



NUTRIGENOMICS
ERA CHAIR | WELCOME2



This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 952601.



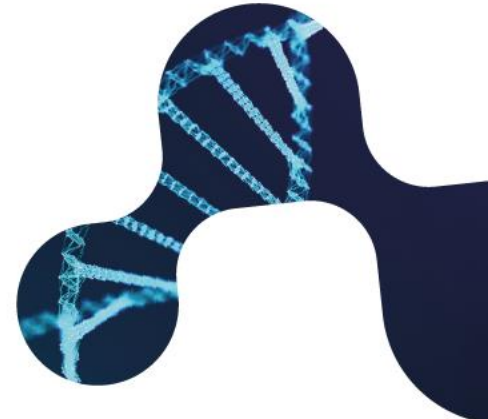
Institute
of Animal Reproduction and Food Research
Polish Academy of Sciences
in Olsztyn



RISING MANAGERS'
ACADEMY

Self-leadership for scientists

Olsztyn, March 2024



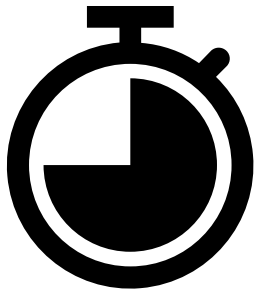
Topics covered

- Organization of own work
- Decision making
- Motivation
- Assertive communication
- Guiding personal development

Problems – design thinking

1. interpersonal problems in the research team, lack of a leader in the research team, problems in time management, communication problems, lack of appropriate tools to support the work of research teams and inability to reconcile the mission, vision and goals of the team members
2. lack of motivation to work, a difficulty in finding creative ways to create research teams and a lack of contacts with potential partners

Ground rules



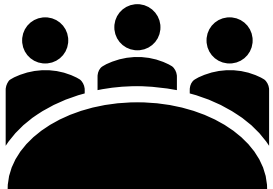
We start on time



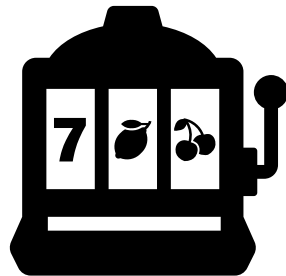
Questions and comments are welcome any time



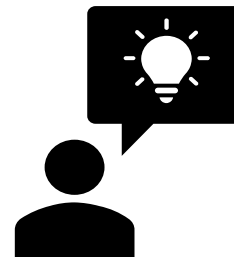
9:00 – 16:00
CET



We learn from each other



We keep disclosed facts and opinions confidential



What else?

In pairs

- What fact from the past of your peer is unknown to the group?
- What is hers/his research interest?
- What is a professional goal of your peer to be reached in the next 2-3 years?
- What she/he wants to develop during this training?
- After the interview, your task will be to briefly introduce her/him to the other people





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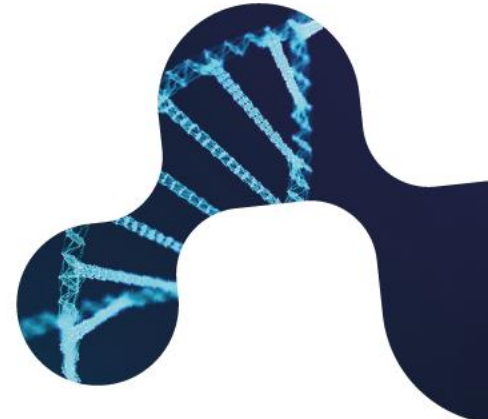


