
Annual Conference: Workshop Human Resources**Attachment 3**

Questions discussed in the workshop:

1) What and who is a research manager?

In a lively discussion, several typical functions were mentioned where we find “research managers”, eg. project leaders, research group leaders, members of TT-offices, leaders of research institutions, scientific coordinators and so on. Another outcome was, that there is no sharp differentiation between research manager and research administrator. Generally it was stated, that as more a function is on the side of research manager as more scientific background and project management skills are necessary. On the other hand a research administrator needs very little scientific knowledge; but there is a big grey area where a lot of research functions can be located.

2) How do you recognize potential research manager?

Most of the participants stated that they would observe if certain skills and behaviour are existent they think are essential. They must not be fully developed but to some extent. Typical characteristics for a potential research manager are eg. interests in management questions, organisation, and a good communication. The question about the scientific performance was not clarified, but it was stated that a broad scientific background or even a formation in complementary fields are a big advantage. Amongst numerous other attributes the strategic thinking and the ability to recognize future risks were considered as important.