# Self-leadership for scientists

Olsztyn, March 2025

# Topics covered

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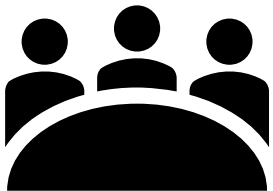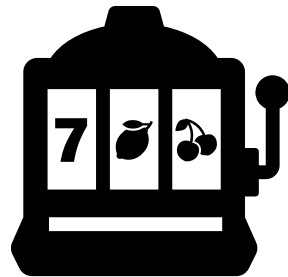- Guiding personal development
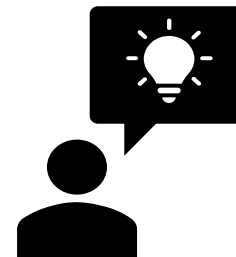
# In pairs

1. Take 10 minutes total (5 minutes each) to interview each other about:
    1. Your research interests
    2. A professional goal you hope to achieve in the next 2-3 years
    3. Something you want to develop during this training
    4. One surprising fact about yourself others don't know

2. Create a headline-style introduction for your partner (maximum 15-20 words).
    1. Focus on capturing the essence of who they are professionally and personally
    2. Be concise but informative

3. When it's time to report, you'll have 20-30 seconds to introduce your partner to the group using only your headline.

**Example:**

"Meet Dr. Nowak: Specializes in plant genetics, aims to establish international research collaboration, wants to enhance prioritising skills, and plays violin in a string quartet."
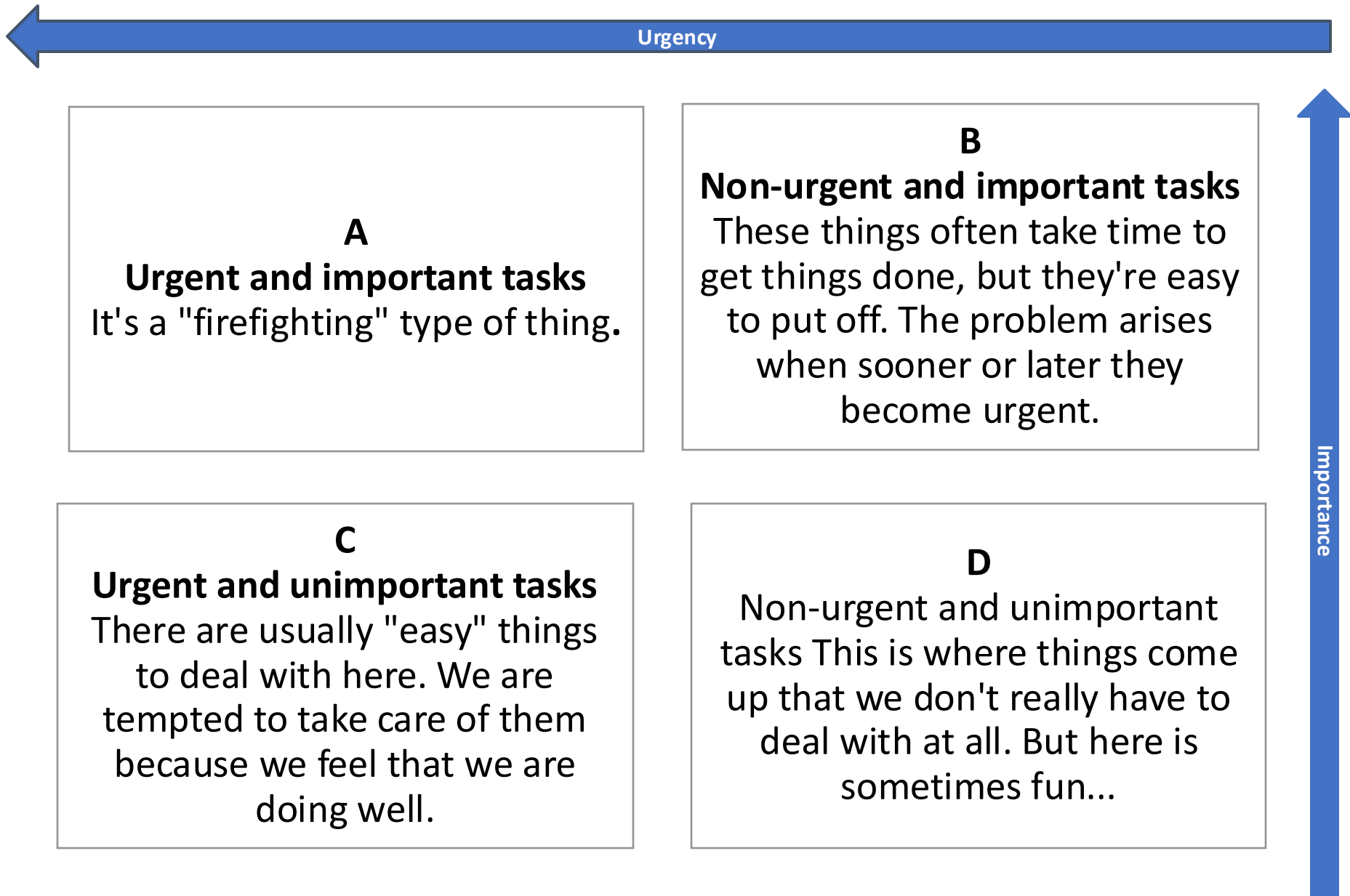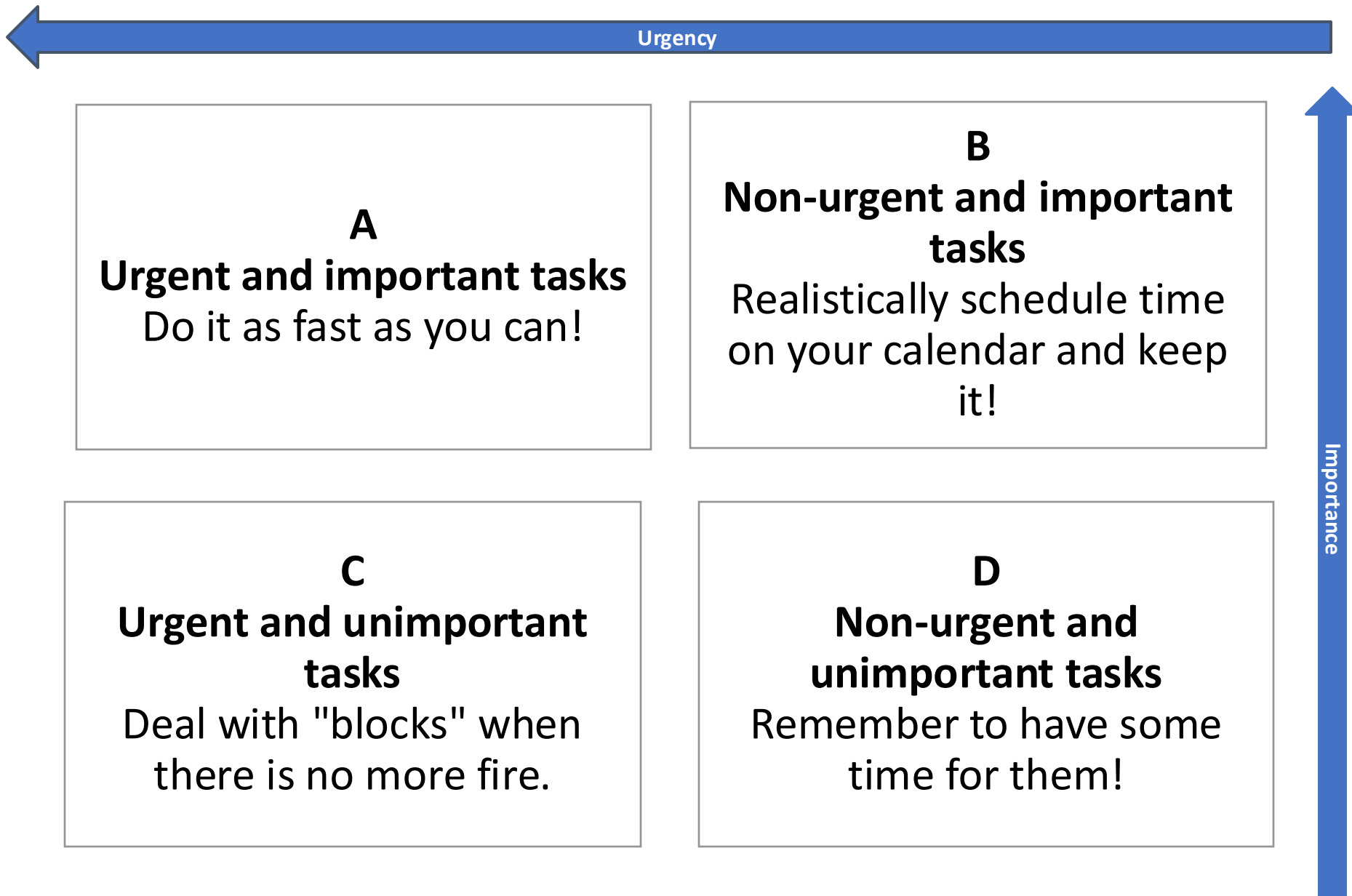
# Organization of own work

