



Commonwealth Scholars Training

Developing professional skills

Frederique Jouhandin
AccessEd

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#AccessEdTraining





Welcome to today's workshop

Zoom Housekeeping:

- Please ensure you are muted if you are not speaking to the group
 - We will pause for questions as we go
 - If you are having connectivity issues, please try turning off your camera during the presentation; these can be turned on during discussion sections
 - If you have any technical issues please privately message Sharmin in the chat for help
 - If you have a question as we go, please use the chat function
 - For breakout groups, we encourage use of your camera if possible please!
-

AccessEd: Who are we?



- AccessEd is a non-profit organisation committed to supporting postgraduate researchers in their professional development and university access programmes to increase social impact globally.
- AccessEd has expertise working with international students and social enterprises, as well as delivering courses in transferable skills for the 21st century. AccessEd bridges the gap from education to the professional and public sectors.

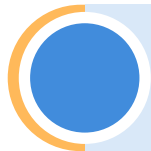


Introduction to your trainer

Frederique Jouhandin



25+ years of experience in education



Extensive Management experience in different corporations



Experience in setting up and running own business

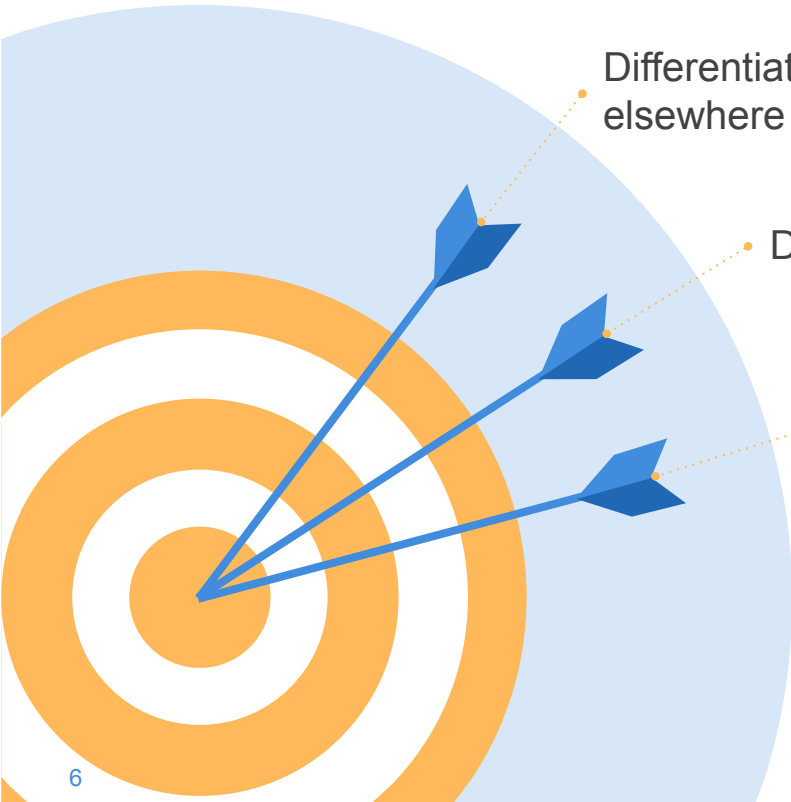
Session learning outcomes

Understanding of:



Session learning outcomes

Practical experience in:



Differentiating 'professionalism' in your home country context to elsewhere

Deciphering and discussing your Belbin team role

Practical skills for handling conflict in the workplace



Why Developing professional skills training?

This training is good for researchers who:



Want to understand how skills from research map to the workplace



Want to develop great professional skills for use in a variety of future workplace contexts



