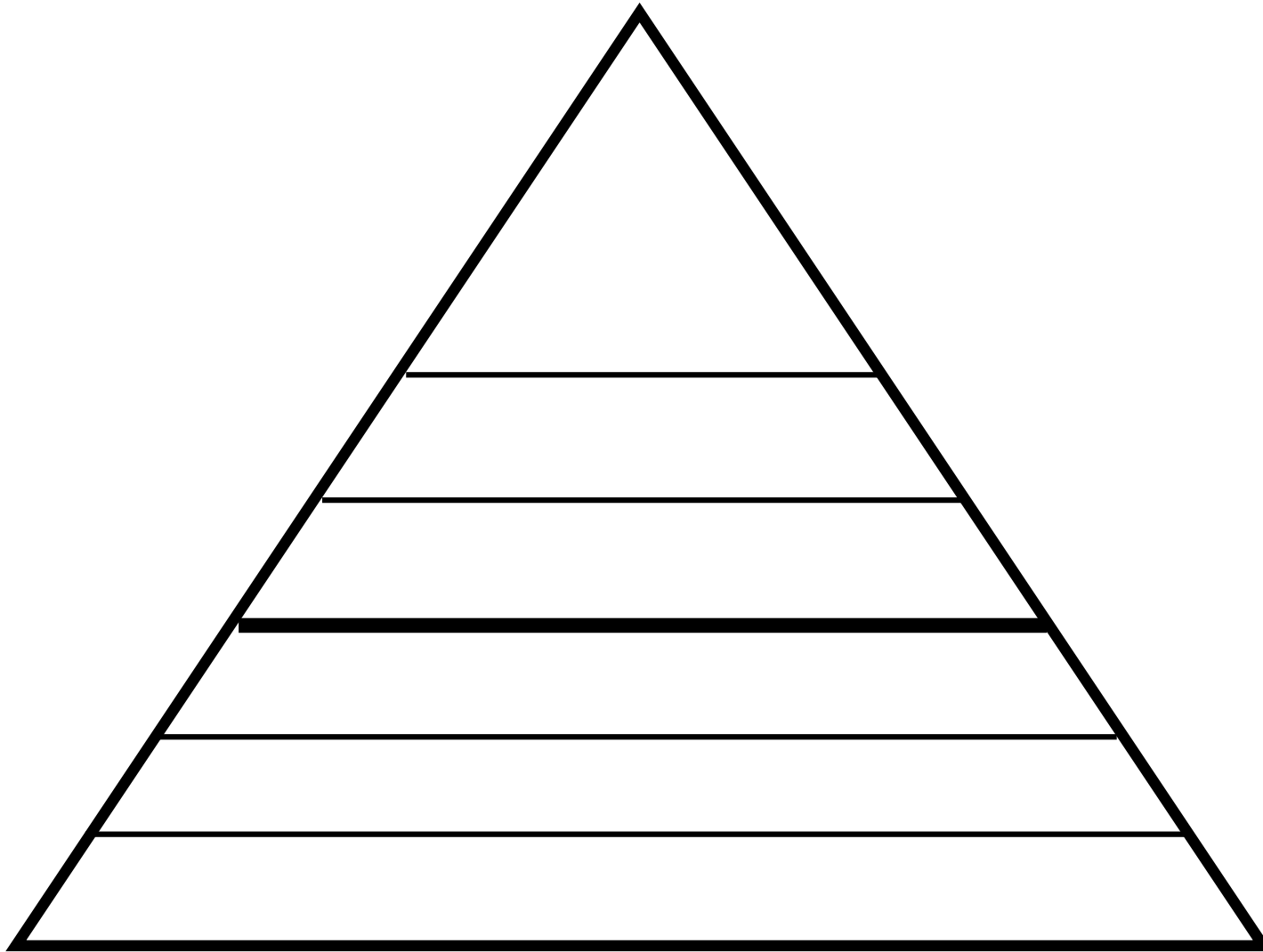
# STRUCTURE

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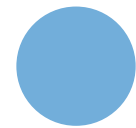
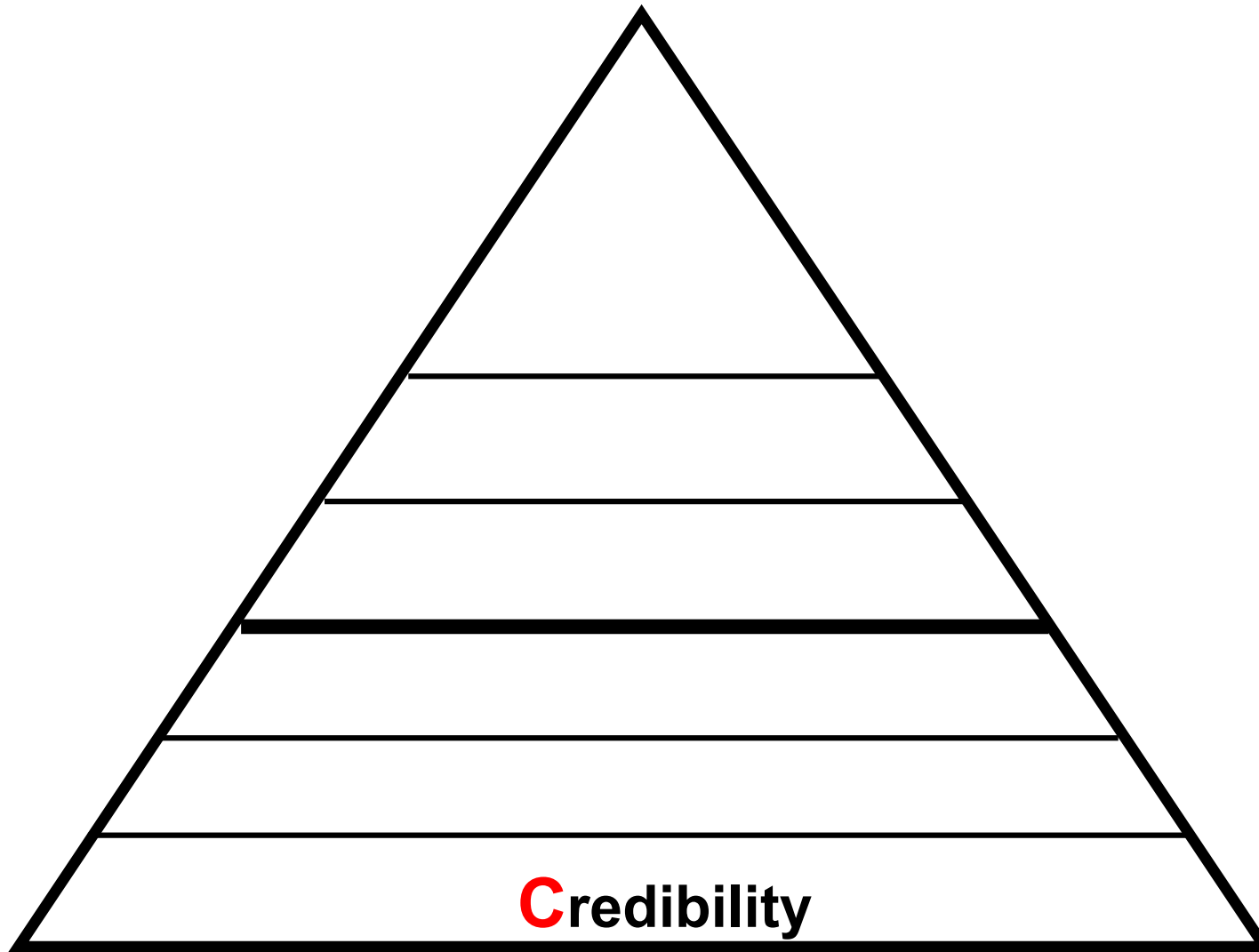
- **FOUR MODELS**
- Know *yourself*, know your *stakeholders*
- Know how to *influence* others
