



# There is a leader in all of us

**Armel Batchi**, MD, MSc

PhD student Molecular Biology and Immunology

Fondation Congolaise pour la Recherche Médicale

- What are the foundations for effective leadership
- What are the current issues and directions in research leadership

# Foundations for effective leadership

**Leadership is one of the four functions of management**



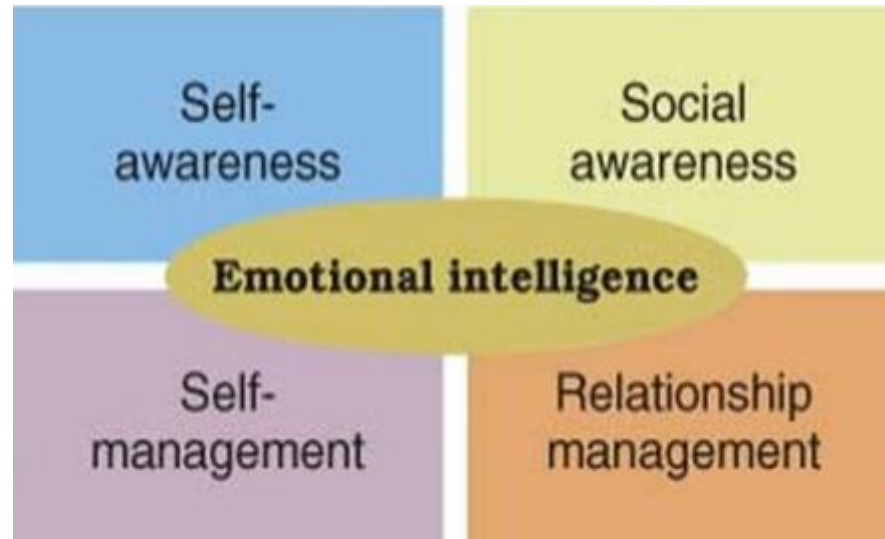
# Foundations for effective leadership

## **Leadership relies on use of position power and personal power**

- Power: ability to get others to do what you want them to do
  - Reward power: capacity to offer something of value as a means of influencing other people
  - Coercive power: capacity to punish or withhold positive outcomes as a means of influencing other people
  - Legitimate power: capacity to influence other people by virtue of formal authority of the rights of office
  - Expert power: Capacity to influence other people by virtue of specialized knowledge
  - Referent power: capacity to influence other people because of their desire to identify personally with you

# Trends in research leadership

- Interactive leadership
  - Is strong on motivating, communicating, listening and relating positively to other
- Emotional Intelligence leadership
  - Ability to manage our emotions in social relationships.



# Trends in research leadership

**Peter Drucker – One of the most influential management consultants of the 20<sup>th</sup> century**

## Peter Drucker's "Good Old-Fashioned Leadership"

- Good leaders have integrity; they mean what they say, earning and keeping the trust of followers
- Good leaders define and establish a sense of mission; they set goals, priorities and standards
- Good leaders accept leadership as responsibility, not a rank; they surround themselves with talented people.

# Trends in research leadership

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## Peter Drucker's "Good Old-Fashioned Leadership"

- Management is about human beings
- Don't ever think or say "I". Think and say "We"
- Attracting and holding talent a central tasks of research
- Although every decision is risky, seize opportunities
- Effective research aims to tackle public issues
- Be patient

Thank you for your attention