Want to understand individual team role style for application in the workplace

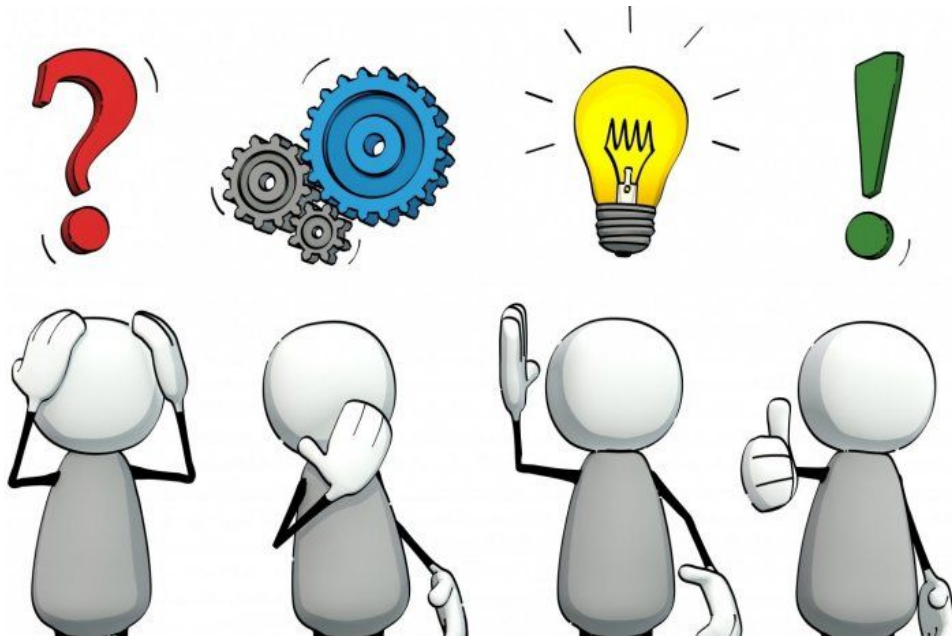


Want to understand difficult situations that might come up in the workplace, and how to manage conflict

Ice breaker - breakout rooms



? Introduce yourself, your degree, and why you're attending this training





Professionalism



Professionalism



1 The competence or skill expected of a professional

2 How you conduct yourself in your place of work



How we
talk



How we
write



How we
interact with
others



How we
dress

3 The biggest thing you will ever sell is yourself!



Characteristics of a true professional

Positive attitude	Attitude is key; affects others around you
Respect	Courteous and considerate of others; respecting opinions and work of others
Communication	Good writing, listening and speaking skills, adapted your environment.
Ethics	Displaying ethical conduct; most organisations with have ethics and code of conduct guidelines
Reliability	Meeting deadlines, turning up on time, colleagues being able to rely on you
Expertise	Professionals never stop learning. Bring expertise to your area of work
Organisation	Staying on top of your workload and tasks is key for any role
Honesty	Telling the truth; owning mistakes
Appearance	Meeting a dress code if there is one

Professionalism expectations: UK

Some cultural workplace and professionalism expectations you might encounter in the UK....



- Constructive criticism plays a big role
- Work-life balance as a common concept
- Timings and schedules - timeliness is key
- How you work well and collaborate
- Right to one uninterrupted 20-minute break during work day (if 6+ work hours)
- Socialising with work colleagues is common
- Depending on organisation, may have some informal practices

Professionalism expectations: UK vs abroad

Some snapshots/ examples of what you might see in other countries
(that is less common in UK):



India - Use of 'Sir' or 'Ms' to address colleagues more senior



China - Strong/ fixed sense of hierarchy and structure (can also be seen in some places in the UK)



US - Statutorily, most US organisations have fewer holidays (UK offers minimum 20 paid days holiday, no minimum in the US)

Group discussion: professionalism vs unprofessionalism: your country context



- Think of an example of a professional 'norm' in your home country that might be different to the UK
- Would this norm be seen as unprofessional in a UK context?
- Why would this be seen as unprofessional, and what might happen in a situation if you were to behave in this way?





Professional skills for success



Soft-skills – what are employers looking for?



Responsibility

Accepting fault, not “passing the buck” to others

Teamwork and collaboration

Ability to work in team and achieve goals of the team

Time management skills

Ability to prioritise tasks and manage time so that deadlines are met

Flexibility and adaptability

Willingness to change and adapt to new procedures and environments

Commitment

Dependability, reliability, willingness to work hard



Decision making/ problem solving

Making decisions and solving issues

Leadership skills

Leading others and yourself

Handling pressure

Ability to work under potentially stressful situations

Creativity skills

Applying both logic and creativity to tasks

Translating academic skills to professional world



Management Skills

- Project Management
- Line Management
- Financial and resource management
- Marketing

Research skills

- Using research skills in privately owned organisations or foundations
- Qualitative skills
- Quantitative research

Translating academic skills to professional world



Interpersonal Skills

Along with the communications skills learnt in a teaching environment you may have developed:

- Influencing and negotiating skills
- Creating and presenting ideas
- Teamworking
- Mentoring and coaching

