



# Devising career tracks and criteria: process as part of change

Martyna Janowicz-Panjaitan  
Iris Goedhart



# Goal and structure of the workshop

**GOAL:** *become aware of the contextual factors that may affect the process of (cultural)change around R&R and how to shape the process around them*

- **Process as part of change** at Tilburg School of Economics and Management (TiSEM) – for inspiration (~20 mins)
- Discussion in **break-out groups** (~30 mins):
- **Sharing** back with the group (~20 mins)

# Process as part of change

at Tilburg School of Economics and Management (TiSEM)

"Bears in the way"	Task	Team	Trajectory
<b>No experience</b> with non-research career paths	Develop a <b>new</b> HR policy ("deductively")		
<b>Resistance</b> to use of non-research criteria for promotion		Working group made of <b>faculty members</b> develops the new HR policy (composition) Working group <b>independent</b> from the Management Team (positioning)	
Need for a <b>culture change</b> in how academic work is assessed	Develop a <b>workable</b> proposal	Involve ever broader group of <b>stakeholders</b>	<b>Elicit</b> as much <b>resistance</b> as possible while preparing the new framework Opportunities for <b>cha(lle)nging</b> assumptions
<b>Hierarchical structures</b> (formal and informal) impede change			<b>Direct</b> consultations of the MT with different functional levels
Negative <b>group dynamics</b>			<b>Individual</b> feedback sessions with key stakeholders

# Discussion in **break-out** groups

- What “**bears in the way**” do you see in your organization?  
“Bears” = obstacles, resistance, anything else that’s “in the way”
- How can you **shape the process (the 3 T’s)** to overcome the bears or use them to your advantage?

# Sharing back with the group

"Bears in the way"	Task	Team	Trajectory