# Importance and urgency

**IMPORTANCE –** is the case relevant to achieving my goals?

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

**Urgency** ←

**Importance** ↑

**A**
**Urgent and important tasks**
It's a "firefighting" type of thing.

**B**
**Non-urgent and important tasks**
These things often take time to get things done, but they're easy to put off. The problem arises when sooner or later they become urgent.

**C**
**Urgent and unimportant tasks**
There are usually "easy" things to deal with here. We are tempted to take care of them because we feel that we are doing well.

**D**
Non-urgent and unimportant tasks This is where things come up that we don't really have to deal with at all. But here is sometimes fun...

Eisenhower Matrix

Urgency ←

**A**
**Urgent and important tasks**
Do it as fast as you can!

**B**
**Non-urgent and important tasks**
Realistically schedule time on your calendar and keep it!

**C**
**Urgent and unimportant tasks**
Deal with "blocks" when there is no more fire.

**D**
**Non-urgent and unimportant tasks**
Remember to have some time for them!

Importance ↑

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.

# Multitasking

InLife

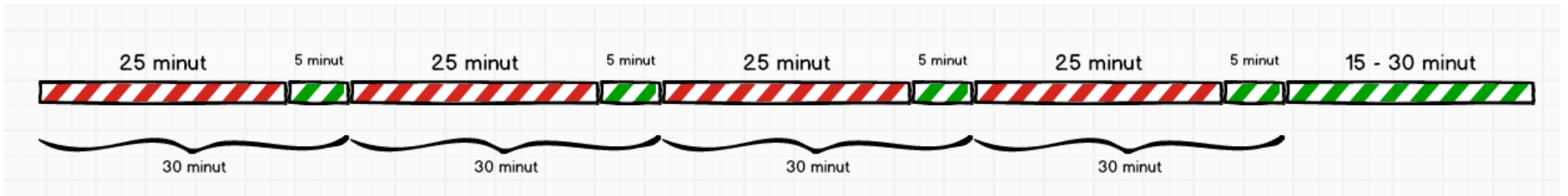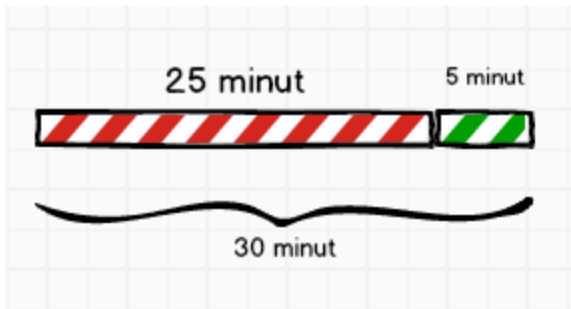The Pomodoro Technique

ŹRÓDŁO: WIKIPEDIA

# 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

InLife

# The Pomodoro Technique



Source: https://czterytygodnie.pl/produktywnosc-metoda-pomodoro-francesco-cirillo/
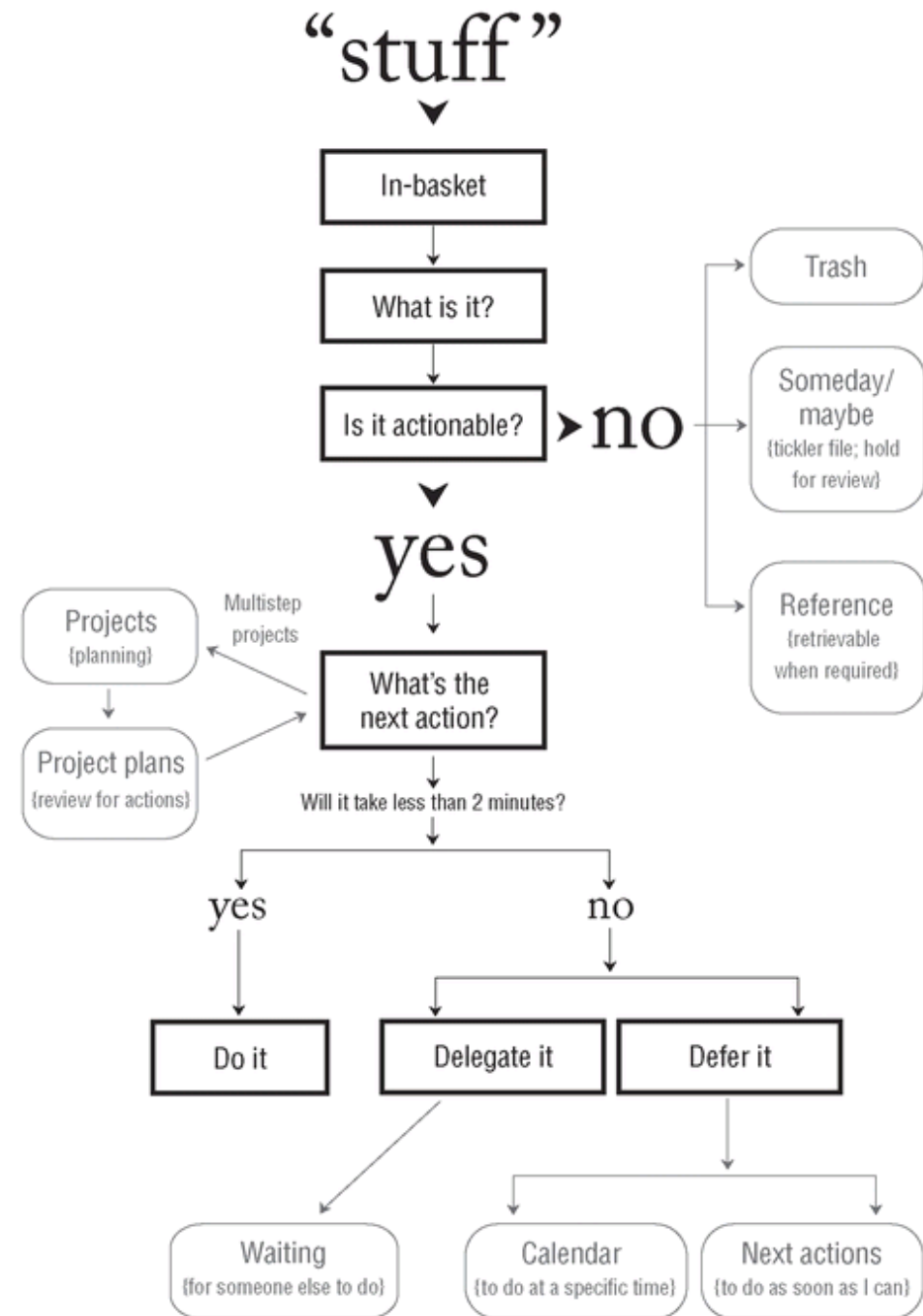
# To-do lists