Content and reviewing skills

- Literature reviewing
- Writing papers, reports, newsletter articles

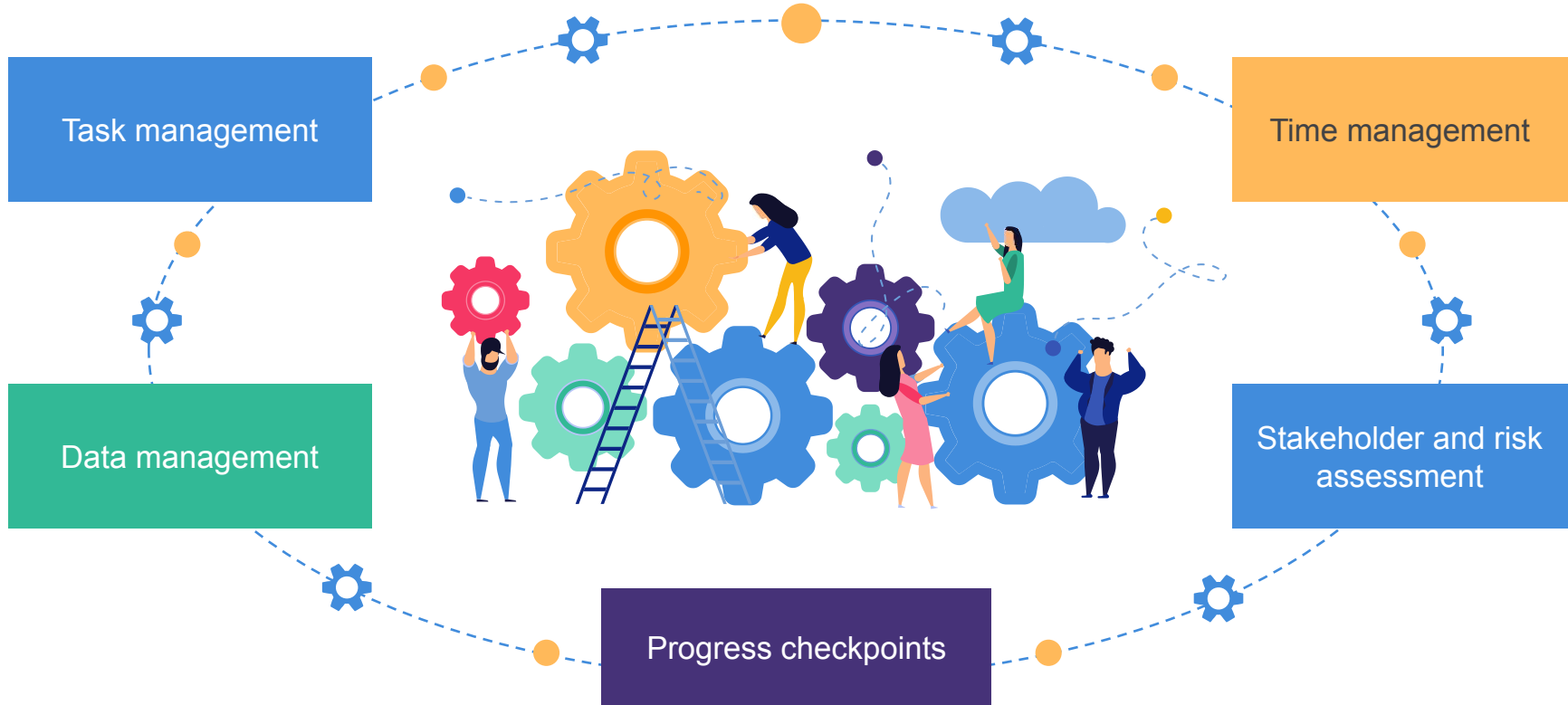
Translating academic skills to professional world



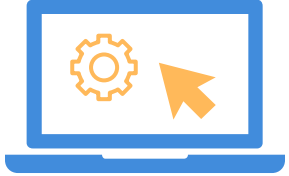
Teaching Skills

- Designing, preparing and delivering lectures
- Designing e-learning modules
- Facilitating small group seminars
- Addressing peers at conferences
- One to one tuition and coaching
- Providing feedback and assessment

Breaking Project Management down



Project management tools you might encounter in the workplace



Programmes/software:

Microsoft Project

Asana

Monday.com

TeamGantt

...many more!

Commonly used frameworks/tools:

Gantt charts

Resource allocation trackers

Project reports

Workload trackers

RAG/RAID logs

Project/programme management qualifications:

PRINCE2

Managing Successful Programmes (MSP)

Agile Project Management (APM)

Reflections on Project Management



Is there a fundamental difference in approach?

