

LEAD Achievement Photo Exhibition about University Governance and Academic Leadership

云南师范大学
YUNNAN NORMAL UNIVERSITY

高校青年教师的课题团队领导力

Project team leadership for young faculty members



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2018年7月12日

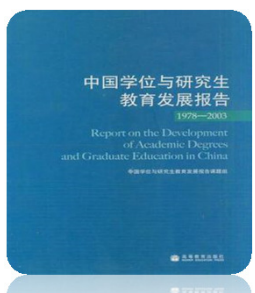
课题研究经历——国家重大课题
My major research experience — national major topic.

2006年出版，为中国第一部对学位与研究生教育历史发展进行系统实证研究的专题报告。

本人担任课题协调员，参与撰写主报告，并负责撰写子报告“研究生教育管理体制”。研究历时5年。

This book was published in 2006 as the first special report on the systematic empirical research on the history of graduate education.

I served as the project coordinator, participated in the writing of the main part and the "postgraduate education management system" part which was last for 5 years.



课题研究经历——校本研究课题
My major research experience -- School-based research

2011-2018年，指导云南师范大学附属小学梳理、提炼办学理念并通过课程加以落实。本人负责研究推动、协调沟通以及部分内容的执笔和修改。

From 2011 to 2018, As the consultant of the primary school of Yunnan Normal University to organize and refine the educational philosophy and implement it through the curriculum, I was mainly responsible for the research promotion, coordination and the writing and modification of the key contents.

“做人教育”理念
良习修美德 好好做人

成果：《云南师大附小“做人教育”课程探究》（专著，待出版）

主要心得：
一个课题团队的成败，根本上取决于团队的第一负责人和1-2名团队骨干成员的领导力。第一负责人就是课题组组长，统领课题研究；另一个人为“关键支持者”——往往由**青年教师**担任。

Key proposition: the success of a research team depends essentially on the first leader and one or two key members. The first leader is the leader of the project, who lead the entire research project; the other member is the “key supporter” ——**young faculty members.**

青年教师课题领导“三力”

Three abilities of project management

- **确定倾心投入的研究目标**
A research goal for which you are willing to commit whole-heartedly
- **对核心思想的顶层设计**
Top design of the core ideas
- **对团队成员力量的凝聚**
internal/external coordination and cohesion

如何定位倾心目标 Ideological leading

- **最关键：**对目标的责任、担当和情感投入。因为研究是一个有血有肉、有情感投入的过程。
- **Responsibility and emotional investment to the goal.**
Research is a living and emotional process.

如何设计核心思想 Ideological leading

关键是逻辑!
Logic is the key!

- 研究思路设计: 聚焦问题、方法可操作、有成果预期
- 核心观点提炼: 强调新颖、准确、学术表达
- 报告结构优化: 摘要、三级提纲、章节导语的修改

- Research design: focusing on the problem, operability, result expectation.
- Core idea: emphasizing the novelty, veracity and academic expression.
- Report structure optimization: modification of abstract, three-level outline, chapter introduction.

如何吸引成员跟随你

internal/external coordination and

面对忙碌和惰性, 需要他!
supervision!

- 进度把握: 任务分解、注意时间节点
- 沟通协调: 问题矛盾、交流分享、推进合作

- Progress control: task decomposition, time nodes control.
- Communication and coordination: contradictions, interactions, and cooperation.

如何吸引成员跟随你

internal/external coordination and

奉献精神!
spirit of devotion!

- 责任感: 带头做, 用心做, 不计得失
- 公平心: 经费分配与使用, 成果发表署名
- 坚持不懈: 心怀希望, 遇到困难不退缩

- Responsibility: taking the lead, doing mindfully, regardless of gain or loss.
- Fairness: the allocation of funds, authorship of outcomes.
- Persistence: fearless of difficulties.

青年教师课题领导力的核心——思维


提升青年教师课题领导力的切入点?

思维!!!



小贴士: 《思想者》是法国雕塑家罗丹创作的雕像, 该模型在罗丹的指导下有多个雕塑, 最主要的雕像为青铜, 现藏于巴黎罗丹美术馆。

领导力结构的冰山模型



显露的部分:
_你的知识(结构)
你的行为(技能)



隐藏的部分:
·你的思维
·你的理念
·你的信念

思维是领导力的关键要素

```

    graph TD
      subgraph "说"
        K[知识]
      end
      subgraph "做"
        B[行为]
      end
      K --> B
      B --> K
      S[思维]
      L[理念]
      B --> S
      S --> L
      L --> B
  
```

经验思维与理性思维的形象比喻

中西思维方式的差异

感性思维--理性思维 整体思维-具体思维

思维改进上中西合璧的必要性

例如：盲人摸象与六项思考帽

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谢谢大家倾听! **THANK YOU!**

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2018年7月

July, 2018