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Organization of own work

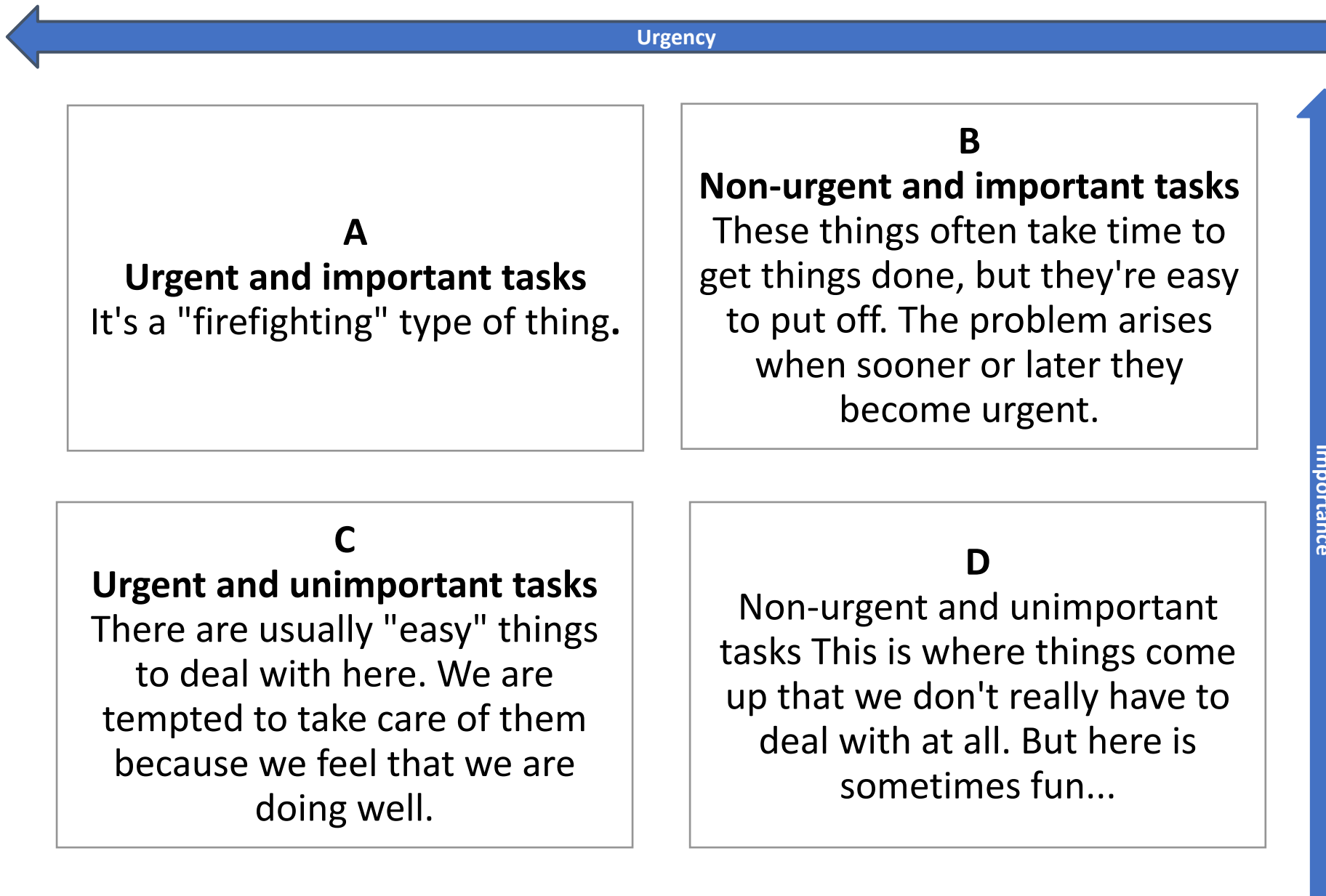




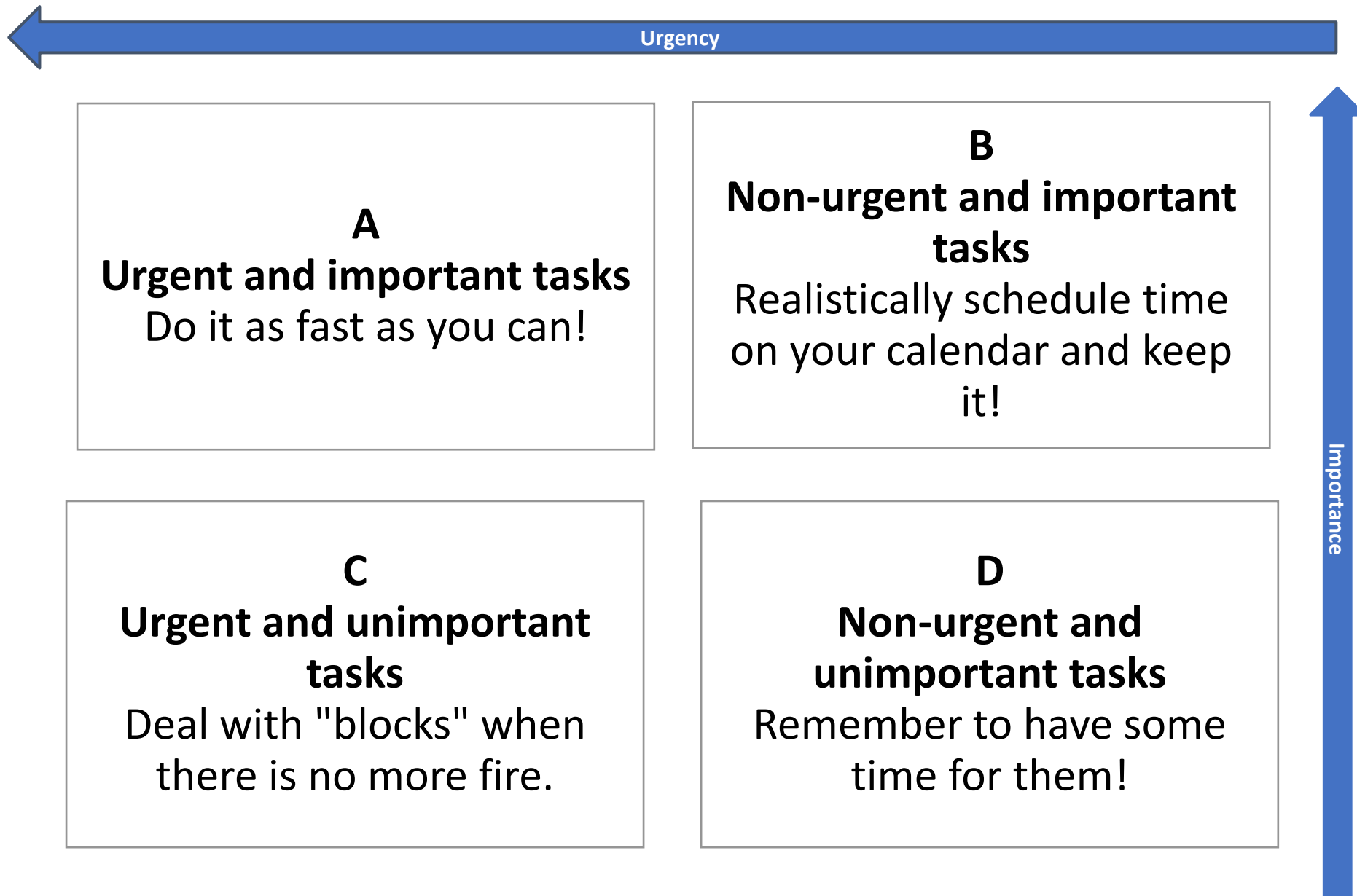
Importance and urgency

IMPORTANCE –
is the case relevant
to achieving my
goals?

URGENCY –
does the matter
need to be rushed
or can it wait?



Eisenhower Matrix



Eisenhower Matrix

Important and urgent – good practices

- Be clear about your priorities
- Check if outsourced tasks can't wait
- Communicate the expected date of handling the case
- When refusing to do something "right away", use the word "because"

Good practices

- **Prioritizing usually doesn't take a lot of thinking.** If you don't have time to think, remember that most life choices are made right away without having complete information. No one who acts under pressure is infallible. Perfectionists have the biggest problem with this. If you are one of them, hold off on making a decision for as long as possible and then make the best move.
- **Don't just be guided by what you like and don't like to do.** Such criteria for selecting priorities rarely produce good results. Use the available information, intuition and even feelings, but don't be guided only by what you feel.
- **Manage your time wisely.** Take a moment to plan your activities and set priorities. This will give you more time later and avoid a flurry of things, thus saving you the uncertainty of whether you will be able to get everything done on time. People who are short on time generally say that they have not had time to plan their work.
- **Avoiding choices means that you have to make even more choices later.** It makes life more difficult, and you can lose a lot: the next day the price can be twice as high.
- **Respect other people's time.** In general, the following is true: the higher the position, the less time you have. Use not only your own time but also the time of others. Try to take up as little time as possible, get straight to the point.

The Pomodoro Technique

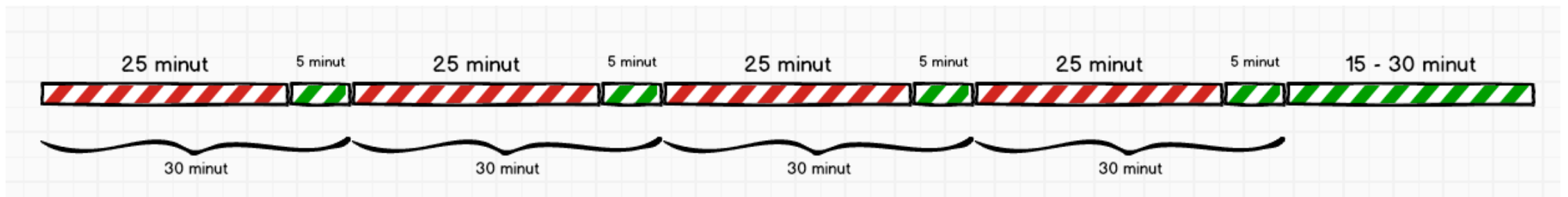
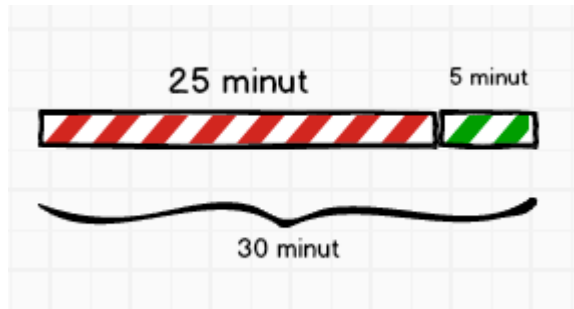




The Pomodoro Technique

1. Select a task to complete
2. Set a timer for 25 minutes
3. Work on the task throughout Pomodoro
4. Mark a task as done
5. You take a 5-minute break
6. After 4 Pomodoro, you will take a longer break

The Pomodoro Technique



Source: <https://czterytygodnie.pl/produktywnosc-metoda-pomodoro-francesco-cirillo/>

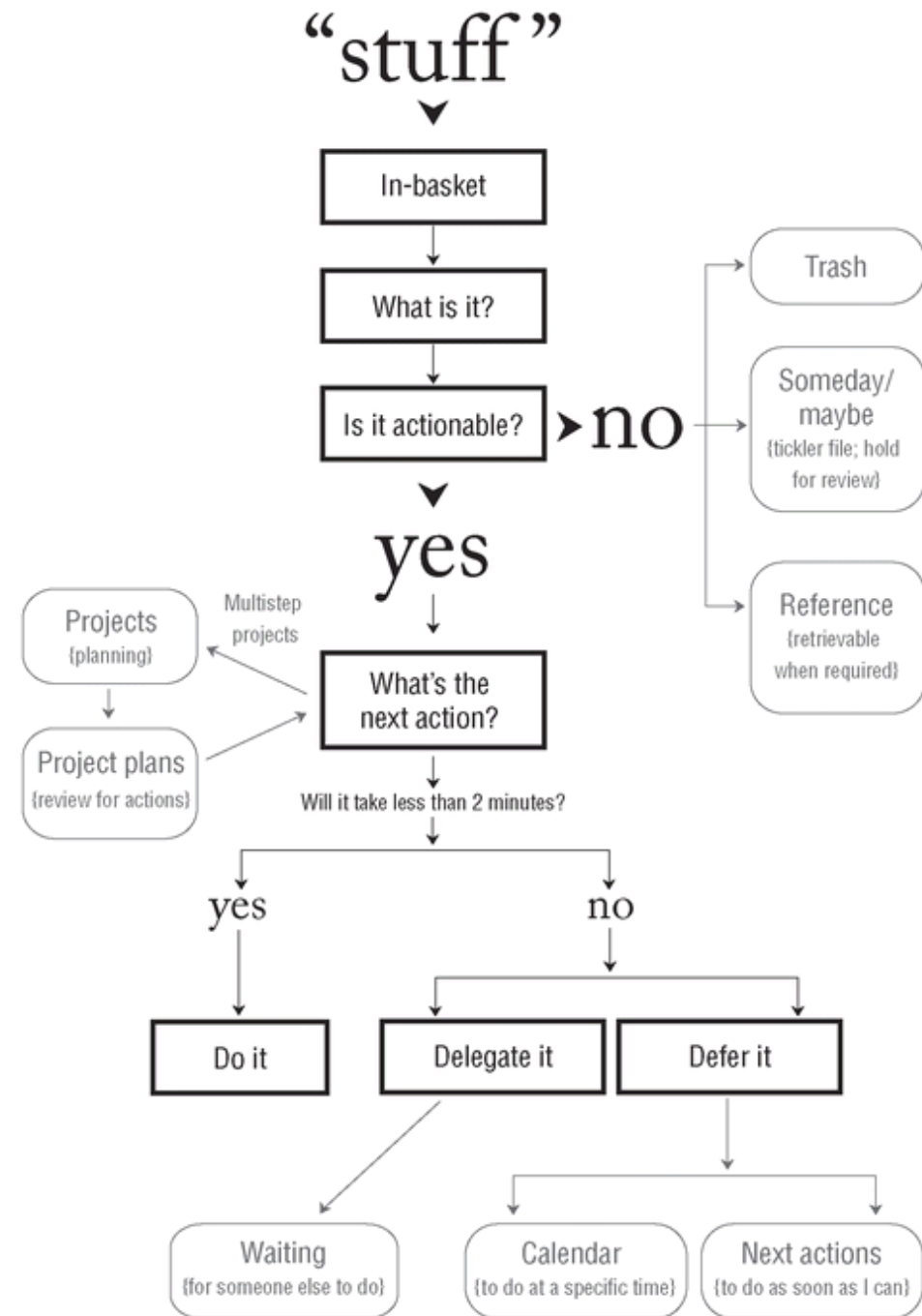
To-do lists

- Only one list
- Add/cross out
- Put ALL things (including private ones) – they also take time
- Work contextually (if we can call, we make calls from the list)
- Do inspections (daily and weekly)