- <u>Only one list</u>

- 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)
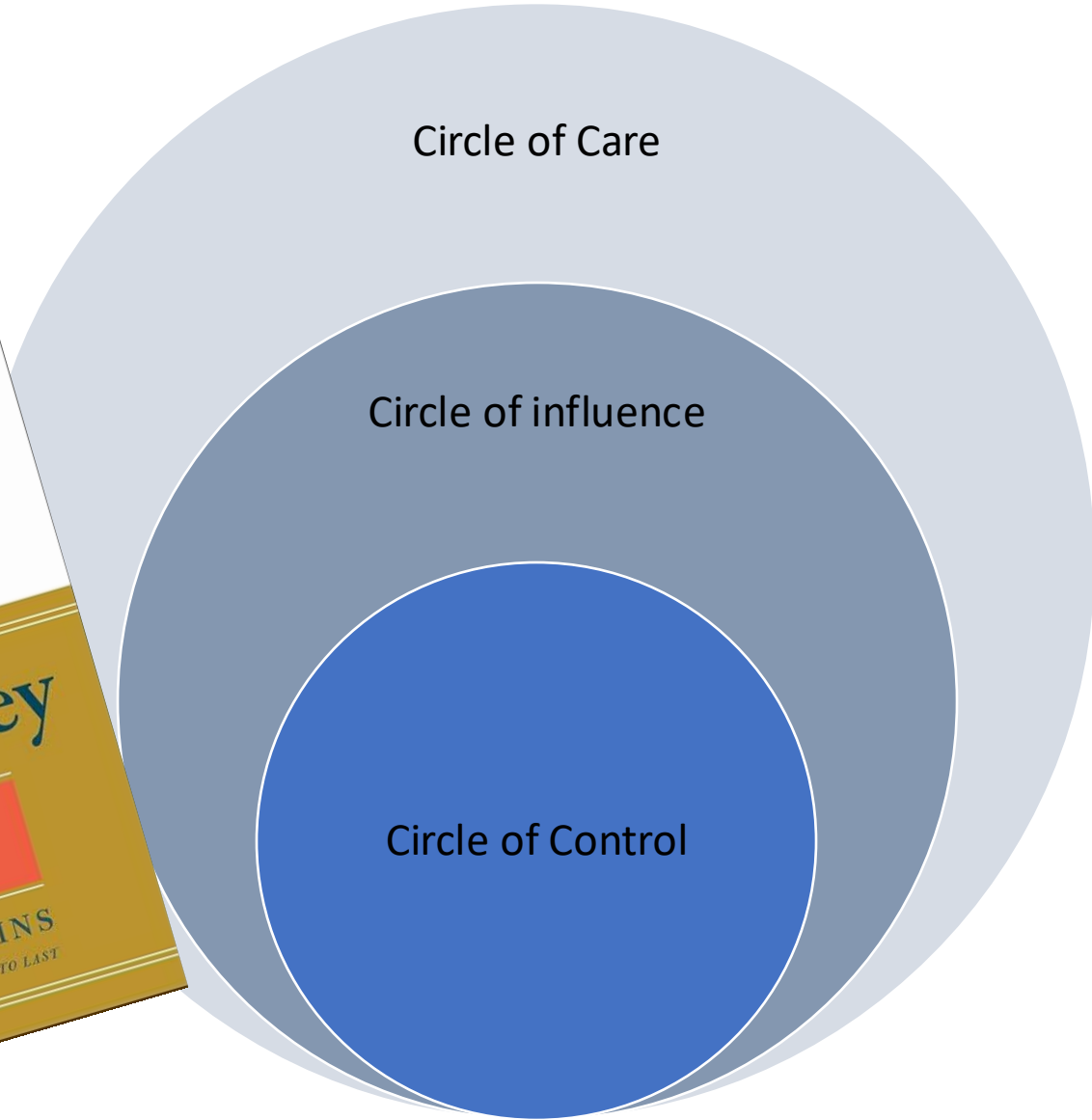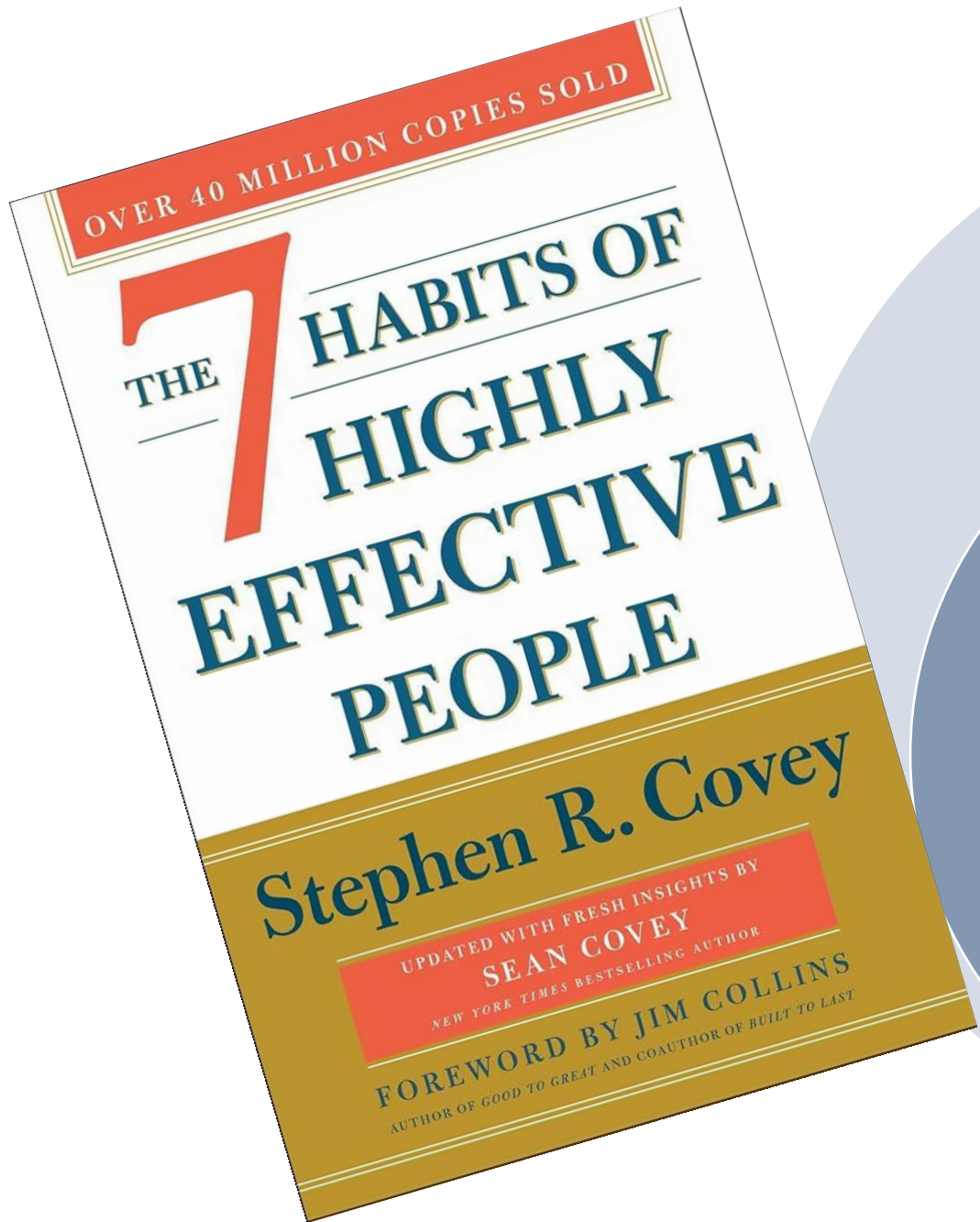- Paper notebook/calendar
- Whiteboard & Postits