- Know how to *foster a culture* of innovation
- Know *your 6 C's*



# 6 **C**'S REQUIRED TO LEAD RIA



# 6 C'S REQUIRED TO LEAD RIA



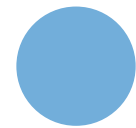
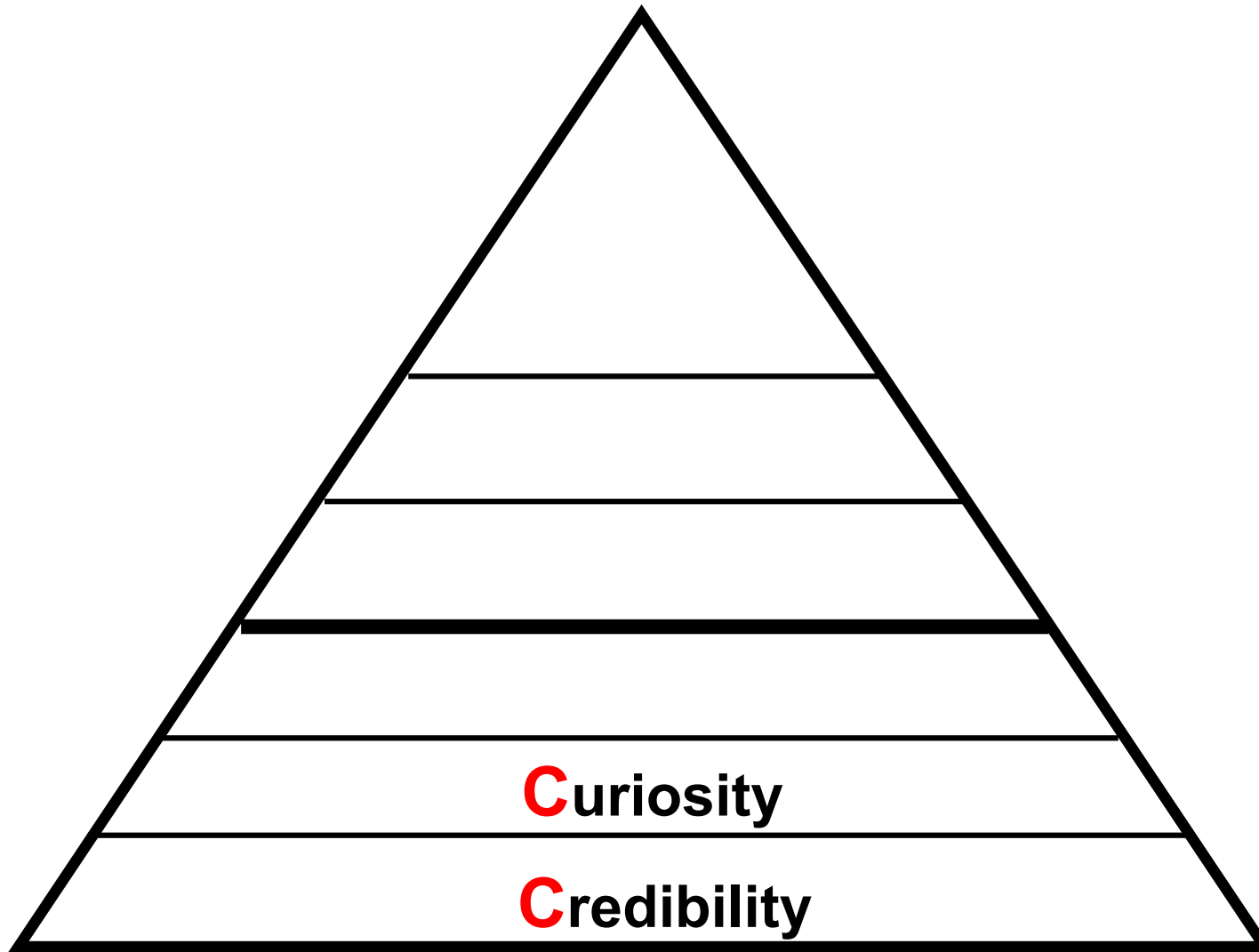
# 1. **C**REDIBILITY – WHERE DOES IT COME FROM?