Tools

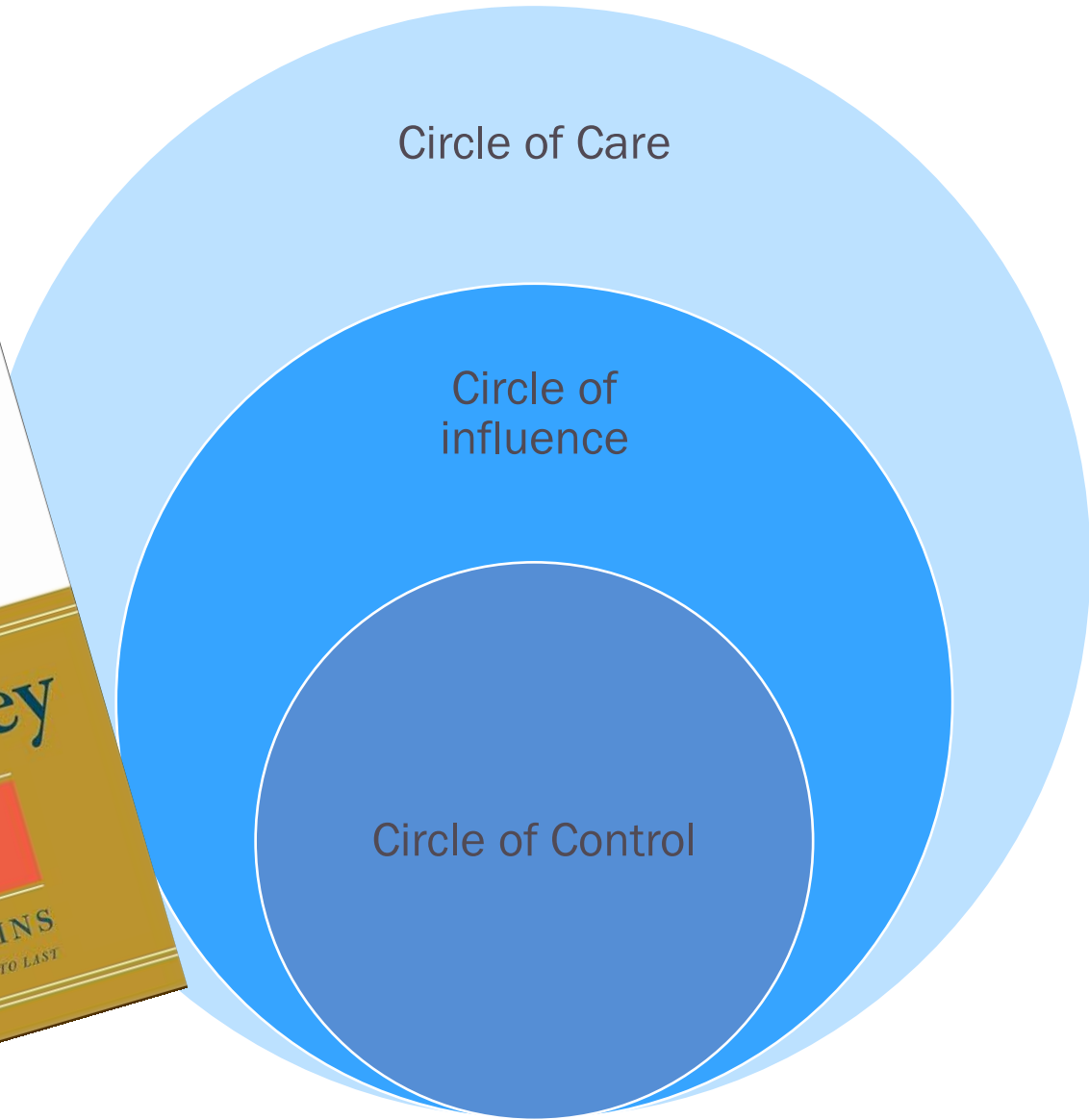
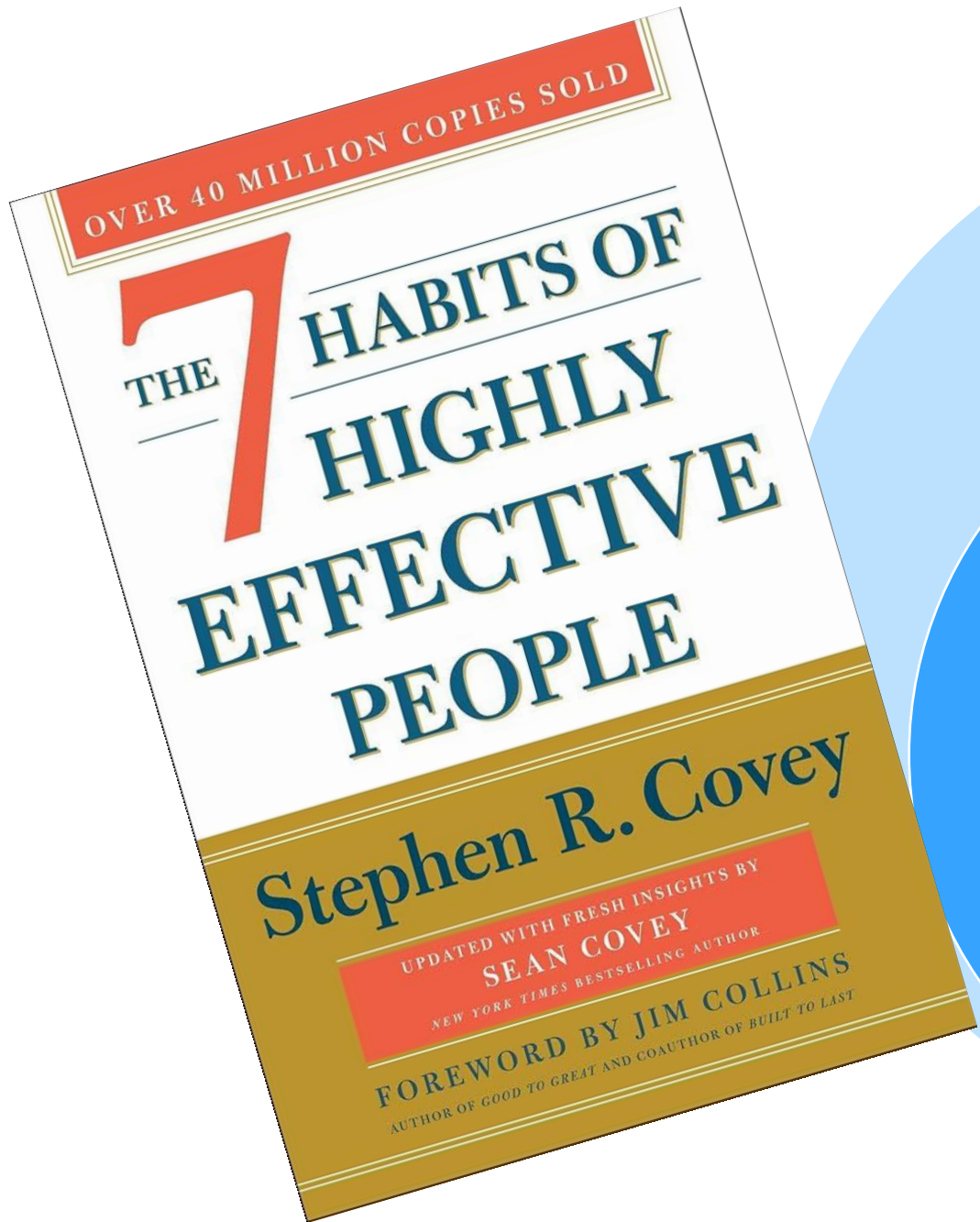
- ToDo List (Microsoft)
- Tasks (Outlook) integration with ToDo
- Kanban board (Planner)
- Paper notebook/calendar
- Whiteboard & Postits

Getting Things Done (GTD) Job Stream



Planning

- Make planning
- Plan weekly
- Plan on Friday
- Schedule uninterrupted blocks of work (costs of shifting attention – 15–20 minutes)
- Schedule breaks
- Accumulate doing similar things, including checking your mail
- Designate the hours when you respond to emails.