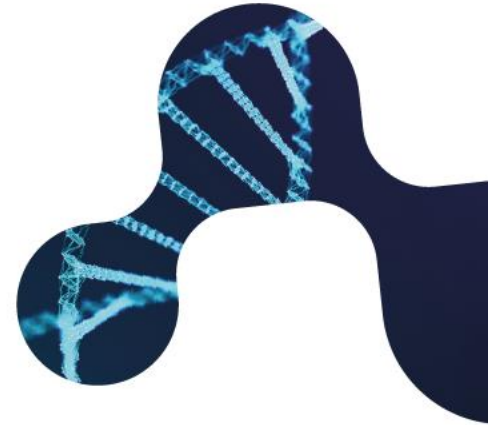# Getting Things Done (GTD)
# Job Stream

# 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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# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

## Stephen R. Covey

UPDATED WITH FRESH INSIGHTS BY
**SEAN COVEY**
NEW YORK TIMES BESTSELLING AUTHOR

FOREWORD BY JIM COLLINS
AUTHOR OF GOOD TO GREAT AND COAUTHOR OF BUILT TO LAST

Circle of Care

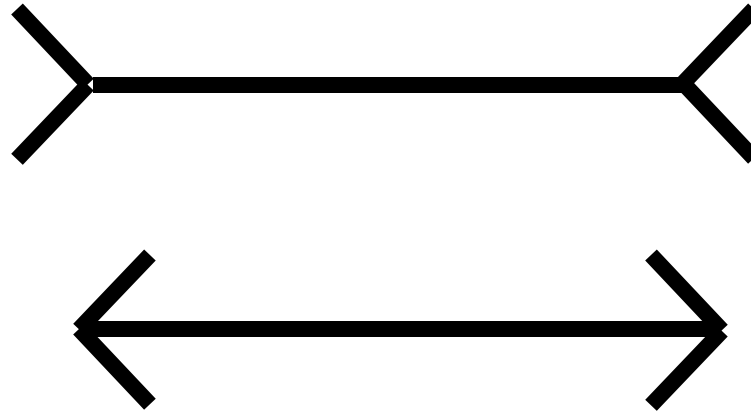Circle of influence

Circle of Control

# Decision-making

?

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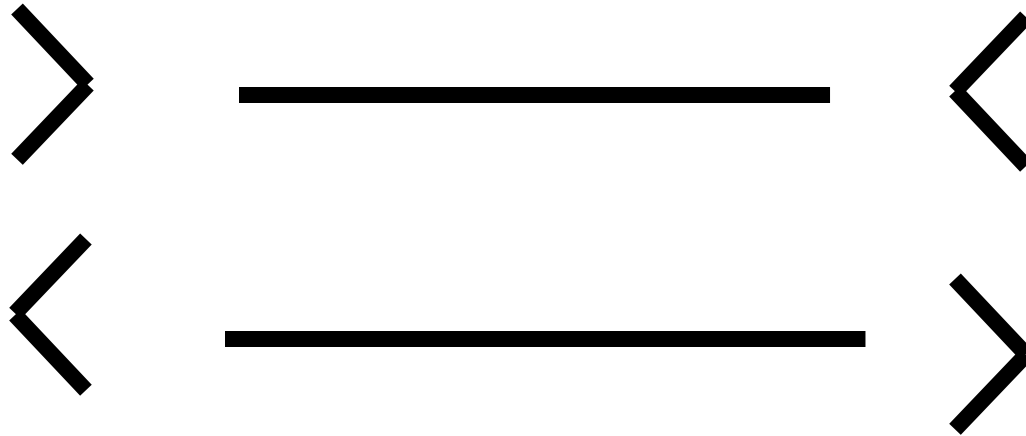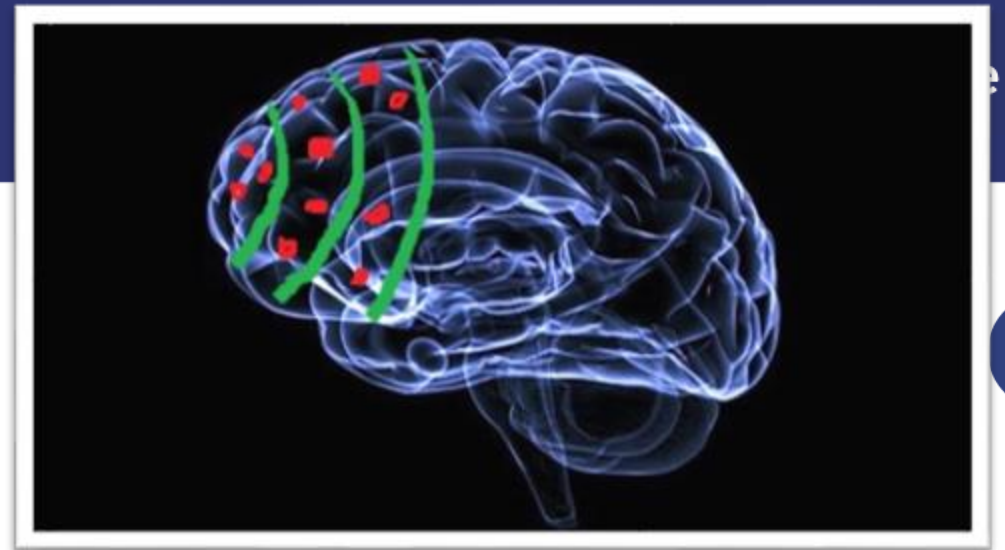
- How much does a donut cost?

?