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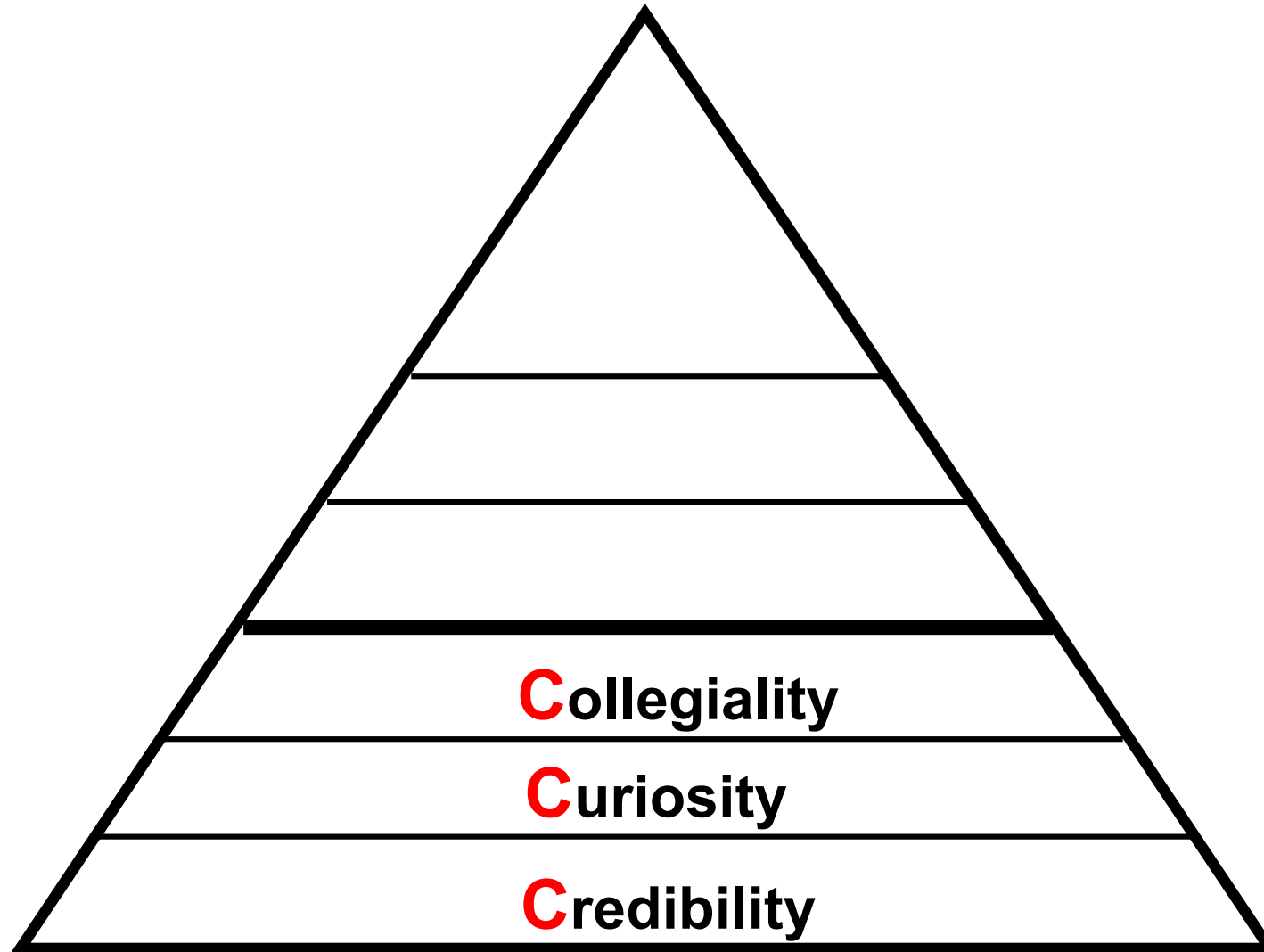
- **P**ersonal (intellectual) credibility
- **P**rofessional credibility
- **P**eer credibility, delivery credibility
- **P**ositional (management) credibility
- **P**olitical credibility