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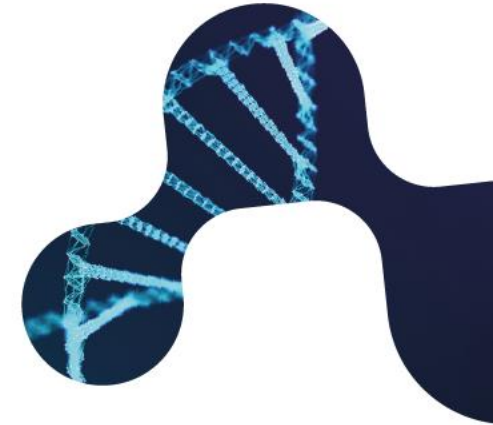


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Decision-making



?

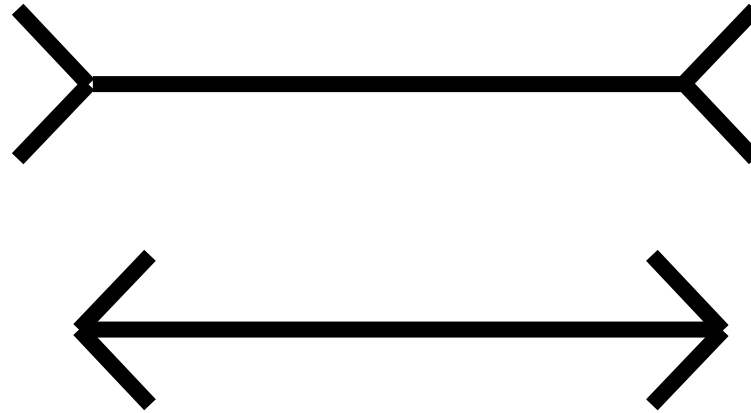
- Coffee and a donut cost together 1.10 \$.
- Coffee is 1 \$ more expensive than a donut.
- How much does a donut cost?

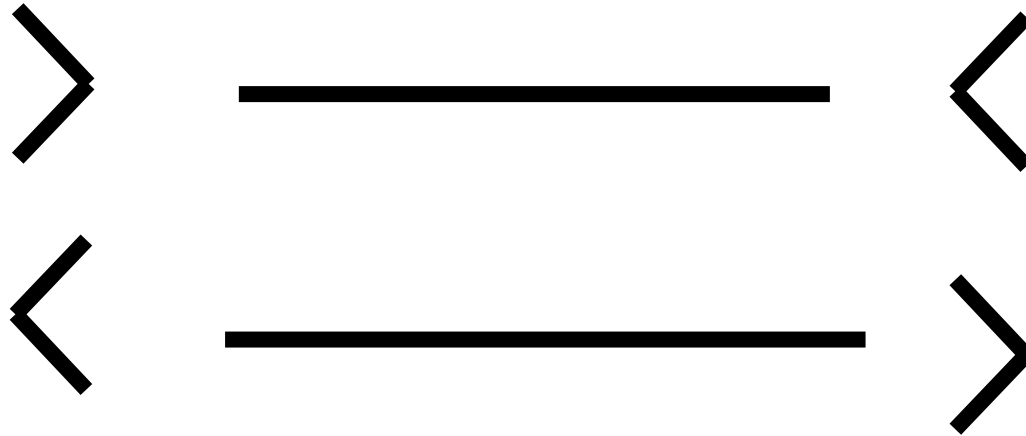
?

- Mark was chosen randomly from among the inhabitants of Olsztyn.
- He is shy, willing to help, likes structure and order.
- Which is more probable - that Mark works in sales or is a librarian?

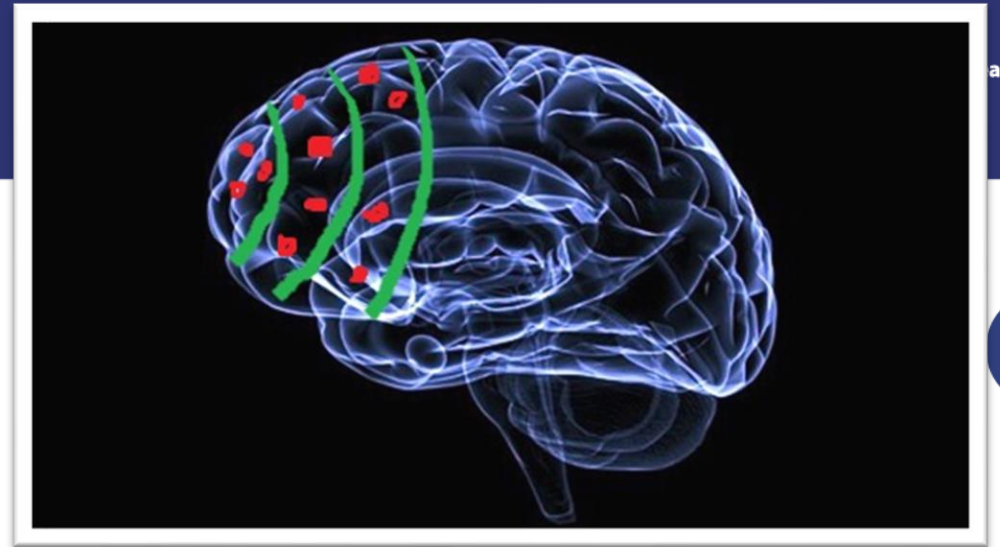


?



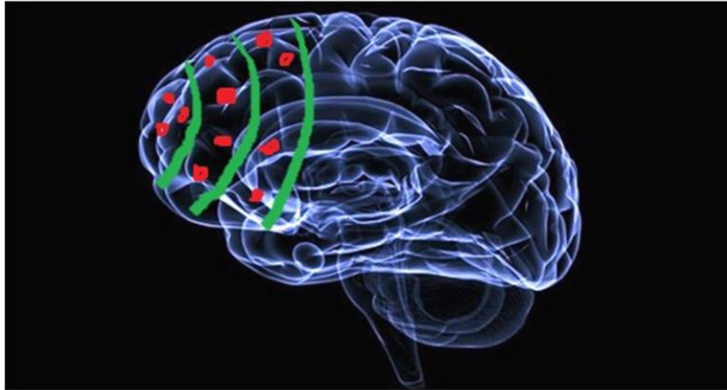


Decision-making

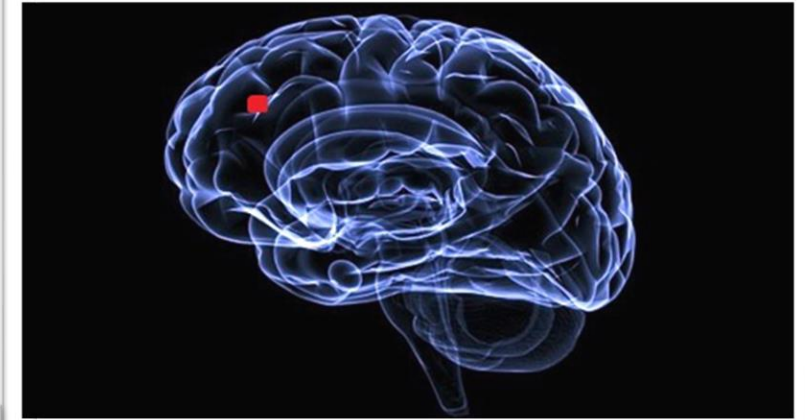


System 1	System 2
Intuitive thinking	Analytical thinking
Difficult problems solved by "simplification operations" – heuristics	Difficult problems solved in a "rational" way
They can lead to cognitive biases	They require effort, concentration, and are easy to give up