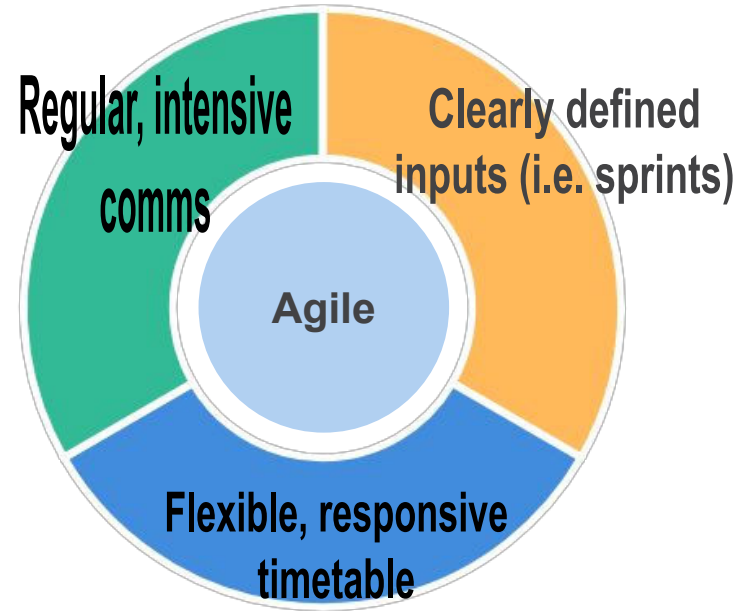
Waterfall

Clearly defined outputs

Clearly defined timetable

Comms plan agreed in advance

in conclusion, pre-specified



in conclusion, adaptable

Tasks = all work items and assignments that need to be accomplished within a defined amount of time for a project to be completed.

**** Task management *is not project management* ****

- What does task management answer?
 - What sequence to these tasks needs to be completed in?
 - Which tasks are more important than others?
 - How do I prioritise these?



Some Techniques for Task Management

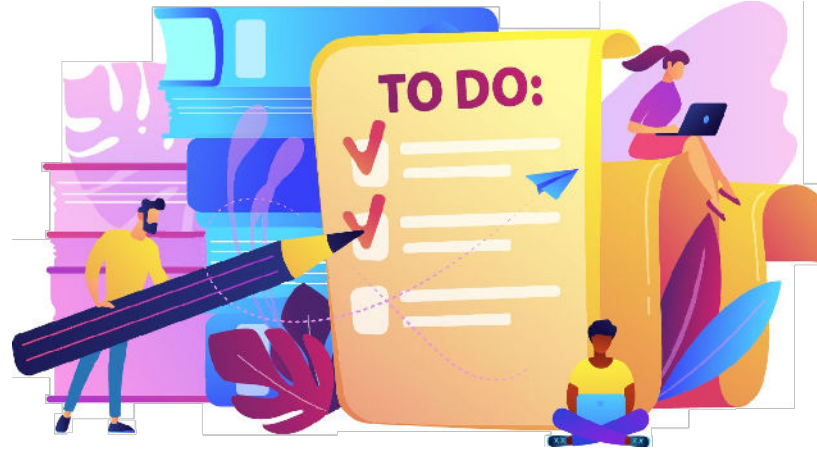
Writing a simple
to-do list

Making it more
nuanced by adding:

- Current status
- Priority ranking
- Deadline
- RAG

Use an online calendar
or email provider

Use an app like
Remember the Milk



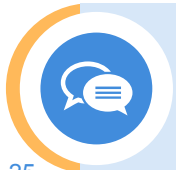
A practical approach to Task Management



	Not Urgent	Urgent
Important		
Not important		

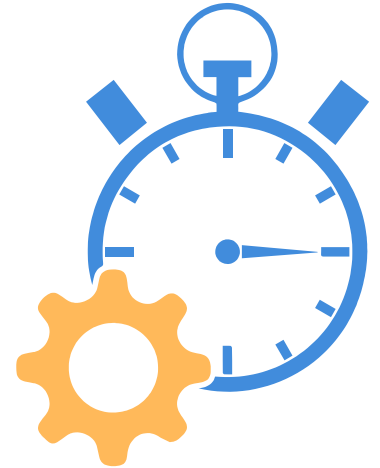
Important and urgent tasks are the ones to do first!

Does this reflect the order in which you would actually do these tasks?



Activity: take a few minutes to organise your current to do list into this grid

- Way you organise and plan **how long** you spend on specific activities.
- **How you complete the tasks** in the most efficient way
- **How you plan out your day**
- Micro techniques for management



Some Techniques for Time Management



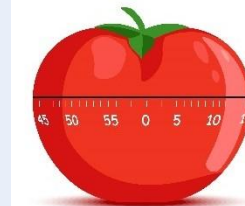
Track and learn

- www.manictime.com
- www.rescuetime.com



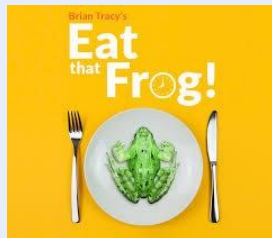
Pomodoro technique

- www.focusboosterapp.com



Eat your frog

- <https://www.briantracy.com/blog/time-management/the-truth-about-frogs/>



Email technique

- Handle them a maximum of two times
- Think about when you see / send emails





Tea break



Working in a team and handling colleagues:

Difficult situations and conflict
management



Working in a team



“

A team is not a bunch of people with job titles, but a congregation of individuals, each of whom has a role which is understood by other members. Members of a team seek out certain roles and they perform most effectively in the ones that are most natural to them.