- 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
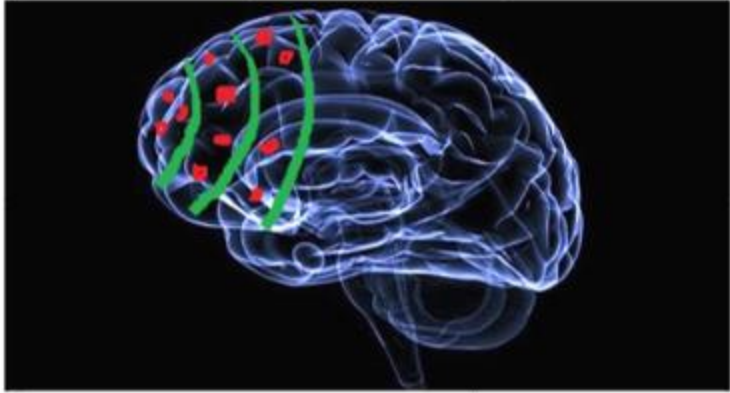


Systematic process of generating, analyzing, and selecting options



Expert-based intuition



Intuition, based on heuristics, prone to cognitive biases

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
...hts into the human mind I have read." —WILLIAM EASTERLY, Financial Times

THE INTERNATIONAL BESTSELLER

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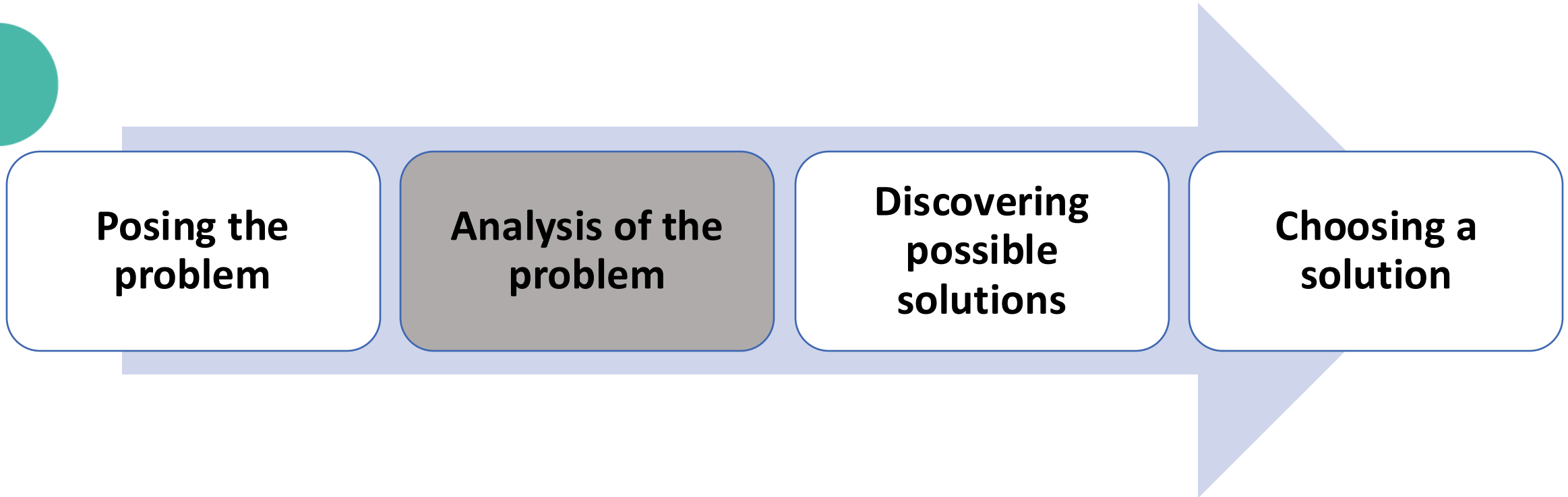STEVEN LEVITT, co-author of FREAKONOMICS

# NOISE

## A FLAW IN HUMAN JUDGMENT

### DANIEL KAHNEMAN
AUTHOR OF THINKING, FAST AND SLOW

### OLIVIER SIBONY

### CASS R. SUNSTEIN

# Decision-making process

**Posing the problem** → **Analysis of the problem** → **Discovering possible solutions** → **Choosing a solution**

# 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.

# WRAP - A Tool for Making Better Decisions in a VUCA World

WRAP is a method developed by brothers Chip and Dan Heath, helping to avoid typical decision-making traps. It is not a complicated process, but a practical approach that you can apply on a daily basis.
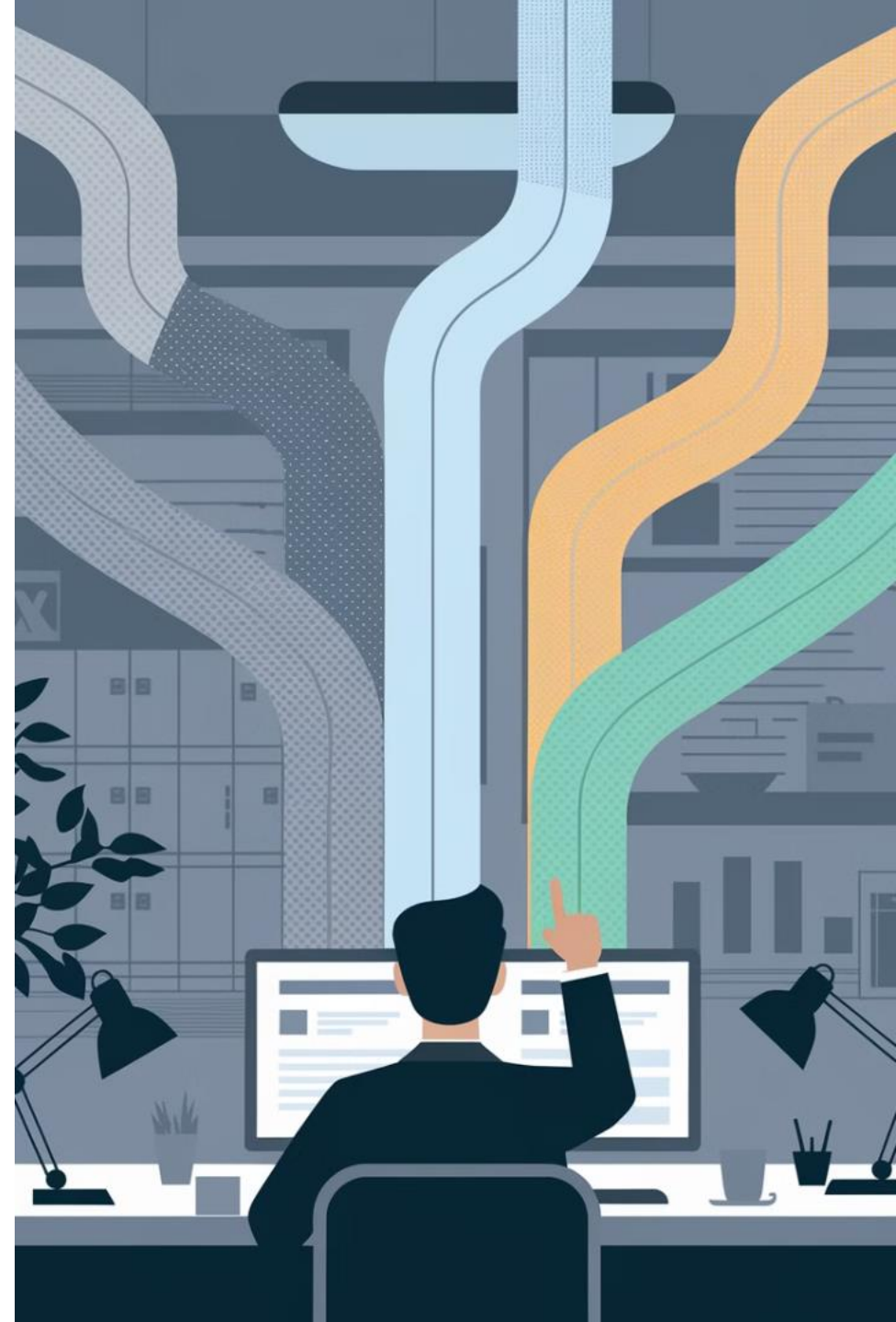
# Why is decision-making difficult?

