

APPOINTING, MENTORING, MANAGING: SOME REFLECTIONS

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IMPOSTOR!



- Why me?
- New manager
- Peripheral exposure to the issues
- Can I really contribute usefully?



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APPOINTMENT



- Obvious things like gender balance on the selection panel, and offering family friendly working arrangements (flexible hours, part time options)
- Tracking problems (and then fixing them!) by looking at gender balance of applicants
- Consideration of career breaks when assessing performance (ARC's "ROPE")
- Being aware of unconscious bias and asking yourself continually whether your preference for a candidate is because they are the best, or because they are the most like yourself



MENTORING

- Considerations when mentoring postdocs / research fellows, more senior researchers
- Awareness of personal goals, level of career, personal constraints
- Regular interaction and discussion, encouragement, with the ability to identify ways forward
- Providing opportunities
- Empathy

MANAGING



- Allocation of responsibilities, roles
- Delegation
- Provide opportunities
- Review, listen, be creative



SUMMARY

- Common sense
- Consideration
- Empathy

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