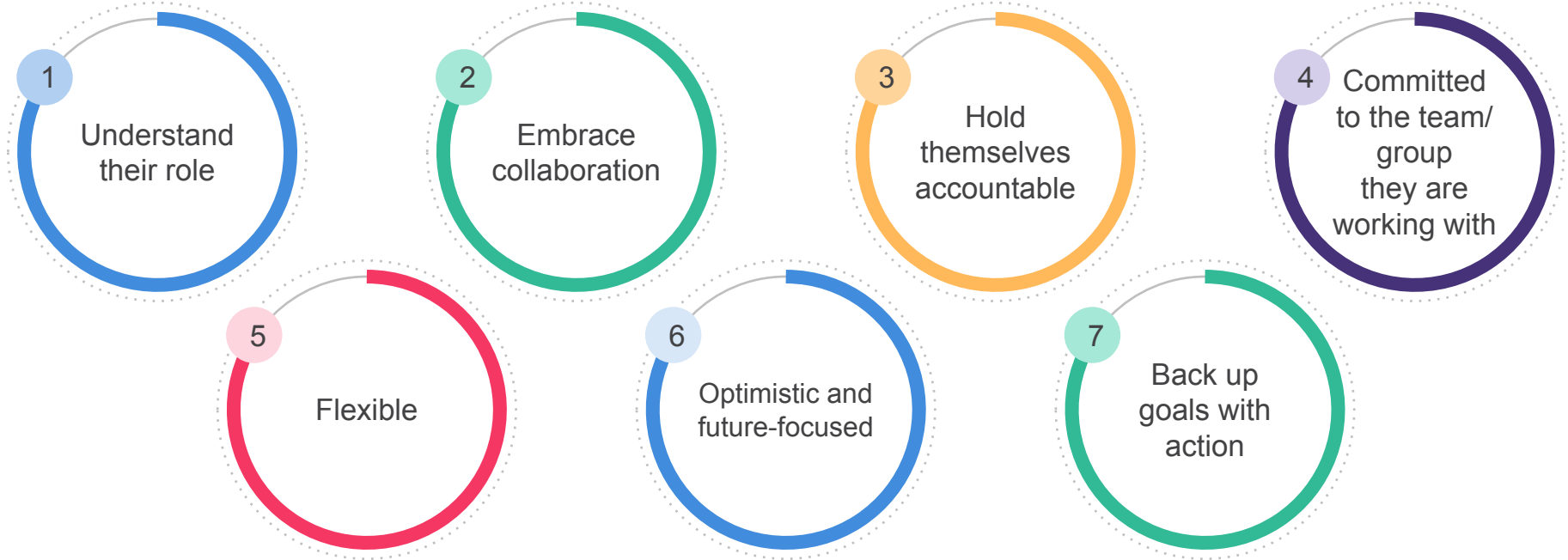
Dr R. M. Belbin

”












Working in a team

Typical qualities of a good team player:



Key point: Research showed that the most successful teams were made up of a diverse mix of behaviours

Working in a team: Belbin team roles

Team Role	Contribution	Allowable Weaknesses
Plant 	Creative, imaginative, free-thinking. Generates ideas and solves difficult problems.	Ignores incidentals. Too preoccupied to communicate effectively.
Resource Investigator 	Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.	Over-optimistic. Loses interest once initial enthusiasm has passed.
Co-ordinator 	Mature, confident, identifies talent. Clarifies goals. Delegates effectively.	Can be seen as manipulative. Offloads own share of the work.
Shaper 	Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.	Prone to provocation. Offends peoples feelings.
Monitor Evaluator 	Sober, strategic and discerning. Sees all options and judges accurately.	Lacks drive and ability to inspire others. Can be overly critical.
Teamworker 	Co-operative, perceptive and diplomatic. Listens and averts friction.	Indecisive in crunch situations. Avoids confrontation.
Implementer 	Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.	Somewhat inflexible. Slow to respond to new possibilities.
Completer Finisher 	Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.	Inclined to worry unduly. Reluctant to delegate.
Specialist 	Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.	Contributes only on a narrow front. Dwells on technicalities.

Breakout room activity: your Belbin team role



Go into breakout rooms and discuss the scores for your self-perception questionnaire:

1. Your primary and secondary team role - is this a surprise to you?
2. Can you give one example of where your team role has been evident/obvious in an activity you've done?
3. Can you give one example of where your 'allowable weakness' has shown?
4. Of all the different roles in your group, which ones might work well together and which ones would work less well? Why?