1   **Incomplete information**

2   **Time pressure**

3   **Emotions instead of logic**

4   **Overconfidence**

5   **Limited perspective**

6   **Group thinking**

# Introduction to WRAP

WRAP is a method developed by brothers Chip and Dan Heath, helping to avoid typical decision-making traps. It is not a complicated process, but a practical approach that you can apply on a daily basis.

# WRAP Acronym

**W - Widen your options**

**R - Reality-test your assumptions**

**A - Attain distance before deciding**

**P - Prepare to be wrong**

# W - Widen your options

Avoid the trap of a narrow choice, such as 'either this or that'

**1**     **Look for more than 2-3 options**

**2**     **Ask the question: "What else can we do?"**

**3**     **The "Vanishing Options" method - what would we do if the current options were not available?**

**4**     **Ask: "What are others doing in a similar situation?"**

# R - Reality-test your assumptions

Reality-test your assumptions

Seek hard data instead of relying on intuition

Ask tough questions

Run small experiments before a big decision

Consult with people with different perspectives
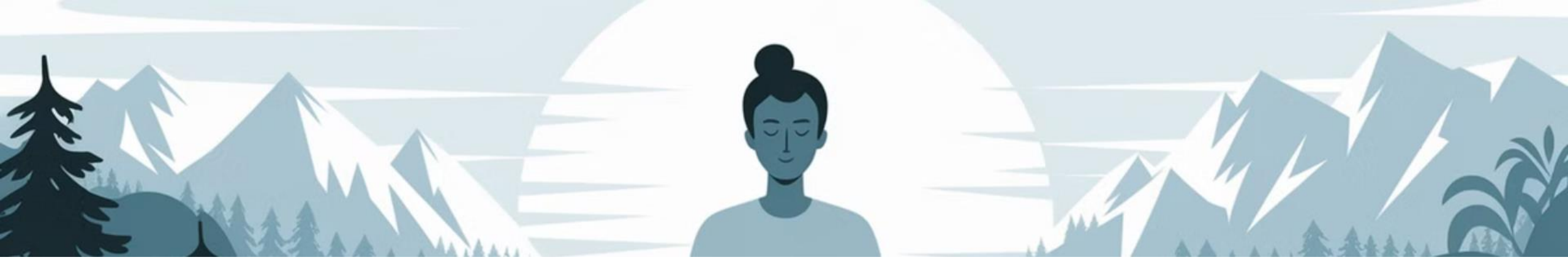
# A - Attain distance

Obtain emotional distance before making a decision

**10/10/10 technique**   **1**

How will I evaluate this decision in 10 minutes, 10 months and 10 years?
years?

**2**   **Advisor method**

What would you advise a friend in this situation?

**"Trusted friend test"**   **3**

What would a trusted person say?
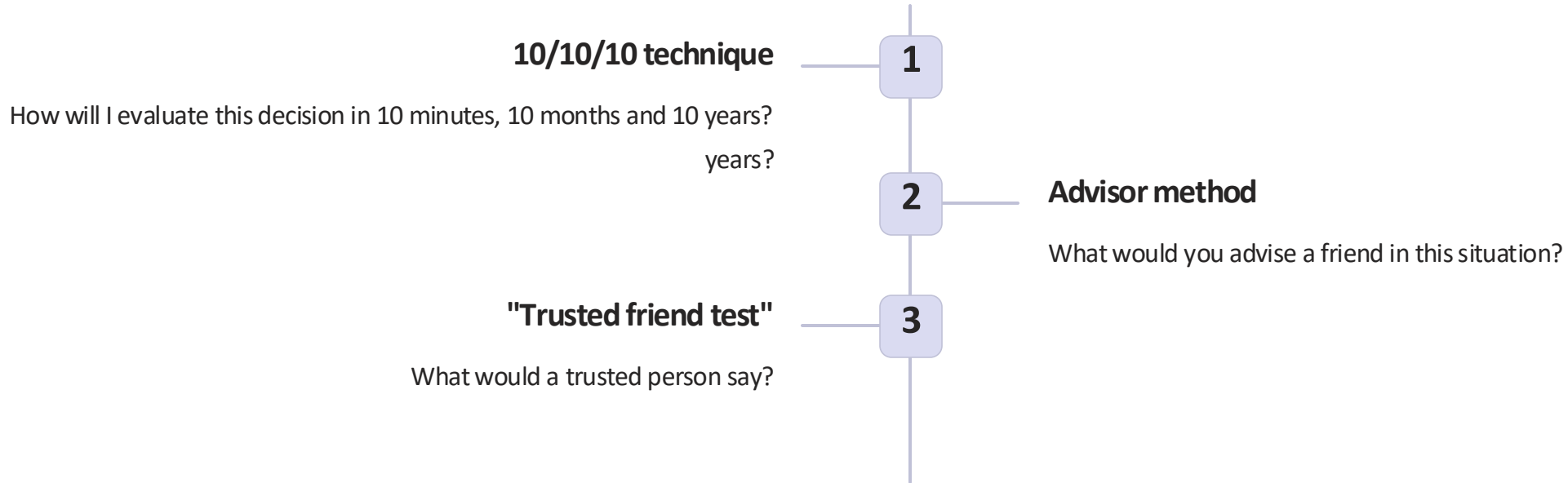
# P - Be prepared to be wrong

Prepare yourself for the possibility of being mistaken

**1** Identify the conditions for success and failure

**2** Identify potential obstacles and plan your responses

**3** Prepare a contingency plan

**4** Set "check-in dates" to review your decisions

# Benefits of using WRAP

**Limits the impact of emotions on decisions decisions**

**1**

**2**

**Prevents hasty conclusions**

**3**

**Broadens the perspective**

**5**

**Works for both small and large decisions**

**4**

**Allows for consideration of uncertainty**

It is a simple tool that we can use right away

Proceed to the exercise "Let's try WRAP in practice!"