Decision-making strategies



Systematic process of generating, analyzing, and selecting options

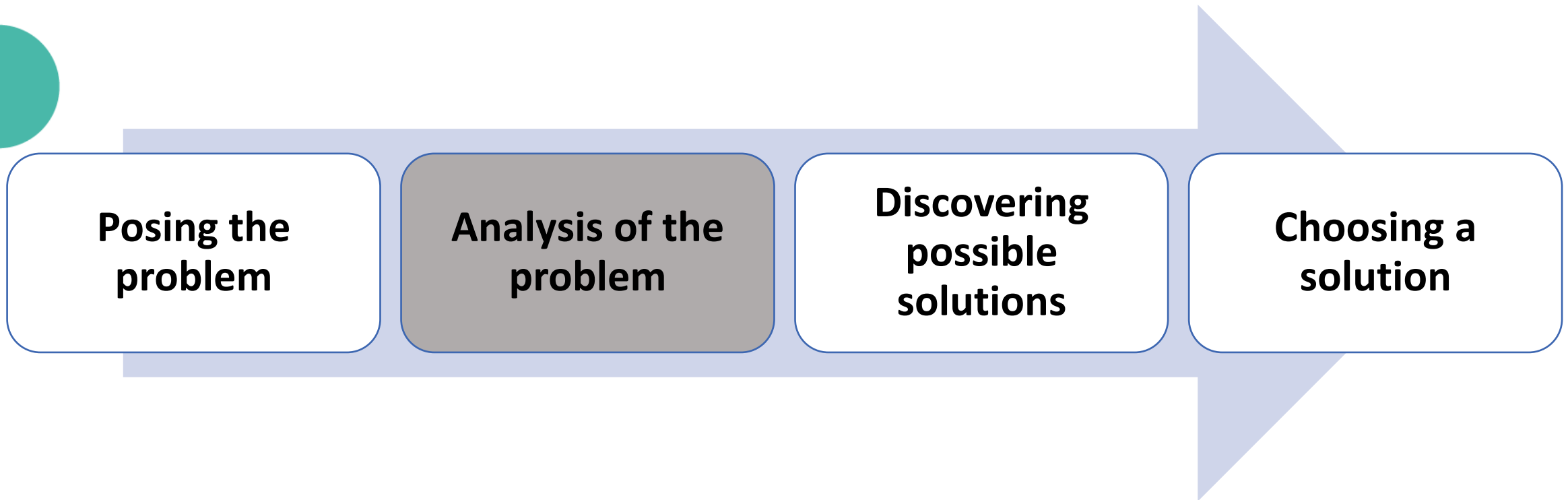


Intuition, based on heuristics, prone to cognitive biases



Expert-based intuition

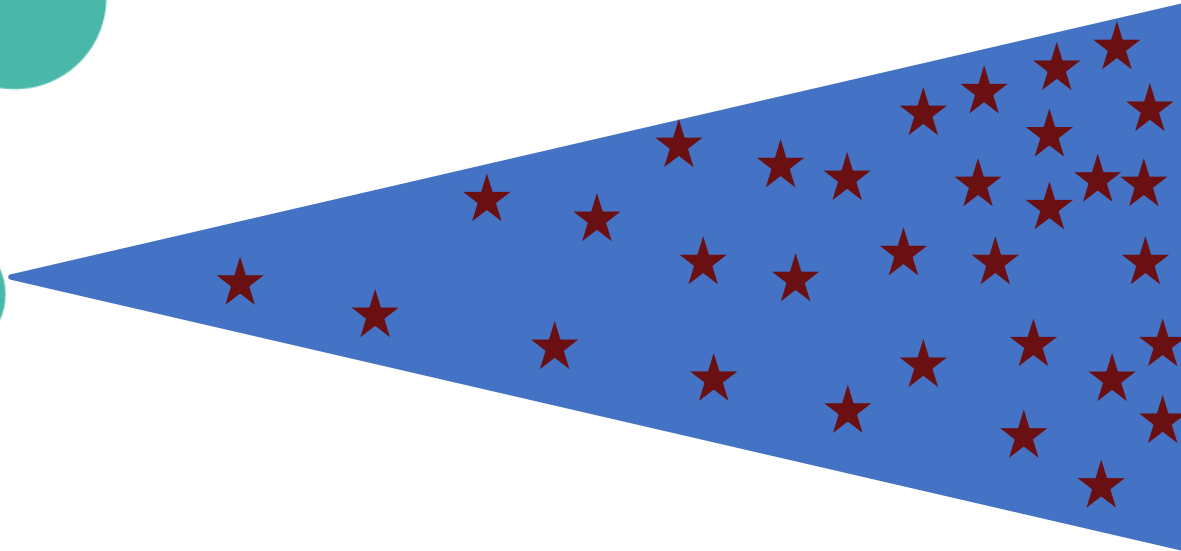
Decision-making process



5 Why

- ▶ **Why do you stay after hours at work?**
- ▶ 'Cause I've got a lot of work to do.
- ▶ **Why do you have a lot of work?**
- ▶ Because he doesn't delegate tasks to his team.
- ▶ **Why don't you delegate tasks to your team?**
- ▶ Because I don't know to whom.
- ▶ **Why don't you know who?**
- ▶ Because I don't know who's the best.
- ▶ **Why don't you know who's the best?**
- ▶ Because I rarely talk to them.

Creating solutions



To make a good decision,
you need to find **as many
options as possible** to
solve the problem

Creating Solutions – Narrowing Down

How to cope?

- What would we do if this solution was impossible?
- What other solution would be possible?
- What are the costs and what is the alternative to use them?
- What did we do in similar situations?
What do others do in similar situations?

Selection of options

- Priorities
- Criteria. E.g. available time, budget, co-workers.
- Checking to what extent the solution is consistent with the strategy, values and our interests.
- The answer to the question "What solution would the person who would come in my place (or a person not emotionally attached to the topic) choose?"
- Use of so-called decision grids

How to be sure?

- Conduct a risk analysis. What are the strengths and weaknesses of this decision?
- Ask another person to play the role of "devil's advocate" and find weaknesses in your reasoning.
- Conduct a "pre-mortem" analysis, i.e. imagine that you have made a decision, e.g. a year has passed and it turned out that it was a mistake. Write on a piece of paper why.

A decision on one sheet of paper

What problem do you want to solve with your decision?

What type of problem is it?

What conclusions do you have from the problem analysis (e.g. 5W). What does the problem look like after the analysis?

What options do you see for solving the problem? What are the options? To avoid narrowing down, write down more than three.

How will you evaluate possible solutions?

Which solution do you choose? Why?

How do you confirm the validity of a decision? What risks do you need to take care of?

How will you monitor the effects of your decision?

THE NEW YORK TIMES BESTSELLER

THINKING, FAST AND SLOW



DANIEL
KAHNEMAN

WINNER OF THE NOBEL PRIZE IN ECONOMICS

"[A] masterpiece . . . This is one of the greatest and most engaging collections of
insights into the human mind I have read." —WILLIAM EASTERLY, *Financial Times*

THE INTERNATIONAL BESTSELLER

'ABSOLUTELY BRILLIANT'
STEVEN LEVITT, co-author of *FREAKONOMICS*



A FLAW IN HUMAN
JUDGMENT

DANIEL KAHNEMAN
AUTHOR OF *THINKING, FAST AND SLOW*

OLIVIER SIBONY

CASS R. SUNSTEIN



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Motivation



Frederich Herzberg's motivational-hygiene theory:

- The two-factor theory states that there are certain factors in the workplace that cause job satisfaction, and a separate set of factors cause dissatisfaction.
 - **Motivators:** Such as challenging work, recognition and responsibility that give positive satisfaction, arising from intrinsic conditions of the job itself, such as recognition, achievement, or personal growth
- and
- **Hygiene factors:** Such as status, job, security, salary, benefits, work conditions, that do not give positive satisfaction or lead to higher motivation but dissatisfaction results from their absence.

Tamara Lowe: Motivations' „DNA”

Motivated people advance further and faster in their careers, earn more money, are more productive, experience more satisfying relationships and are happier than less motivated people.

- Law #1: Everyone is motivated differently.
- Law #2: Each individual has a unique and distinct motivational type.
- Law #3: What motivates one person can de-motivate another.
- Law #4: No one motivational type is “better” than another.

Tamara Lowe: Motivations' „DNA”

- **DRIVES** – The internal forces that mobilize a person to act.
- **NEEDS** – The core requirements that a person must have in order to be fulfilled.
- **AWARDS** – The preferred remunerations that a person desires for achievement; the material, spiritual, and psychological currency that they want to be paid for performance.



D	N	A
Drives	Needs	Awards
Connection	Stability	Internal
Production	Variety	External



1. Do you tend to be more competitive or cooperative?
 - Production or Connection
2. Do you prefer constancy or change?
 - Variety or Stability
3. Which would make you feel more valued at work: sincere *appreciation* without a financial bonus, or a *bonus* without appreciation?
 - Internal or External



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Attitude





**Think of a time when someone
treated you unfairly...**

What happened to you?

Who treated you unfairly?

What did he do wrong?

What should he have done?

How can he fix this?

What happens if he doesn't change?

How can you suffer in the future?



Think of a time when someone treated you unfairly...

What challenge did you face?

How did you react?

What was the the result?

What could you have done differently?

How can you make your efforts more effective?

What other action would be consistent with you?

What can you learn from this experience?



**Think of a time when someone
treated you unfairly...**

SET A

VICTIM

SET B

PARTICIPANT



Words have power!

What **emotions**
does it evoke?

What **thought**
process does it
trigger?

Troubles vs. Challenges

Contrast vs. Complementarity

Pain vs. Suffering

Request vs. Request

Why vs. For what reason?

Must vs. Decide/Resolve

It's hard vs. It takes effort



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Assertiveness



What is assertiveness?

Talking about your strengths and weaknesses,

Admitting mistakes and apologizing,

Asking for something we want

Denying

Receiving and giving compliments,

Accepting criticism and negative evaluations,

Finishing difficult cases, conversations,

Expressing the feelings we have for others,

Reacting to the difficult issues of others.



I statement

- **YOU STATEMENT**

(avoidance of responsibility):

- You make me angry;
- You're working badly;
- The meeting was hopeless;
- I had to do it;
- Don't talk to me

- **I STATEMENT**

(taking responsibility):

- I'm angry;
- My negative opinion is that...
(description of behavior)
- I'm unhappy with the meeting;
- I did it;
- I don't like/disagree when you address me like this

I statement

When you _____ (facts only)

I feel _____ (emotion word) because I _____
(something about me).