# 6 C'S REQUIRED TO LEAD RIA



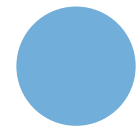
# 6 C'S REQUIRED TO LEAD RIA



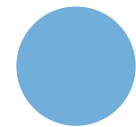
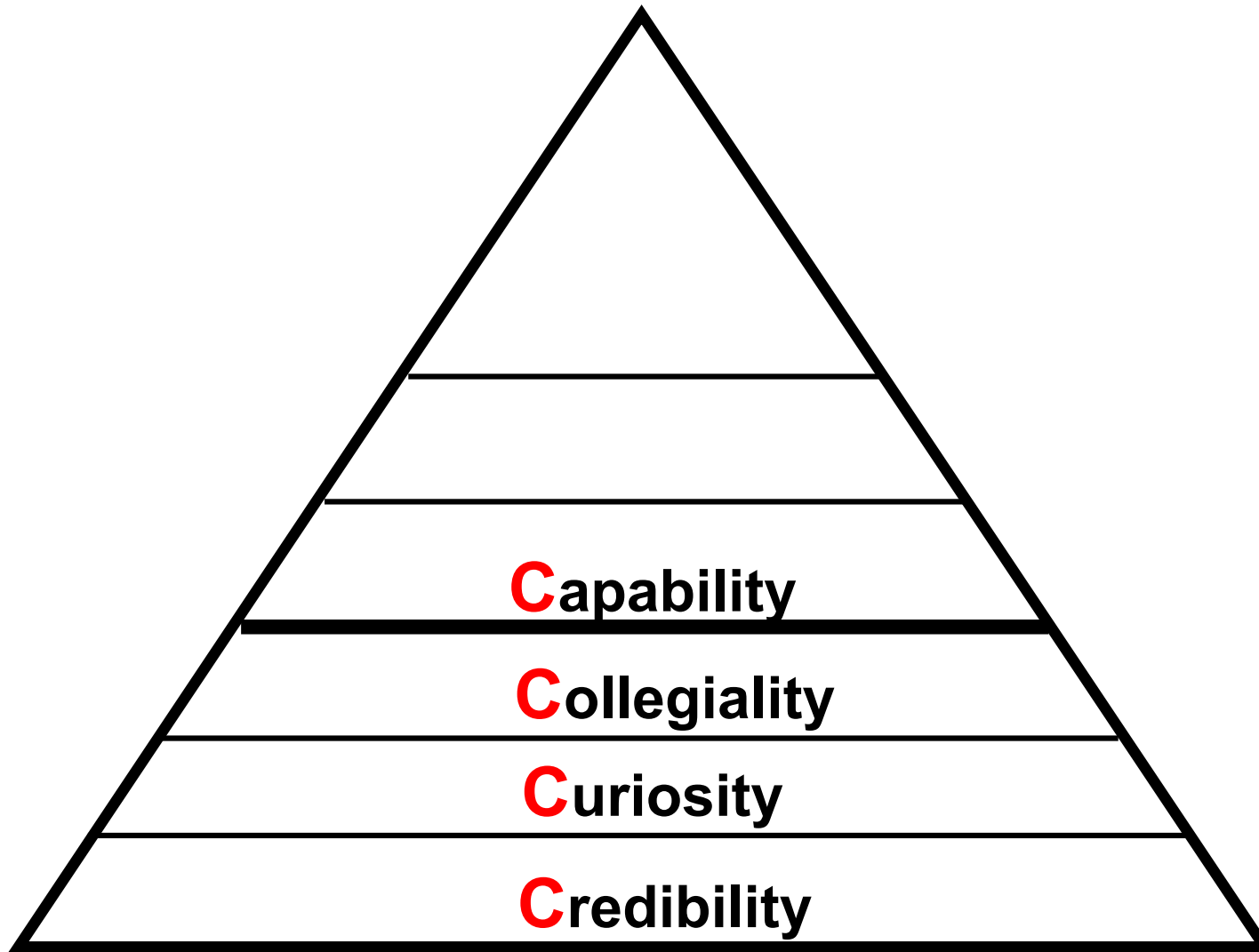
**C**ollegiality