- You will soon receive real business situations to analyse

- Use the WRAP template to analyse them

- You have 40 minutes to complete the task

# Motivation

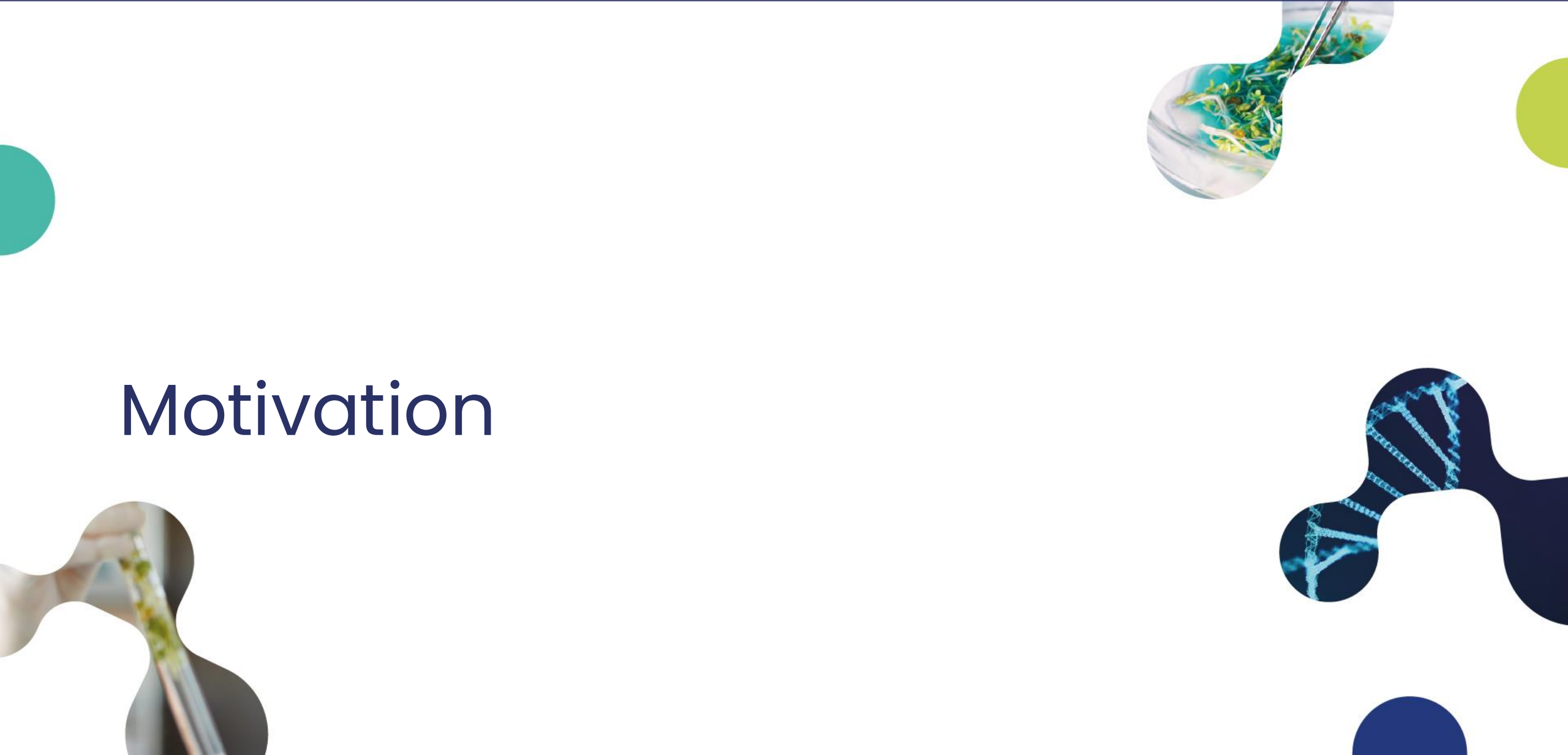# Tamara Lowe: Motivations' „DNA"

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<br>Drives | N<br>Needs | A<br>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

# 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.

# Assertiveness
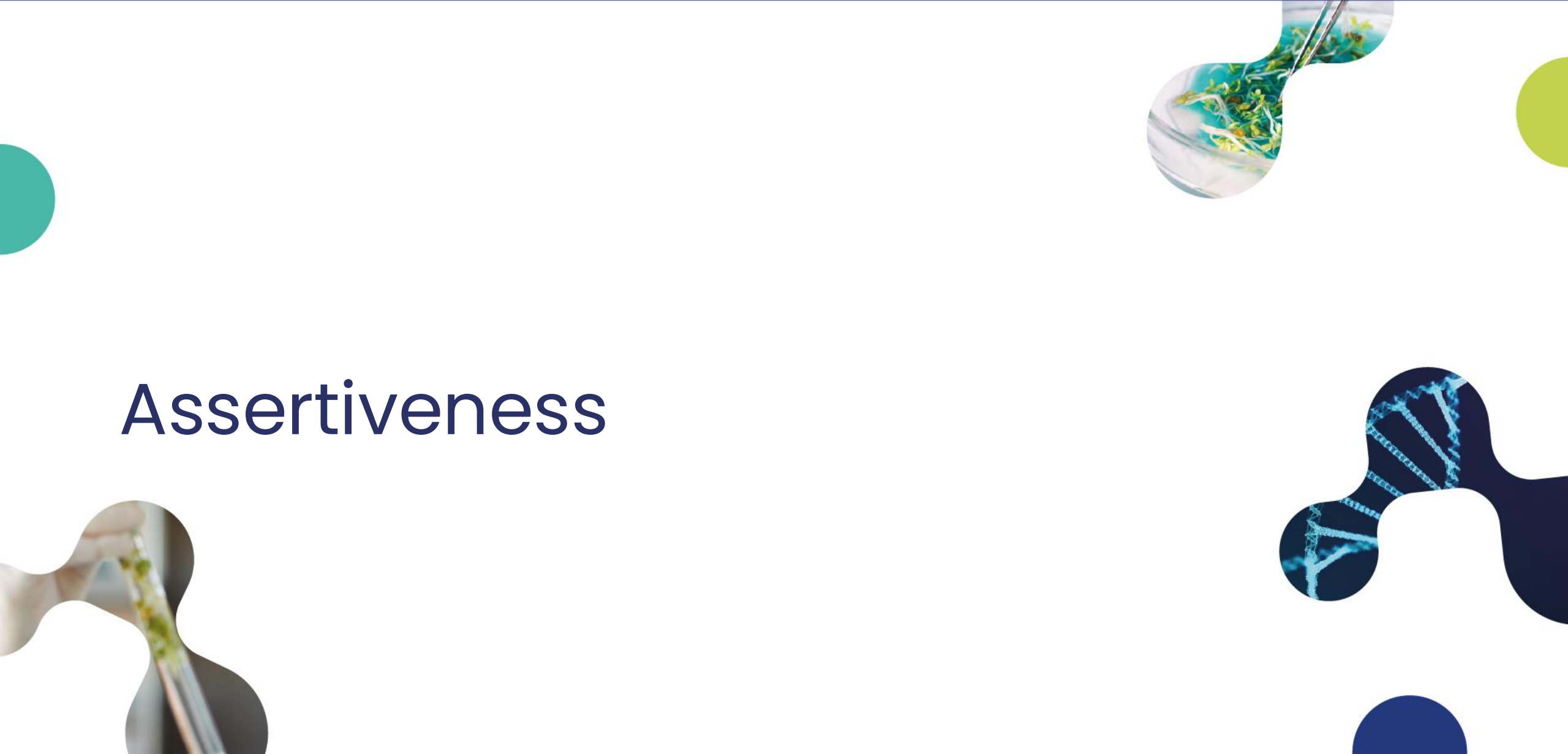
1. If someone insists a lot, it's hard for me to refuse.

2. I don't ask someone who is bothering me to stop.

3. If someone wrongly blames me, I don't protest.

4. I often feel hurt.

5. I'm not very good at standing up for myself.

6. I don't know how to demand the return of a borrowed item.

7. Sometimes I feel used.

8. It's hard for me to start conversations with someone I don't know well.

9. If someone praises me, I feel embarrassed and don't know what to say.

10. I don't know how to praise others.

11. I don't know how to behave when I'm criticized.

12. I can't ask for help.

13. I can't be completely honest.

14. I don't know what to do when I'm embarrassed.

15. I can't defend my opinion.

16. I get angry when someone has a different opinion than I do.

17. I feel a lot of stage fright when I have to speak in public.

18. I often succumb to others.

19. I tend to be aggressive.

20. It happens that I force my requests to be fulfilled by shouting.

# 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

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

In Life

- **YOU STATEMENT**

**(avoidance of responsability):**

- 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.