Dealing with difficult situations in work

Generally, you should:



1

Establish facts first

2

Ask lots of questions

3

Actively listen

4

Avoid pre-judgement

5

Be careful not to give the impression that feelings of others are no important

6

Avoid the necessity or drive to 'always be right'

Dealing with difficult situations in work

Generally, you should:



Remember that there is no one-size fits all approach. We'll go into some common and difficult situations you might experience on the next slide

Difficult work situations and how to respond to them



Situation	What to say or do	Why it works
<p>You have to give negative or difficult feedback to someone you know at work</p> <p><i>Janet works at the same level as Maurice. They have worked on the same project together. Janet needs to give Maurice some constructive feedback on some work that hasn't been up to scratch. Maurice put a lot of time into this, and Janet and Maurice know each other well.</i></p>	<p>“I want to deliver this constructive feedback and do this honestly to be able to support your development, in a way that someone else once did for me”.</p> <p>“It would be helpful for us to talk through some constructive project points about the work we have been doing - I think it would help the project progress”.</p>	<ul style="list-style-type: none">– Person has time to prepare for constructive feedback– Sharing a personal account helps– Helps the message be about encouragement

Difficult work situations and how to respond to them



Situation	What to say or do	Why it works
<p>You want to share your perspective, but one person is dominating the meeting.</p> <p><i>Raj is prepared to share his view about quarterly results for the organisation he is working in. With every attempt, his senior colleague, Naveed, monopolises the conversation.</i></p>	<p>“Excuse me. If this is a good time for it, I’d like to share one idea and then ask you to continue to tell us more.”</p>	<ul style="list-style-type: none">– Politely signals that you would like to participate– Lets them know you will make it easy for them to continue talking– Focuses the attention on something you are trying to present

Difficult work situations and how to respond to them



Situation

You need to push back on a decision you believe is wrong.

Gurvit is a research associate at a Pharmaceutical company. After several meetings, Gurvit's team need to submit the plan for the next phase of work to the department director. Gurvit notices that her Manager has put in some points that hadn't been discussed and that she really thinks will be damaging to the progress of the project.

What to say or do

Pick your battles. Decide how critical the issue is, and the value in contesting this.

If critical, request a short meeting with your manager.

Instead of jumping in with the thing you think is wrong, say "I wanted to understand more about the rationale for including these points. I have X concerns due to X reason, but it would be good to hear more in case there is a clear reason for this."

Why it works

- You manager won't feel like you're resorting straight to an accusation
- Gives your manager or peer the space to give further explanation
- Shows that you are keen to understanding reasoning
- Gives space for discussions about concerns

Difficult work situations and how to respond to them

Situation	What to say or do	Why it works
<p>Someone takes credit for your idea or work.</p> <p><i>Mai-lee works in a team at a consulting firm, as part of a team of 10 people. In a stressful and fast paced team meeting, she recommends to the project lead that they take a different approach to one of their project ideas. The idea is met with resistance. Then Dave, another team member, restates her idea in his own words. The rest of the team agrees and supports “his” idea.</i></p>	<p>“Thanks for spotlighting/ highlighting my point. There are a couple of other points worth considering alongside this, and we could discuss more of the details if it is helpful at this point?”</p> <p>Decide: Is it worth highlighting that it was your point?</p> <p>Consider, what is the value in highlighting this?</p>	<ul style="list-style-type: none">– Prevents you from being trivialised– Allows you to reclaim your idea– Gives opportunity for discussing with your manager– Provides an opportunity for greater ownership

Group discussion: dealing with difficult situations



What could be said and done in response to the following scenarios?

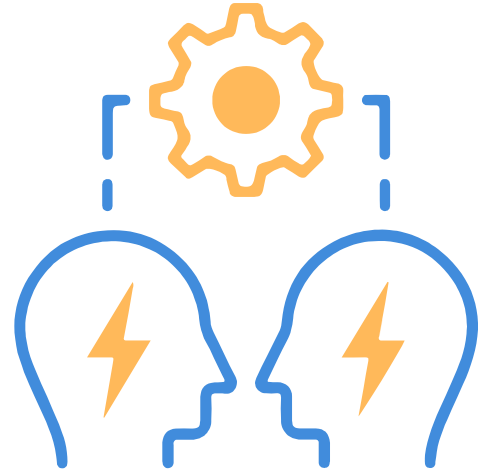
1. **Situation:** Reporting or dealing with a co-worker who is continuously letting down the team and projects are constantly off track
2. **Situation:** You are asked to work on a collaborative project with someone with whom you don't see eye to eye
3. **Situation:** You were questioned by a senior about why you didn't attend a meeting, but you were not aware you were meant to be in that meeting
4. **Situation:** you feel you are being made to continuously do work that falls outside your job description, by people who are outside your direct team but are more senior.



