



Management for Researchers

Morning session:
Managing your PhD

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Introductions

- Name?
- Department and research topic?
- Stage your PhD has reached?
- What are you looking forward to most?
- What concerns do you have?

A “professional”



- Code of ethics
- Continuing Professional Development
- Your work has a value
- Your time has a value!

Group Discussion

- Why are you doing a PhD?
 - Professional
 - Academic
 - Personal
- What you think will be involved?
- What personal qualities are needed to *complete*?

What a PhD Is

- Demonstrates your ability to:
 - Conduct research
 - Understand your subject
 - Demonstrate critical, independent thought
 - Show originality
 - Contribute to knowledge
 - Be an independent researcher

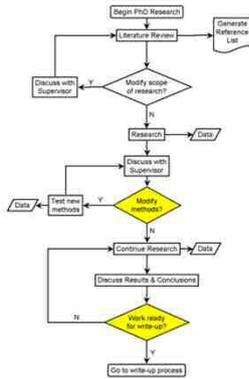
The Components of a PhD

- Research
 - Reading
 - Data gathering
 - Experiment
 - Field studies
 - Thought
 - Thesis
 - Viva
- } These are not in series!

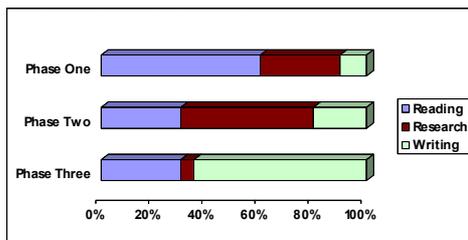
The Scope of a PhD

- The "thesis statement" -
 - What question are you trying to answer?
 - What problem are you going to solve?
- What limits the scope of your research?

The Process of a PhD



Phases



Group Discussion

What are the responsibilities for

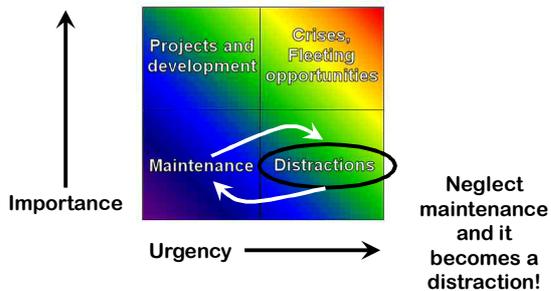
- you?
- your supervisor?
- examiners?

Time management



- How many hours in the day?
- Your "best" hours?
- Time for yourself?

Categories and priorities

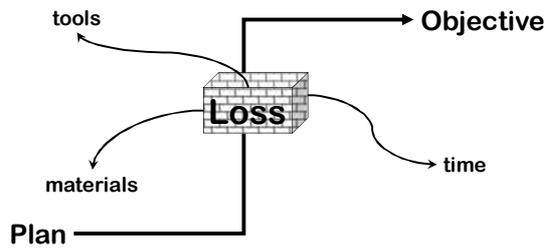


The Pareto Principle

The “80:20 Rule”

A minority of input produces the majority of results.

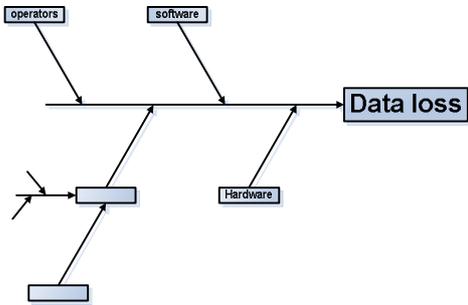
Objective delayed or unachieved...



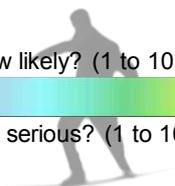
Loss Control: principles



The underlying cause?



Assessing risk



How likely? (1 to 10) = A



How serious? (1 to 10) = B



$A \times B = \text{Risk}$
 >25 needs action!