**C**uriosity

**C**redibility



## 6 C'S REQUIRED TO LEAD RIA





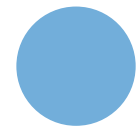
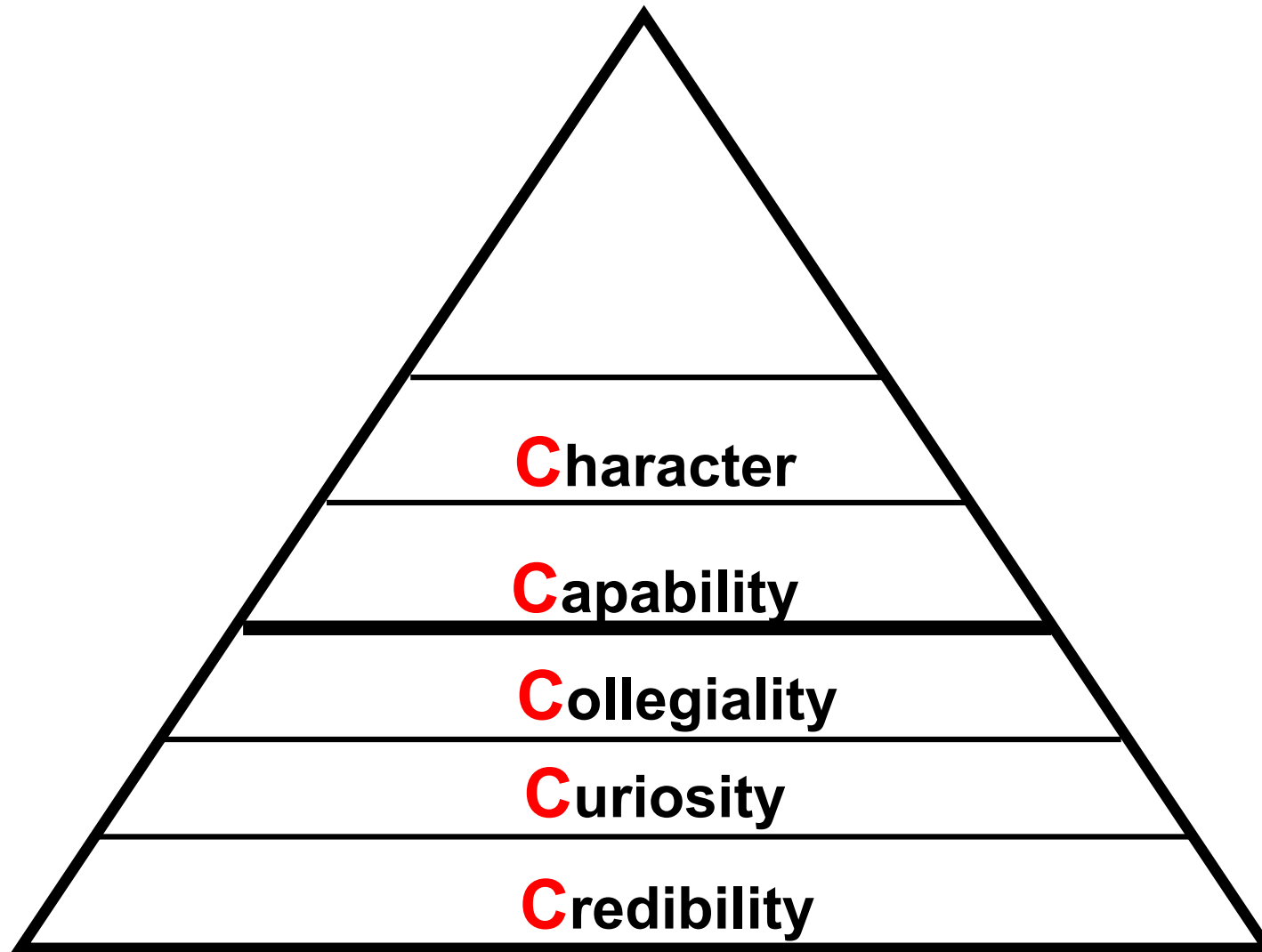
## 4. **C**APABILITIES

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- 1. **Horizon scanning**
- 2. **Sense making and planning**
- 3. **Flexing your style**
- 4. **Connecting, and**
- 5. **Celebrating**