Conflict in the workplace



- *Don't fear conflict; embrace it - it's your job.*
- Will face conflict at some point in your career
- The ability to recognise conflict is a key skill
- Address conflict in a healthy way is critical for leadership



Handling conflicts in the workplace

1

Defining and understanding acceptable behaviour

3

Understanding the 'What's in it for me' factor

5

Viewing conflict as opportunity

Addressing conflict head on

2

The importance factor

4

Practical steps for solving workplace conflict



Arrange to speak with the person



Focus on behaviour and events, not personalities



Listen carefully



Identify points of agreement and disagreement



Prioritise areas of conflict



Develop a plan to work on each conflict



Follow through on plan



Build on successes



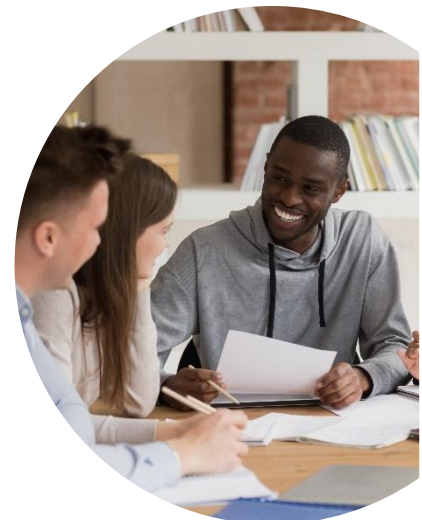
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Breakout room activity: building on previous experiences



Go into your breakout rooms and discuss a conflict situation you have faced before at work or in your degree.

Based on what we have discussed about conflict situations, what could be done differently next time to resolve this? Why?



What is Continuous Professional Development (CPD)?



Supporting people in the workplace to understand more about their work environment, job they do and how to do it better.

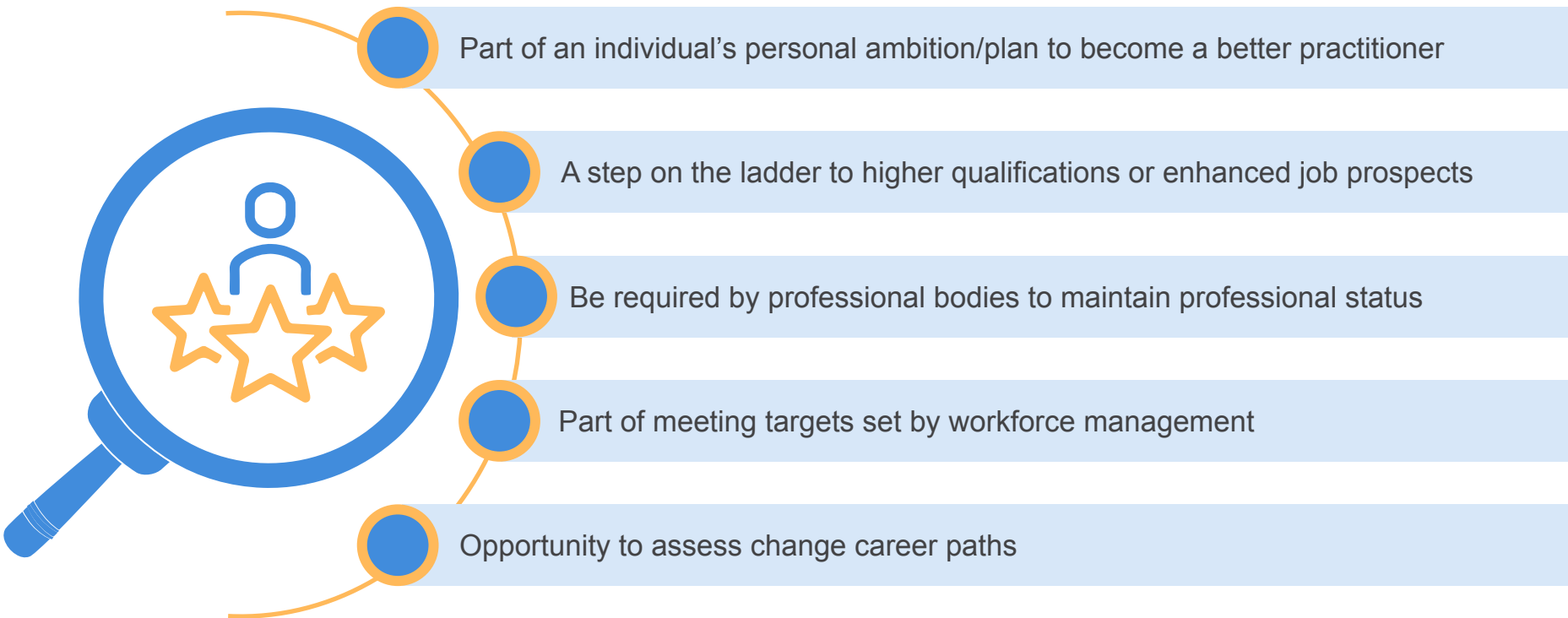


Help people make the changes, broaden skills and become more effective

What is Continuous Professional Development (CPD)?