In the future, I would like _____ (precise action)

Positive Enquiry

An assertive way of responding to compliments or positive comments by asking a question that elicits more information while accepting them.

For example :

Someone says – I loved your presentation.

Passive response – "Thanks, it was nothing great / it didn't take much effort"

Positive Enquiry – "Thanks. Was there a specific part that you liked? I'll make sure I do it more often"

Negative Enquiry

An assertive way of responding to complaints or criticism by asking a question that elicits more information while standing your ground.

For example :

Someone says - I did not like the way you handled that project.

Aggressive response – "Screw you. Where were you when I was struggling"

Negative Enquiry – "I appreciate your feedback. Where specifically do you think I could have done better? Is there a way you could have helped me?"

Assertive refusal

The word NO + what we are not going to do

A short and truthful justification for the refusal, possibly a proposal of an alternative

I can't help you right now,

As I'm finishing the report I've pledged to send at 4.00 p.m.

I can look at it tomorrow morning.



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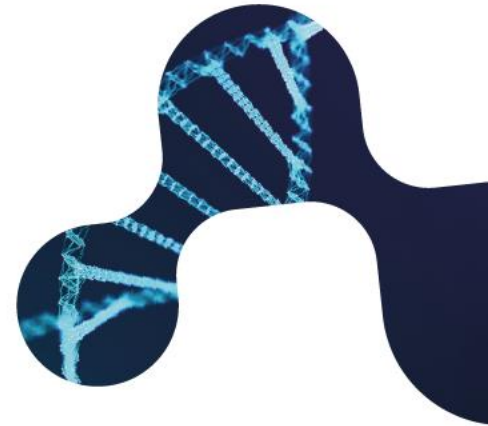


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Self-leadership



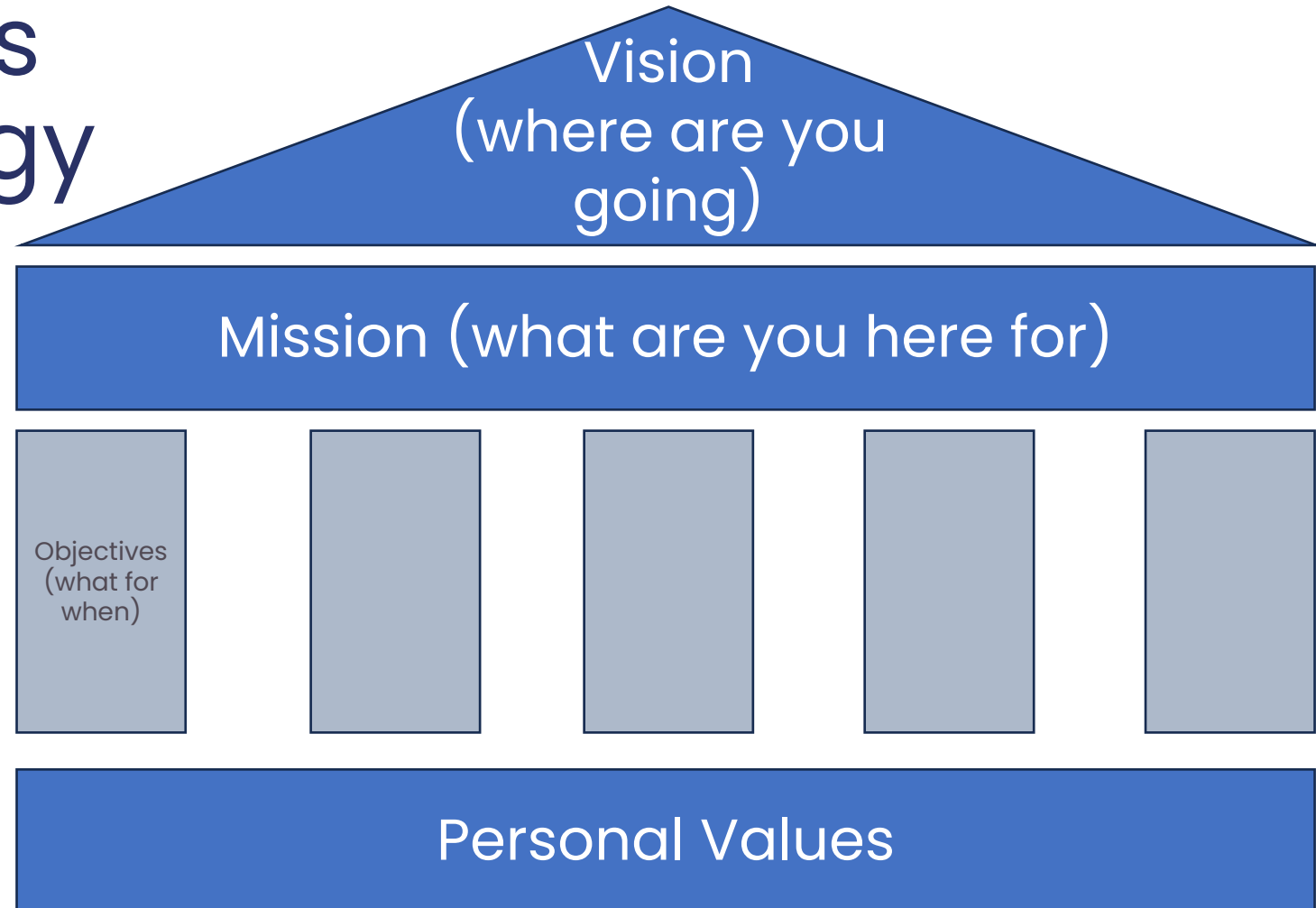


What is a "strategy"?

Strategy is a way to get where you want to be using the means available.



Key elements of the strategy





Strategic thinking

It's a skill of asking
open questions...

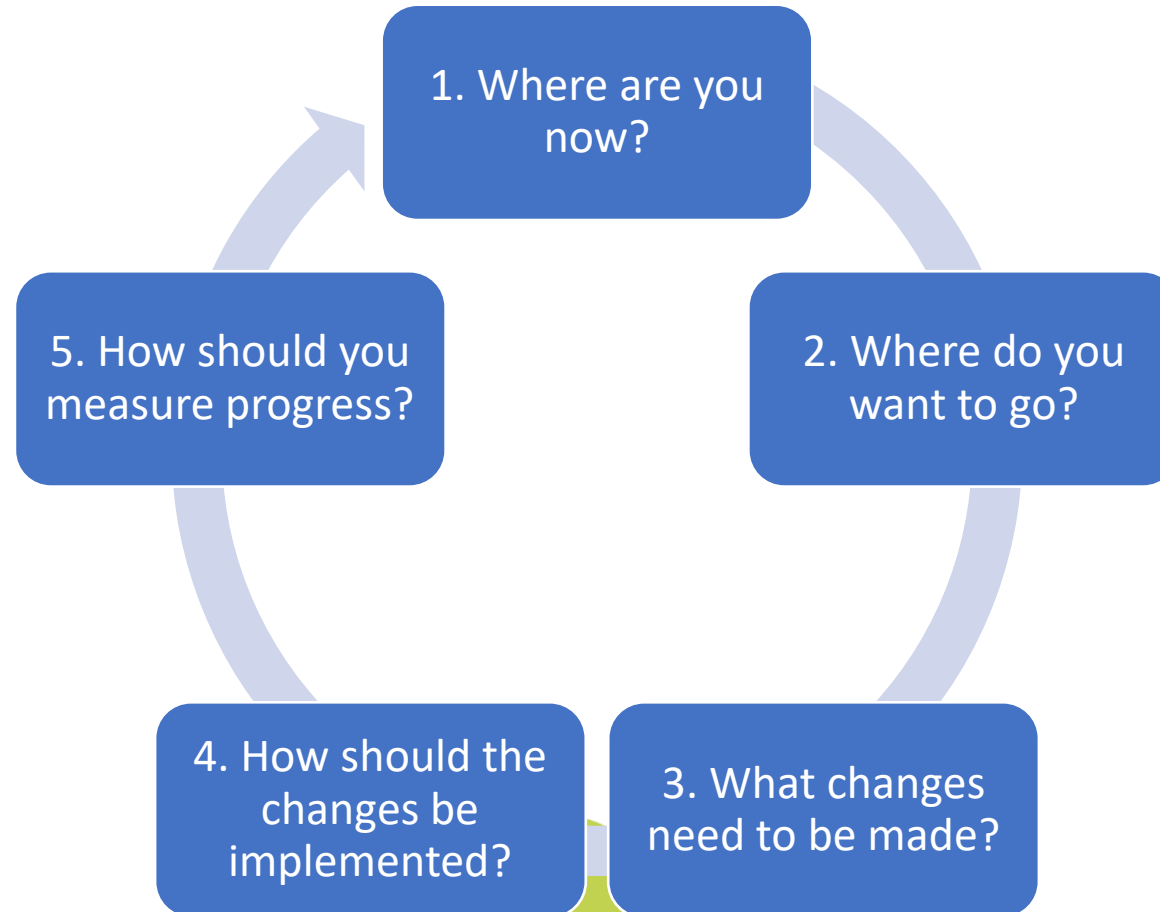
An aerial photograph of a large-scale construction site. The ground is a mix of brown earth and grey gravel. Several yellow CAT excavators are visible, along with a yellow bulldozer. The scene is filled with tracks and signs of heavy machinery work. The text "Strategic thinking" is overlaid in white, centered on the image.