# 6 C'S REQUIRED TO LEAD RIA



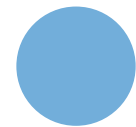
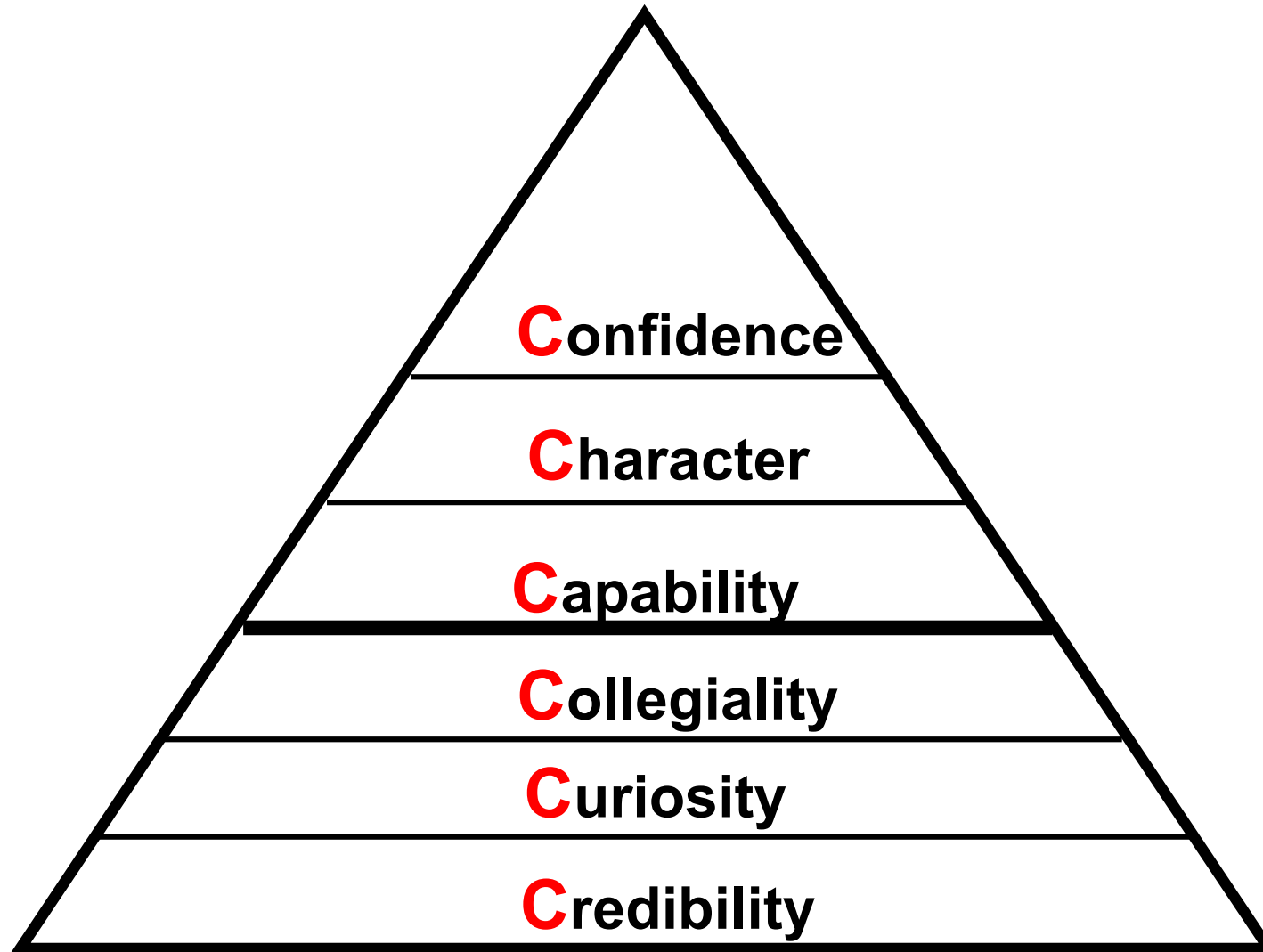
## 5. CHARACTER

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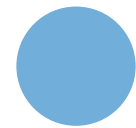
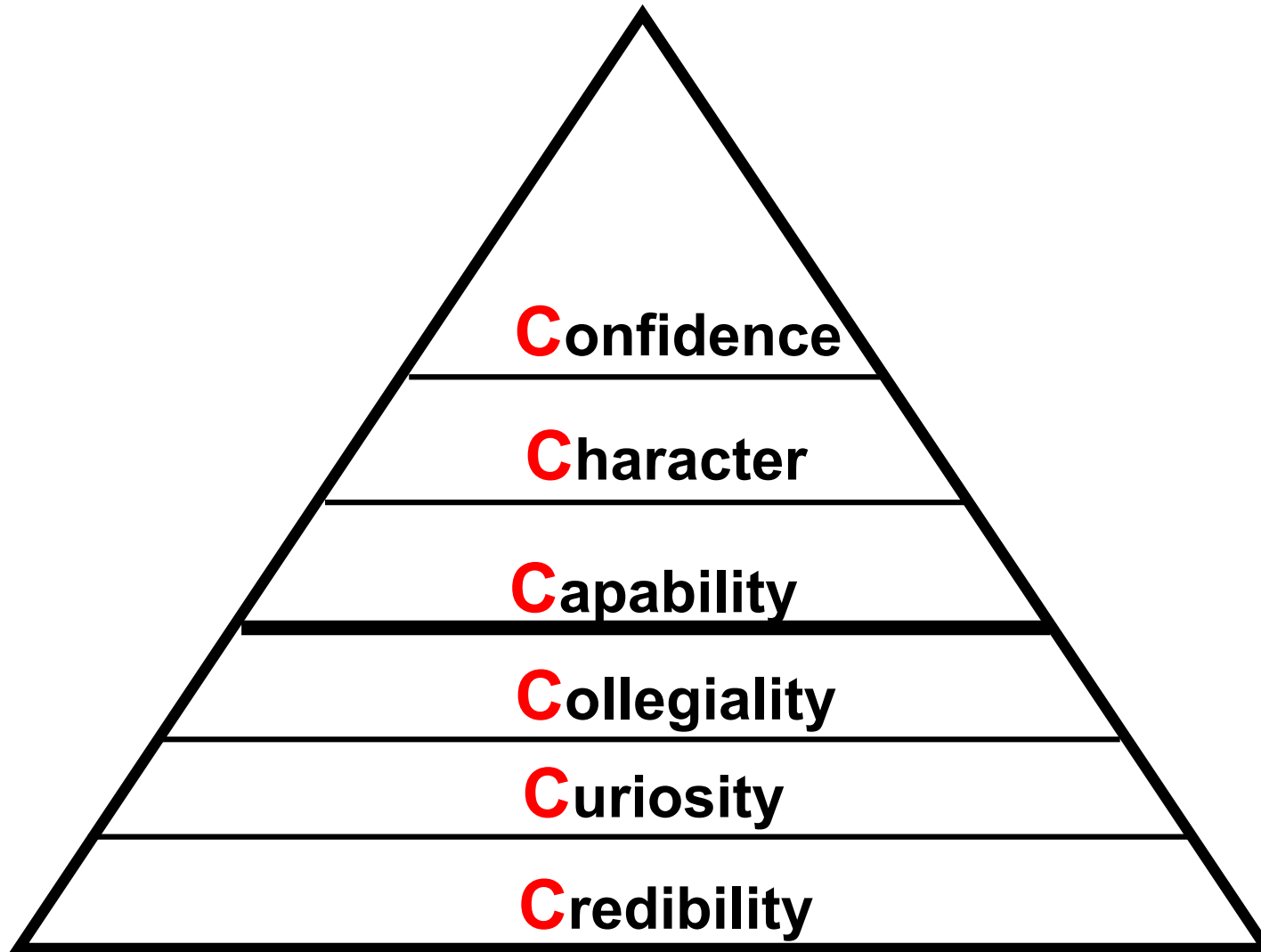
- Integrity
- Resilience
- Distinctiveness