Setting Objectives

- Vital in any serious activity
- Allows you to:
 - Plan
 - Control
 - Review

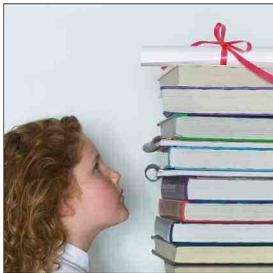


“SMART” Objectives

- S pecific
- M easurable
- A greed
- R ealistic
- T ime-defined



Efficient Research



- Get organised!
- Know your objectives
- Keep your eye on the thesis statement!

Sound Foundations



- The literature review & background research
 - “desk studies”
- The art of the possible
 - technical limits
 - time limits

Preparing to Transfer

- How far you have got?
- Is the research goal worthy of a PhD?
- Are methods and arguments worthy?
- Is there a realistic timetable?
- Is there a detailed completion plan?
- Are there any risks or obstacles?

Demystifying the *viva voce*

Foolish assumptions:

1. It's too early to think about it
2. It's just a formality
3. They're out to get me!
4. Because there's no set format, it's impossible to prepare



Preparing for the *viva*

- Read your thesis!
- Research the examiner
- Talk about your research
- Know:
 - What distinct contribution you have made
 - Why it's important
 - What next? (or the “million Pound” question)

Survive the *viva*

- Thorough, focussed preparation
- Dress smartly but **comfortably**
- Think before you speak; it's a marathon, not a sprint!
- If you don't understand a question - say so
- Feel free to clarify or amend an earlier answer
- Be your professional self
- Remember that you are the expert

Some typical "starter" questions...



- Please sum up your thesis in one sentence.
- What is your contribution?
- What made you choose your topic?
- Did anything unexpected happen?
- Who are the most important workers in your field?
- Where might this research lead?
- What might you do differently?
- Why did you choose this method?

Summary

- Understand the meaning and scope of a PhD
- Understand relationships & responsibilities
- Objectives "on the road map"
- Manage your time & work efficiently



Management for Researchers

Afternoon session:
Personal Effectiveness

A definition...

Personal Effectiveness is achieving your objectives with the least possible effort while enjoying the process and not making everyone hate you.

Or...

Not just doing a lot of stuff efficiently, but doing the *right* stuff efficiently.



What *do* they want?

the uk **CRAP** programme

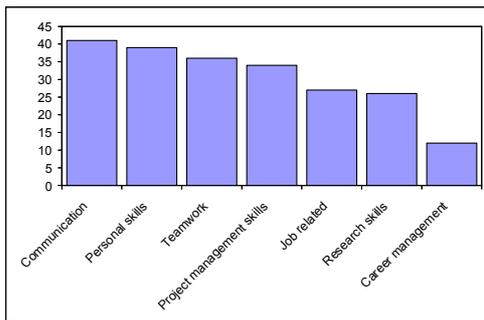
The London Researcher

Formerly London HUB News Issue 9 October 2008

Survey of Employer Attitudes to Postgraduate Researchers (SEARCH)

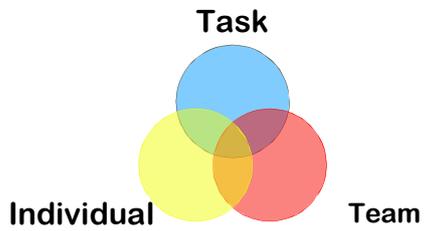
Full SEARCH Report available at: <http://www.careers.dept.shef.ac.uk/pdf/employersurvey.pdf>

What *do* they want?



What makes a good leader?

Action-centred leadership



Delegation

- Shows confidence in yourself and others
- Relieves stress on time/resources
- When delegating:
 - Ensure understanding
 - Get agreement
 - Provide the means
 - Encourage regular feedback
 - You delegate the task - not the methods!

The kerbstone question



What is known

- They were made in the 19th century
- According to the Society of Stonemasons, they are *not* masons' marks
- Quality of execution variable
- Symbols predominate over letters
- Marks sometimes appear in groups
- Marks appear on upper surface, not vertical, road-facing surface

Questions

1. Who made the marks?
2. Why?
3. When?
4. What could they possibly mean or what was their purpose?

- Suggest at least two plausible hypotheses
- How would you test these?
- Given your time and budget constraints, how would you deploy your resources and your time?
- How would findings in one investigation necessitate adaptive management in the other?