Continuous professional development can be:



Committing to CPD once in work - the CPD cycle



Specific development activities



Continuing education

- Enrollment in formal degree programmes
- Pursuing certificates, accreditations, other credentials
- Attending workshops and training courses

Participation in other professional organisations

- Attending conferences, workshops
- Presenting papers
- Serving as a board member, committee member
- Coordinating events sponsored by your place of work

In-work and out of work development:

- Attending training sessions
- 1-1 learning with a manager or colleague
- In-work practical tasks - being set activities

Example development plan



Example:		
Goal	Needs	Activities
To improve my project management skills to be able to take the lead in small projects.	Understand basic project management techniques and tools.	Read The Art of Project Management by Scott Berkun O'Reilly by October 2007
	Understand how techniques and tools are put into practice.	Attend MLA Yorkshire Project Management for Beginners course 25 November 2007
	Utilise new skills on a practical project.	Meet with two managers (one within organisation and one external) to discuss good project management techniques Jan-Feb 2008
		Take leading role in redesigning summer education programme Apr- Jun 2008

Interested in more?

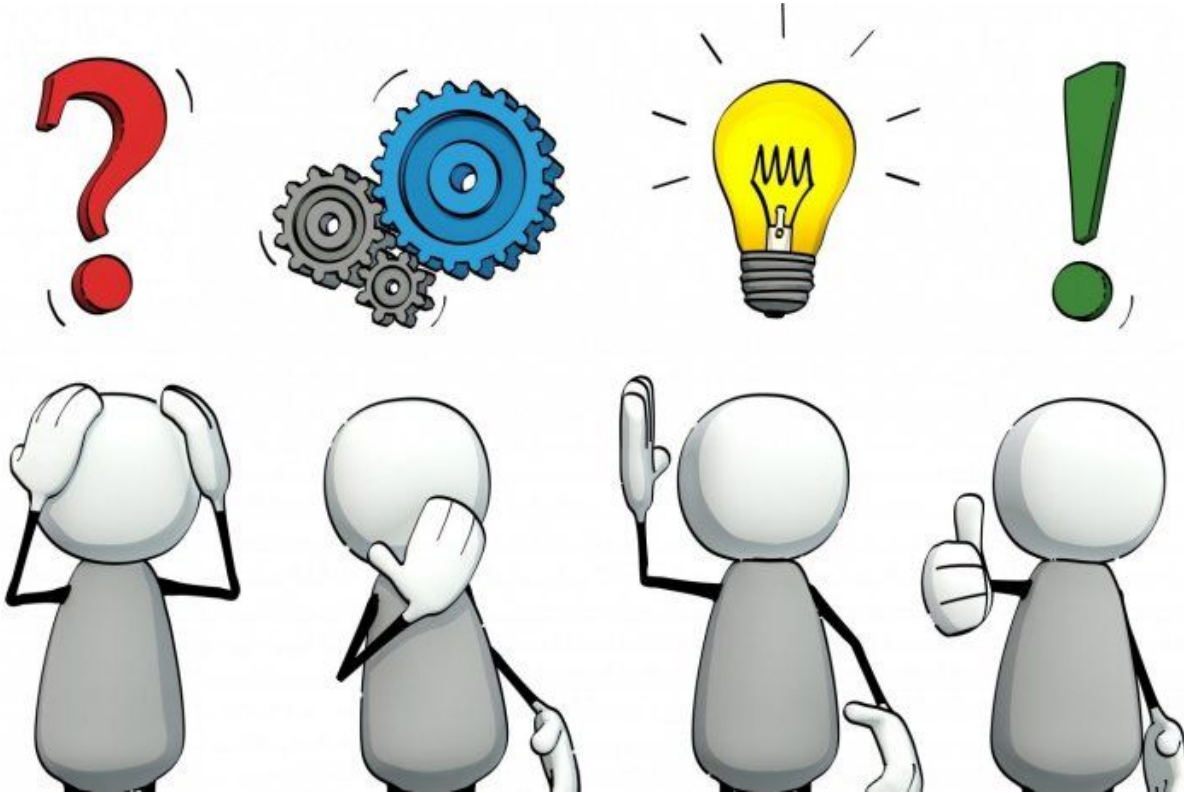


Books:

- Tribe of Mentors (Timothy Ferriss)
- Insight (Tascha Eurich)
- The New Rules of Work (Alexandra Cavoulacos and Kathryn Minshew)
- Who moved my cheese? (Spencer Johnson)
- Safe for Work (podcasts)
- Pivot (podcasts)



Reflections - what have you learned in relation to your learning portfolio? Questions? Comments?





Thank you & Evaluation form

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