# 6 C'S REQUIRED TO LEAD RIA

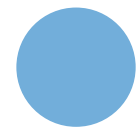


# WHICH ARE YOUR STENGTHS?



# Globally Engaged Leadership

## Personal Insights Profile

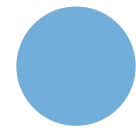


# GLOBALLY ENGAGED LEADERSHIP

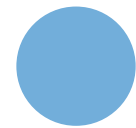
SOCIAL COMPLEXITY



REACH AND STRATEGIC SCOPE

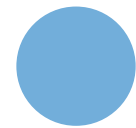


# GLOBALLY ENGAGED LEADERSHIP

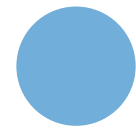
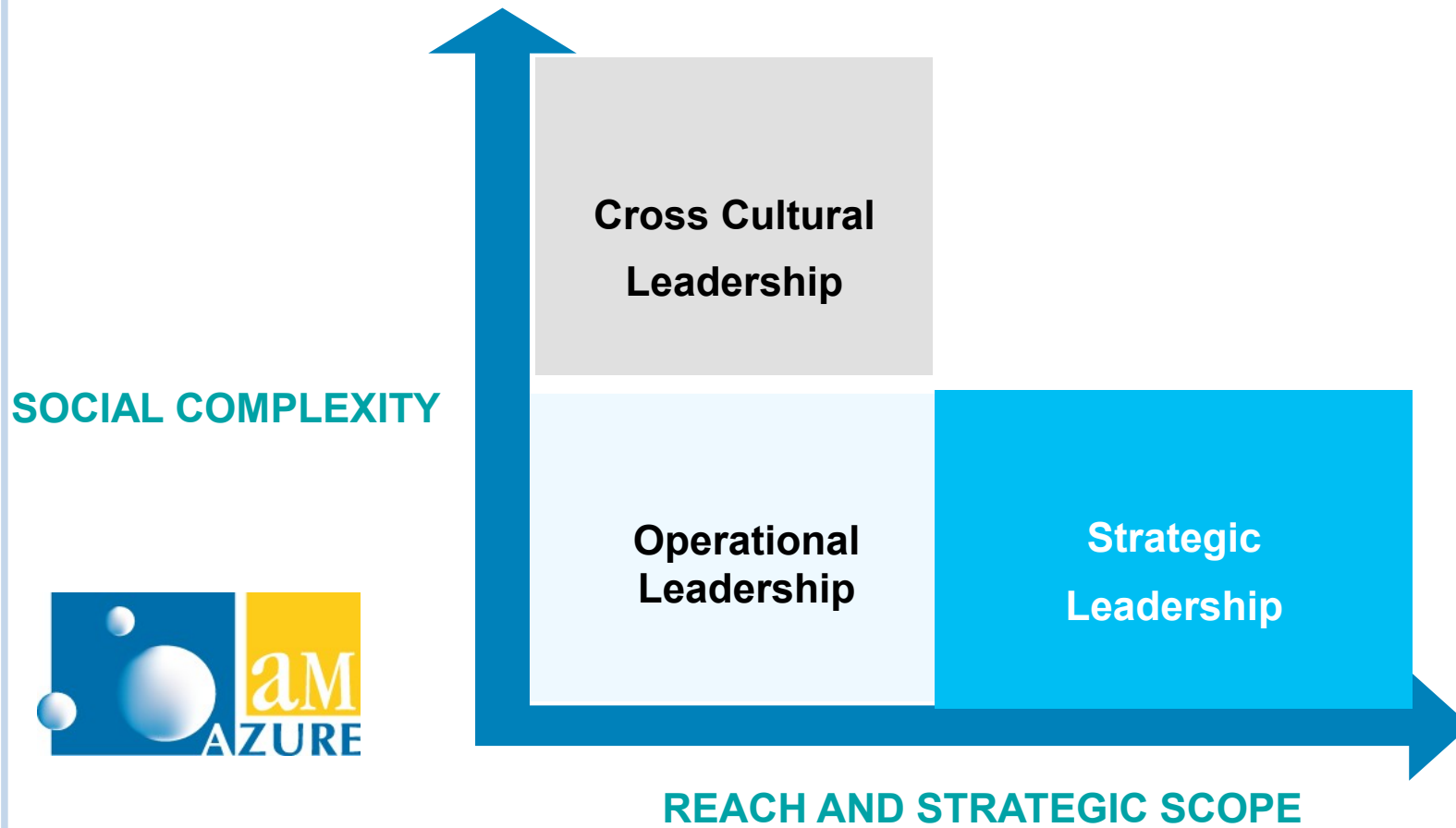