# Assertive expression of anger

1. You're working on a new project right now. Your colleague, who has more professional experience than you, is constantly looking over your shoulder and before you have time to think for yourself, he gives you advice and guidance uninvited. This situation is uncomfortable for you.

2. Your boss has turned to you for help. You have prepared a set of materials for him. It took you a long time. While you explain to him the intricacies of the problem, he keeps interrupting you and interjecting irrelevant remarks, looks at his watch and you get the impression that he is not listening to you at all.

3. You started working in your current team relatively recently. One of your colleagues keeps calling you "you young", even though he is only a bit older and you have been working with him for two months. This situation irritates you a lot.

# Self-leadership
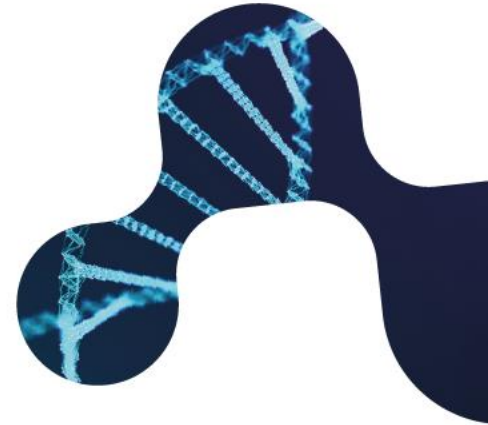
# How plan development?

Development activities should be closely related to everyday goals and tasks.

The implementation of development activities is related to daily duties, these are not point-by-point, ad hoc activities.

Development activities should be based on strengths. Build on potential!

# Examples 70-20-10

## 70%

- workplace activities
- training on the job
- participation in the projects

## 20%
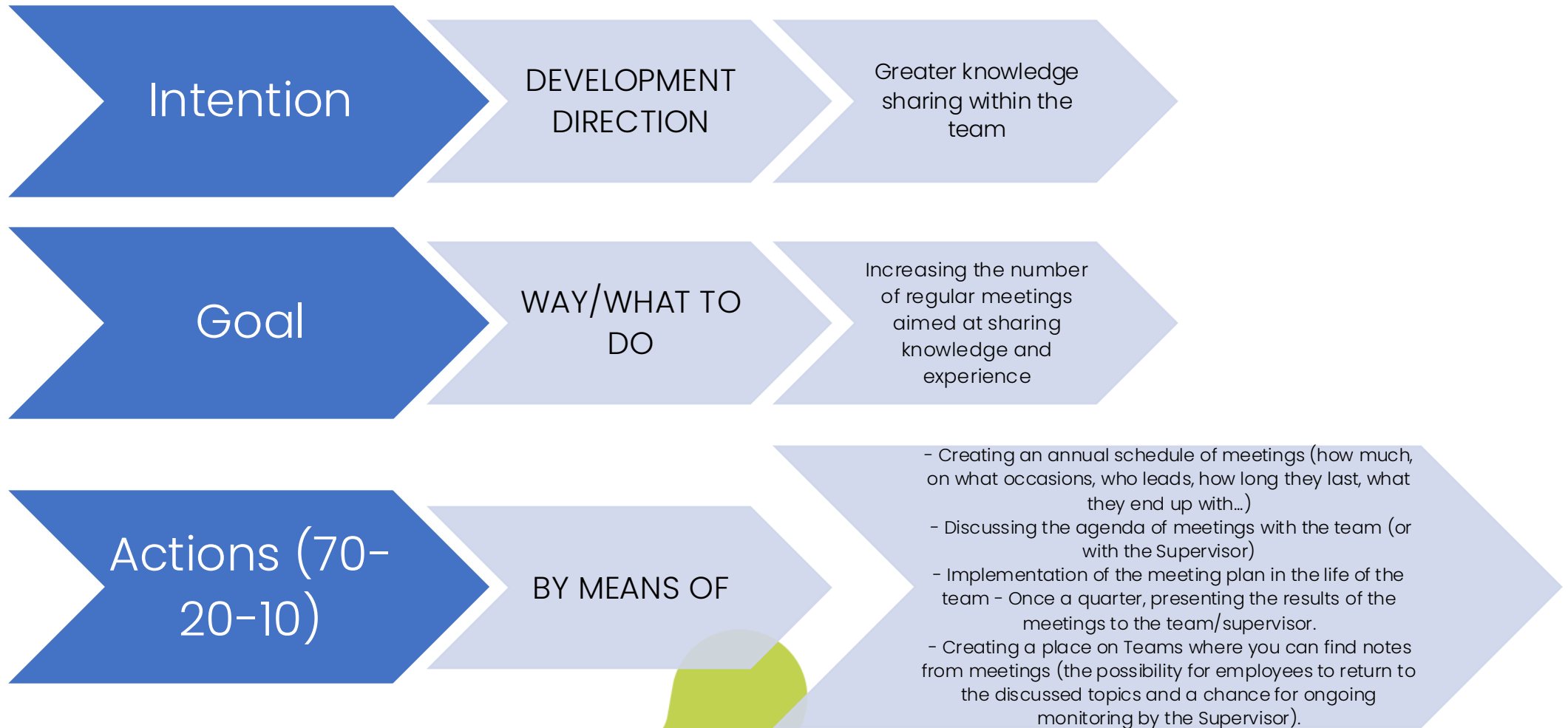
- gathering feedback
- coaching
- mentoring
- networking

## 10%

- training
- conferences
- studies
- books, press, portals

**Intention** — DEVELOPMENT DIRECTION — Greater knowledge sharing within the team

**Goal** — WAY/WHAT TO DO — Increasing the number of regular meetings aimed at sharing knowledge and experience

**Actions (70-20-10)** — BY MEANS OF — 
- Creating an annual schedule of meetings (how much, on what occasions, who leads, how long they last, what they end up with…)
- Discussing the agenda of meetings with the team (or with the Supervisor)
- Implementation of the meeting plan in the life of the team – Once a quarter, presenting the results of the meetings to the team/supervisor.
- Creating a place on Teams where you can find notes from meetings (the possibility for employees to return to the discussed topics and a chance for ongoing monitoring by the Supervisor).
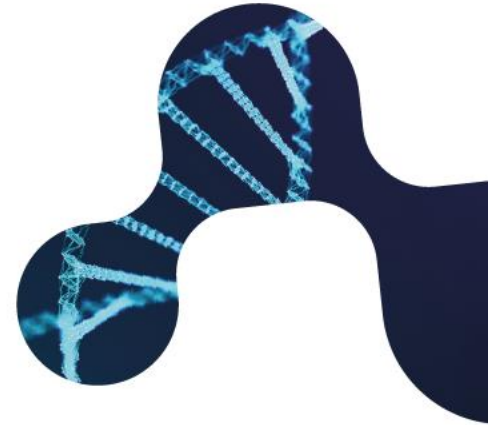
Success is what happens when opportunity meets preparation

## Contact

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