

STRATEGIC LEADERSHIP

Professional Development Programme for Research Infrastructures

4-6 February 2019

Venue

University of Milano-Bicocca

Building U7 - Via Bicocca degli Arcimboldi, 8 Milan – Italy

Aula Seminari 3rd floor - Dipartimento di Scienze economic-aziendali

Background

In keeping with the mission of the Executive Masters in Management of Research Infrastructures (<http://emmri.unimib.it/en/>) — to equip scientific leaders with managerial knowledge and skills for leading research infrastructures (RIs) — the University of Milano-Bicocca (UNIMIB) has developed this tailored Programme for ENVRIplus to address the distinctive challenges facing senior leaders in Environmental Research Infrastructures.

Audience

The course is targeted to scientists making transitions to leadership roles that require managerial skills in research infrastructures. The audience is intended to be 22 participants from current ERICs and other legal entities.

Focus

The main purpose of the course is to build competencies that might help RI leaders to engage a strategic thinking process with the purpose of developing an evolutionary vision and strategy for their organisation, and then share that vision inside their teams leading people to achieve the expected results.

Participants have mostly a scientific background, thus they will profit from acquiring more competence on how to lead their people in daily organizational activities and make them feel part of an effective team. In the meantime, since their organizations belong to distributed networks, they also need to understand how to behave in a group of pairs to reach consensus in collective strategic decision-making processes and feel collectively engaged in the making of the resulting vision.

Format

The workshop will combine theory and practice through lectures, practical sessions, and group discussions. The faculty will provide frameworks for thinking about each topic. Discussion among peers about their organisations and experiences is an essential component of the course and will contribute initiating a network of Environmental RIs’

management staff to benefit from a joint knowledge sharing in daily work issues. All in-class discussions will be maintained strictly confidential.

Schedule

Time	4 February Monday	Time	5 February Tuesday	Time	6 February Wednesday
		09:00- 10:30	Strategy Development & Management	9:00- 10:30	Leadership and Team Management
		10:30	Coffee break	10:30	Coffee break
		11:00- 13:00	Strategy Development & Management	11:00- 13:00	F. Paoletti Wrap-up and close
	12:30 Welcome - Light Lunch	13:00	Light Lunch	13:00	Farewell Light Lunch
14:00-15:45	Elisabetta Marafioti Strategy Development & Management	14:00- 15:45	Francesco Paoletti Leadership and Team Management		
15:45	Coffee Break	15:45	Coffee Break		
16:00-17:30	Strategy Development & Management	16:00- 17:30	Leadership and Team Management		
19:30	Social dinner	19:30	Social Dinner		

Topics

The course covers the following topics:

Day 1 – 4-5 February - Strategy development and management

Strategic thinking

- Mission and vision of RIs
- Defining the value proposition and a strategic direction

Strategy formulation and development

- Understanding the environment of your RI
- Business model analysis
- Developing a strategic plan

Dinner speech: “*Developing a national node strategy: the BBMRI-IT case*” – Professor Marialuisa Lavitrano

Day 2 – 5-6 February - Leadership and team management

Leadership

- The role of a leader: how to build a common vision, engage people in its challenges and provide empowering support
- The behaviours of an effective leader: managing people in diverse situations

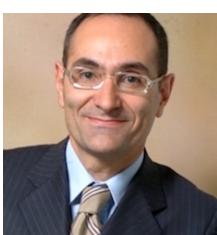
Team Building

- Evaluating and increasing the effectiveness of your team
- Managing interpersonal and organizational conflicts

Sharing leadership in the network

- Leading without authority and managing network relationships

Faculty Team	
Elisabetta Marafioti 	Elisabetta Marafioti is Professor of Management at University of Milano-Bicocca. She holds a Ph.D. in Management from Bocconi University. She has a long experience in executive education at SDA Bocconi School of Management. She teaches Strategic Management, International Management and Management and Social Entrepreneurship. She is the Director of MADIM - Master in Management and Digital Transformation at University of Milan Bicocca. She is also project coordinator of SMARTUP – Startup Master and Advanced Reflective Tools by Universities & Partners” financed under the Erasmus+-Knowledge Alliance program and Director of SMARTUP - International Master in Entrepreneurship Her research focuses on entrepreneurship, CSR, sustainability and business model innovation, strategic alliances, networks, complex and co-opetitive systems, international management, and system dynamics application in strategy implementation. elisabetta.marafioti@unimib.it
Francesco Paoletti	Francesco Paoletti is Professor of Human Resource Management at University of Milano-Bicocca. He holds a Ph.D. in Management from Bocconi University and an ITP (International Teaching Program) from the Stern School of Business at the New York University. He has a long experience in executive education at SDA Bocconi School of Management and has been a permanent visiting professor in International Human Resource Management at the University of Florida - Warrington School of Management. He is the Italian partner for the Cranet

	<p>international comparative research on management human resource practices. He is the Head of the Master of Science Degree “Human Resource Development” at the University of Milano-Bicocca. His research focuses on competency modelling and assessment, leadership and work relations. On these issues he has published a book and several journal articles, also on international leading journals. francesco.paoletti@unimib.it</p>
Marialuisa Lavitrano 	<p>Marialuisa Lavitrano is professor of Pathology, director of Molecular Medicine Lab, and director of the School of Oncology at the University of Milano-Bicocca where she was pro-rector for International Affairs for 8 years (2006–2013). She participated in the preparatory phase of BBMRI as the Italian member state representative and in 2013 has been appointed as BBMRI.it Node Coordinator. For four years, she developed the international strategies for the Ministry of Health and coordinated the Italian participation in the BioMedical Sciences ESFRI roadmap. Prof. Lavitrano is actively involved in research in molecular medicine with a translational approach for the transfer of the scientific results to the clinical practice. She also founded a university spin-off for the development of tumour bio-markers and of modulator compounds of drug resistance in epithelial tumours. She has published 123 scientific papers and was co-inventor of 4 patents and 10 patent applications. She is interested in the bioethical aspects of science and research and participated at Bioethic Commissions of the Council of Europe, of the Vatican, and of the Italian government and is co-director of the ELSI common Service of BBMRI-ERIC. Prof. Lavitrano is Milano-Bicocca University’s project leader for RItrain and the Director of the Executive Masters in Management of Research Infrastructures (EMMRI). marialuisa.lavitrano@unimib.it</p>
Enrico Guarini 	<p>Enrico Guarini is Associate Professor of Business Administration and Management at the University of Milano-Bicocca and Professor of Public Management and Policy at SDA Bocconi School of Management. At SDA Bocconi, he has been Director of the Executive Education-Custom Programs for Public administration, Healthcare and Nonprofit organizations and has designed and led several research projects and bespoke executive education programs. His research activities focus on budgeting and financial management, public management and policy, management accounting and control systems, local governance. He is Co-chair of the Special Interest Group on Local Governance at the International Society for Public Management (IRSPM). He earned an MSc and a Ph.D. in Business Administration and Management both from Bocconi University. Enrico is Programme Coordinator of the Executive Masters in Management of Research Infrastructures (EMMRI). enrico.guarini@unimib.it</p>