Strategic thinking

... to see

"The Big Picture"

5 Key Questions





Examples 70-20-10

70%

workplace activities

training
on the job

participation in the projects

20%

gathering feedback

coaching

mentoring

networking

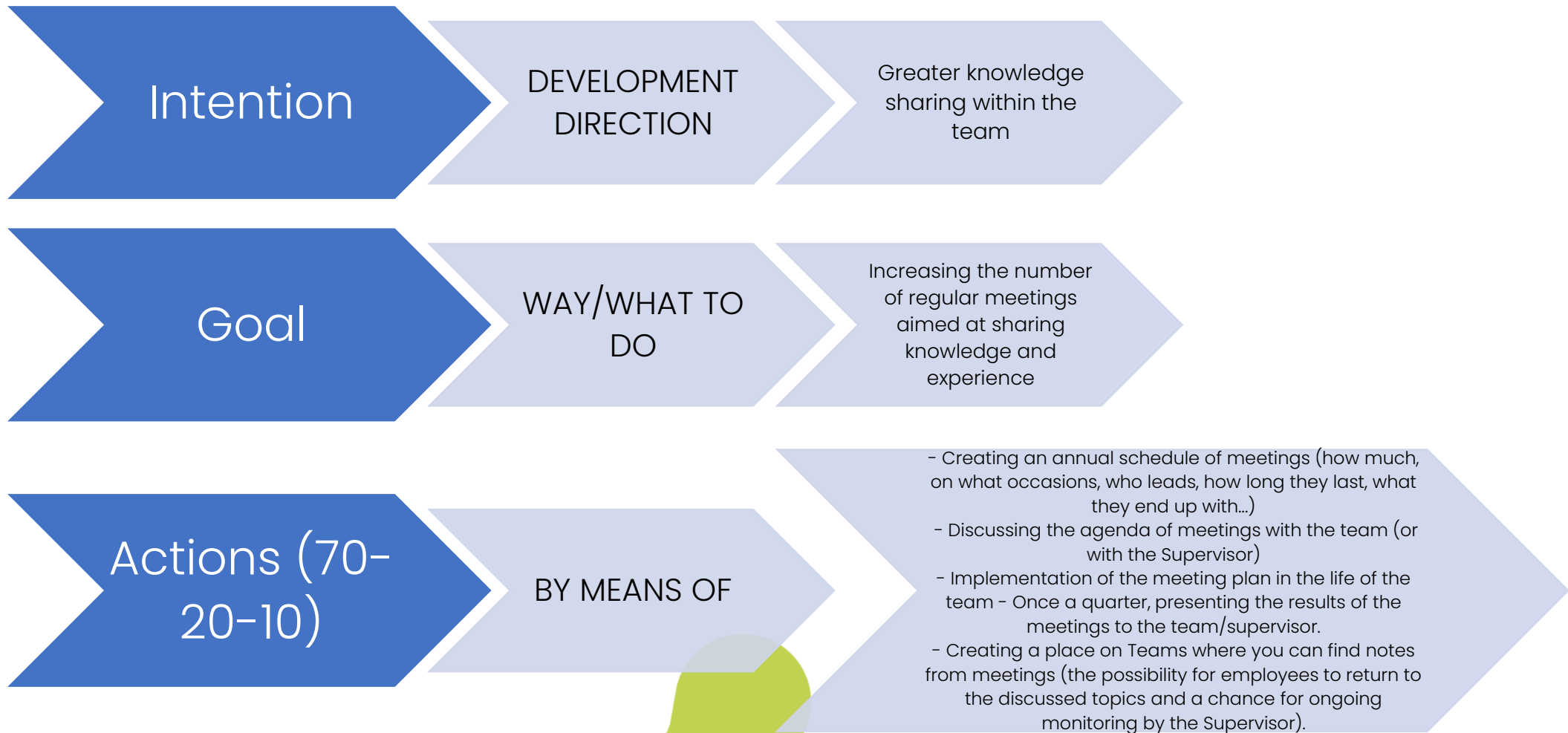
10%

training

conferences

studies

books, press, portals





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Success is what happens when
opportunity meets preparation



Action Learning groups

- 2.5 hour long online meeting
- In the group of 4-5
- Discussing important issues related to the training topic
- Learning from each other
- Facilitated by the trainer



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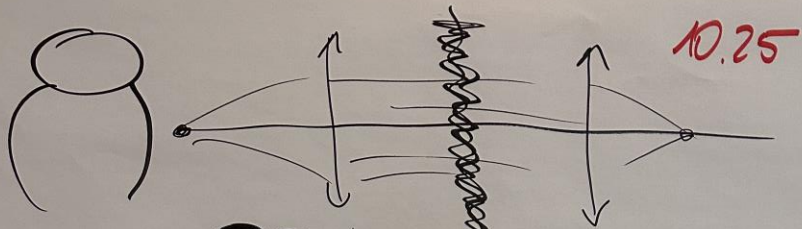
Contact

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tomasz@tomaszcichocki.pl

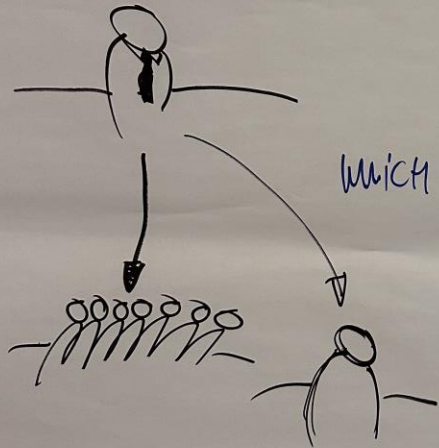
<https://www.linkedin.com/in/tomaszcichocki/>





① TO KNOW WHO YOU WORK FOR

② DON'T IGNORE SIGNALS

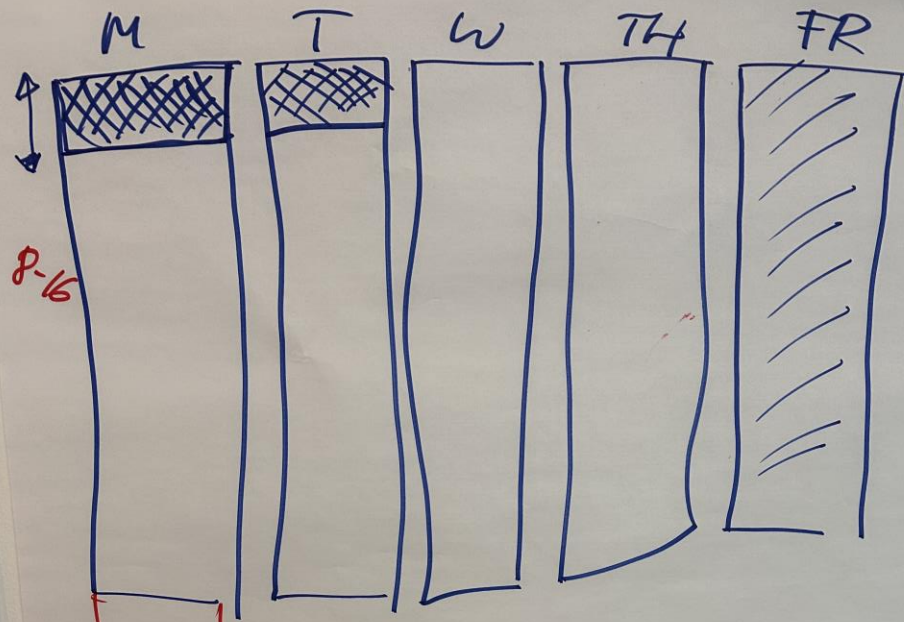


WHICH CAREER IS BEST FOR YOU?

ADMIN	~27	55
TECH	~27	30
SALES	~27	58

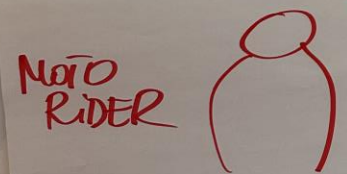
QUESTIONS

- WHAT IS YOUR SATISFACTION?
- WHAT WERE THE CRITERIA OF PUTTING TASKS IN CERTAIN ORDER?
- WHAT WAS YOUR APPROACH TO "PRIORITY"?
- HOW DO YOU PERCEIVE OTHER DEPARTMENTS?
- WHAT IN THE REAL LIFE THE SIMULATION RESEMBLES?