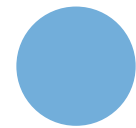
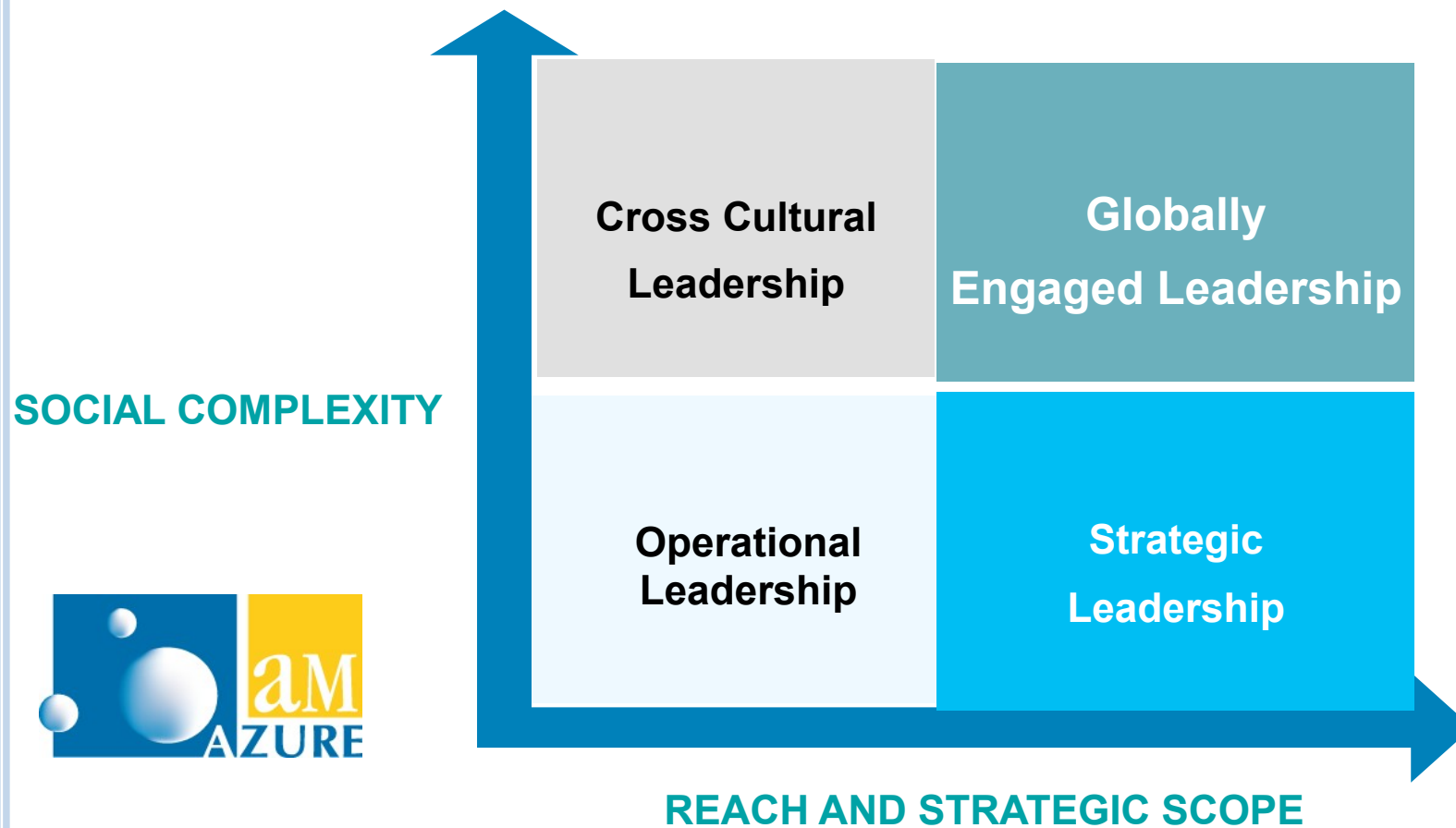
# GLOBALLY ENGAGED LEADERSHIP



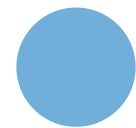
# GLOBALLY ENGAGED LEADERSHIP



# GLOBALLY ENGAGED LEADERSHIP



# THE *VIRTUOUS* CYCLE OF GLOBALLY ENGAGED LEADERSHIP SUCCESS



# PEOPLE MATTER(S)

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- *Know yourself* and understand the interests and motivations of those policy/decision makers with whom you work.
- Be proactive in *influencing others* about RIA – particularly those who may be passive at the moment or working actively against the process.
- Take time to create the conditions by which you *foster innovation and creativity* in relation to RIA.
- Think about your *6 C's*
- *To which one do you intend to give most attention?*



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