DEEP WORK

• FIND TIME



MOJO
RIDER

FOOTBALL
FAN

RESEARCHER

SON/DAUGHTER

FATHER/MOTHER



management
of lack of competencies for leading

- leadership
- support (lack)
- lack of organization
- he/she doesn't care
- " - have time

Institutional barriers

- bureaucracy
- hierarchy
- nepotism

people different characters

- different language
- " - culture
- " - sex
- " - age
- " - goals

environment

- overloading with duties (external/internal)
- rules of the mine institution
- competition between members

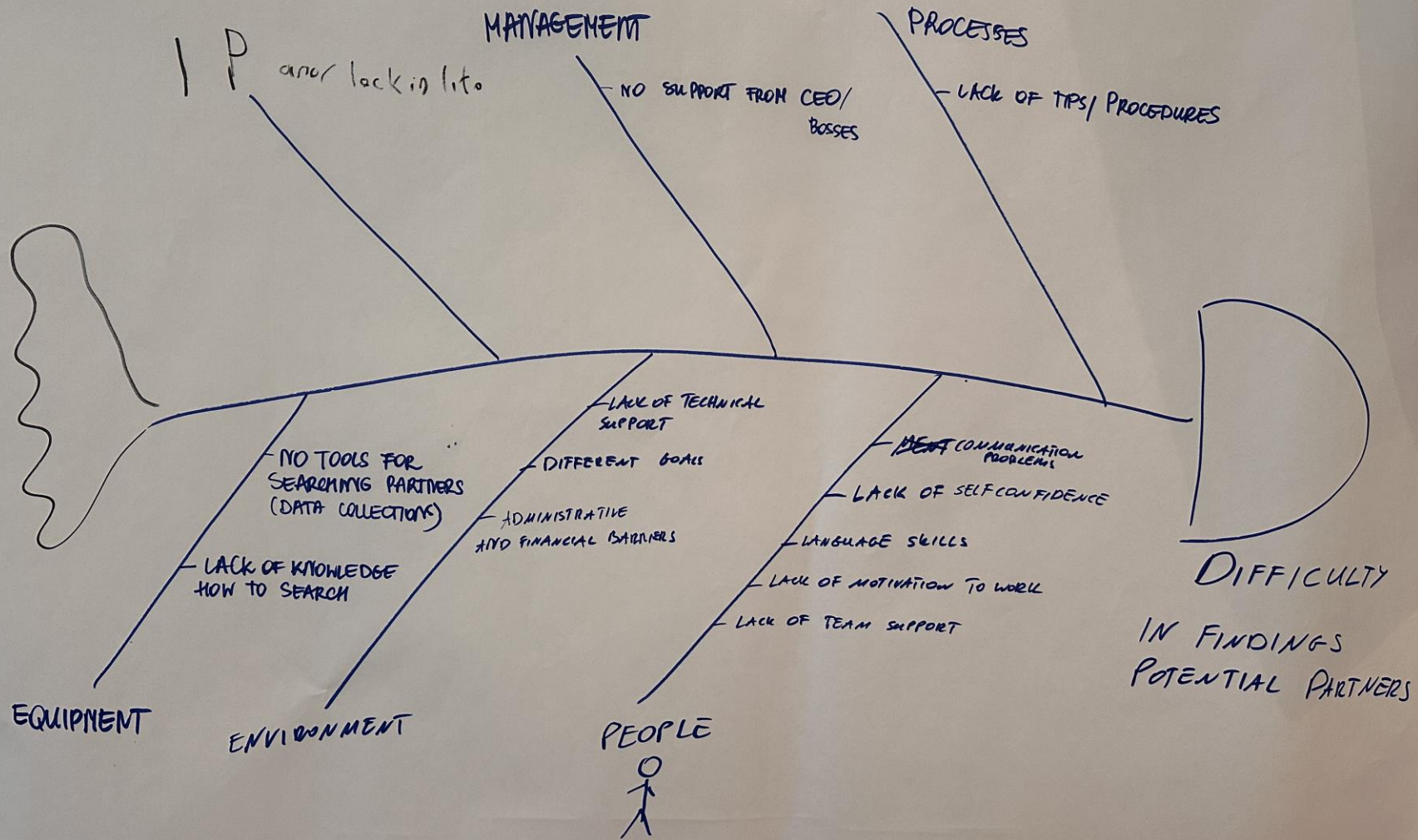
motivation

- satisfaction
- stability
- peace
- personal goal
- career
- money

communication resources/facts

- lack of social events, common space
- lack of tools (software)
- the lack of space for meetings
- the lack of meetings

Leading a very diverse team



WHAT

MOTIVATES

MONEY (AWARD/EXTRA)

PEOPLE (RELATIONS)

- BOSS
- COLLEAGUES
- MENTORING

ATMOSPHERE
NEW SITUATION
(NEWBOEN)

BREAKING OF BARRIERS

AMBITION

ACCEPATION OF MY IDEA

FINANIZING JOB/
PUBLISHING
PAPER

SEEING "BIG PICTURE" →

→ MAKING SENSE

PROGRESS

WORK CONTRIBUTES
TO OTHER'S
WORK

DOING SOMETHING
NEW

LEARNING
FAILURES

DEMOTIVATES

FAILURE

PEOPLE'S BEHAVIOUR

EXTERNAL WEATHER
CONDITIONS

TO MANY DUTIES

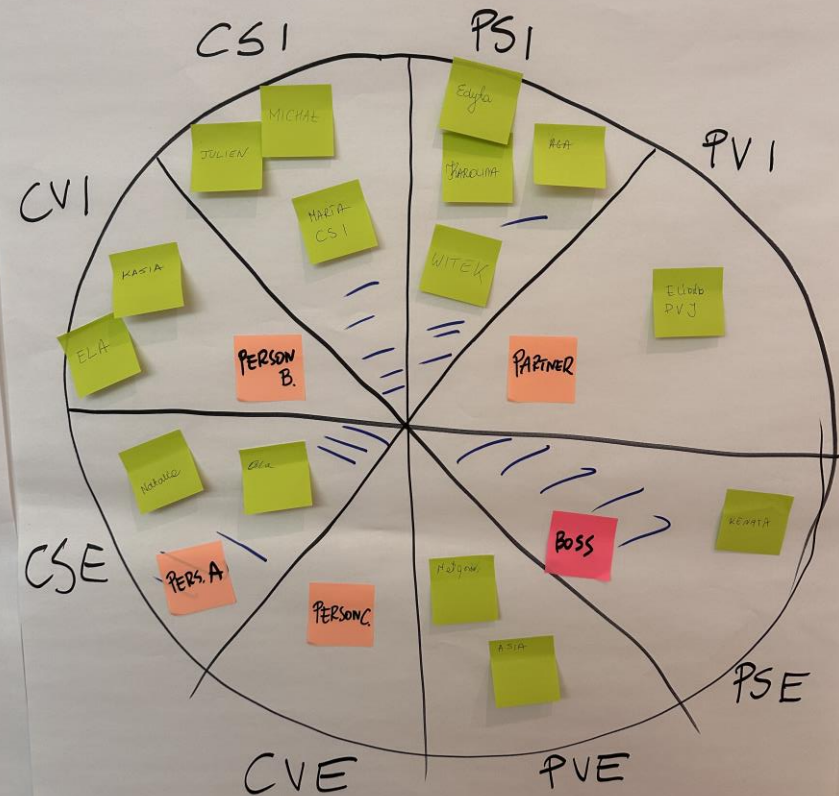
ROUTINE

BUROCRACY

LACK OF CONTROL

WAITING

MOTIVATIONAL DNA





WHAT I THINK
OF MYSELF

WHAT I THINK
ABOUT YOU.



BHAG

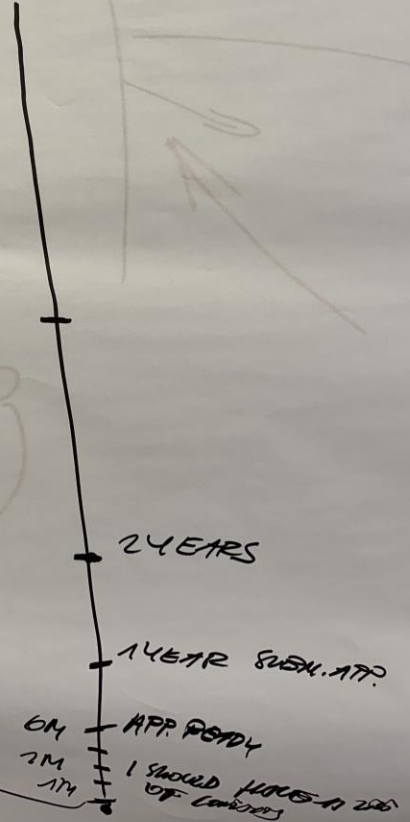
BIG
HAIRY
AUDACIOUS
GOAL

WHAT IS YOURS?

WHAT I THINK
OF MYSELF

WHAT I THINK
ABOUT YOU

DEEP
WIRE MONDAY



6M APP READY
3M I SHOULD HAVE A 20%
OF COMED