



EUA-CDE Thematic Workshop
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Future of PhD supervision

Eneli Kindsiko, PhD

Associate Professor, University of Tartu, Estonia
Foresight Expert, Foresight Centre by the Estonian
Parliament



UNIVERSITY
OF TARTU



FORESIGHT
CENTRE

Authentic leadership course for PhD supervisors and students (2019-2022)

PHD SUPERVISOR TRAINING IN AUTHENTIC LEADERSHIP

The PhD supervisor training (2 ECTS) in 'Authentic Leadership' is a professional development training for PhD supervisors which aims to facilitate the development of their leadership authenticity which eventually carries forward to the supervised candidates. Ultimately, leadership authenticity enhances the quality of doctoral education making it more fulfilling for the candidates and supervisors as well as more impactful for society at large.

Upon completing the course, the PhD supervisor should be able:

- To demonstrate an understanding of the concepts of leadership authenticity

MORE ABOUT THE COURSE

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Career options: Career planning and awareness of employability options during PhD studies ranks the lowest of all skills among PhD students (Sinche et al 2017)

The cycle of control: supervisors are in large part directly in control of the PhD students' funding and "the ownership" of the dissertation work, incl. publications (Laufer & Gorup, 2019)

RELATIONAL TRANSPARENCY

Being genuine,
no hidden agenda

MORAL PERSPECTIVE

Do the right thing

SELF AWARENESS

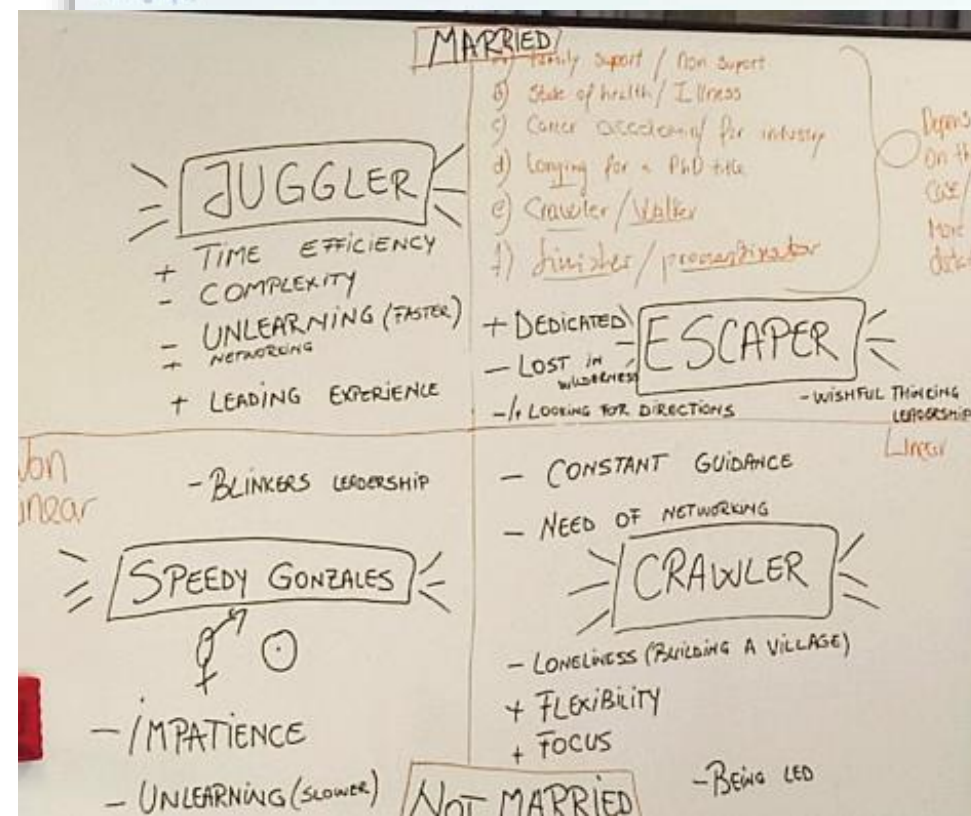
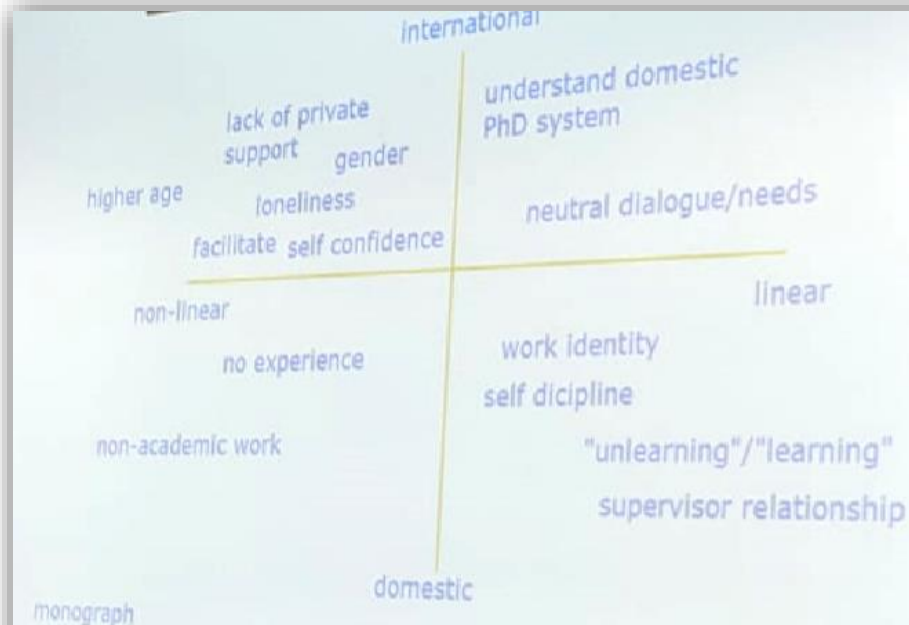
My strengths and weaknesses

BALANCED PROCESSING

Considering opposing viewpoints and all options

Fear of „nothing happens“: Doctoral students "fear" raising an issue to or about a supervisor, and universities are generally seen as reluctant to address supervision-related problems (Metcalfe et al, 2018; Max Planck PhDnet Survey Group, 2020)

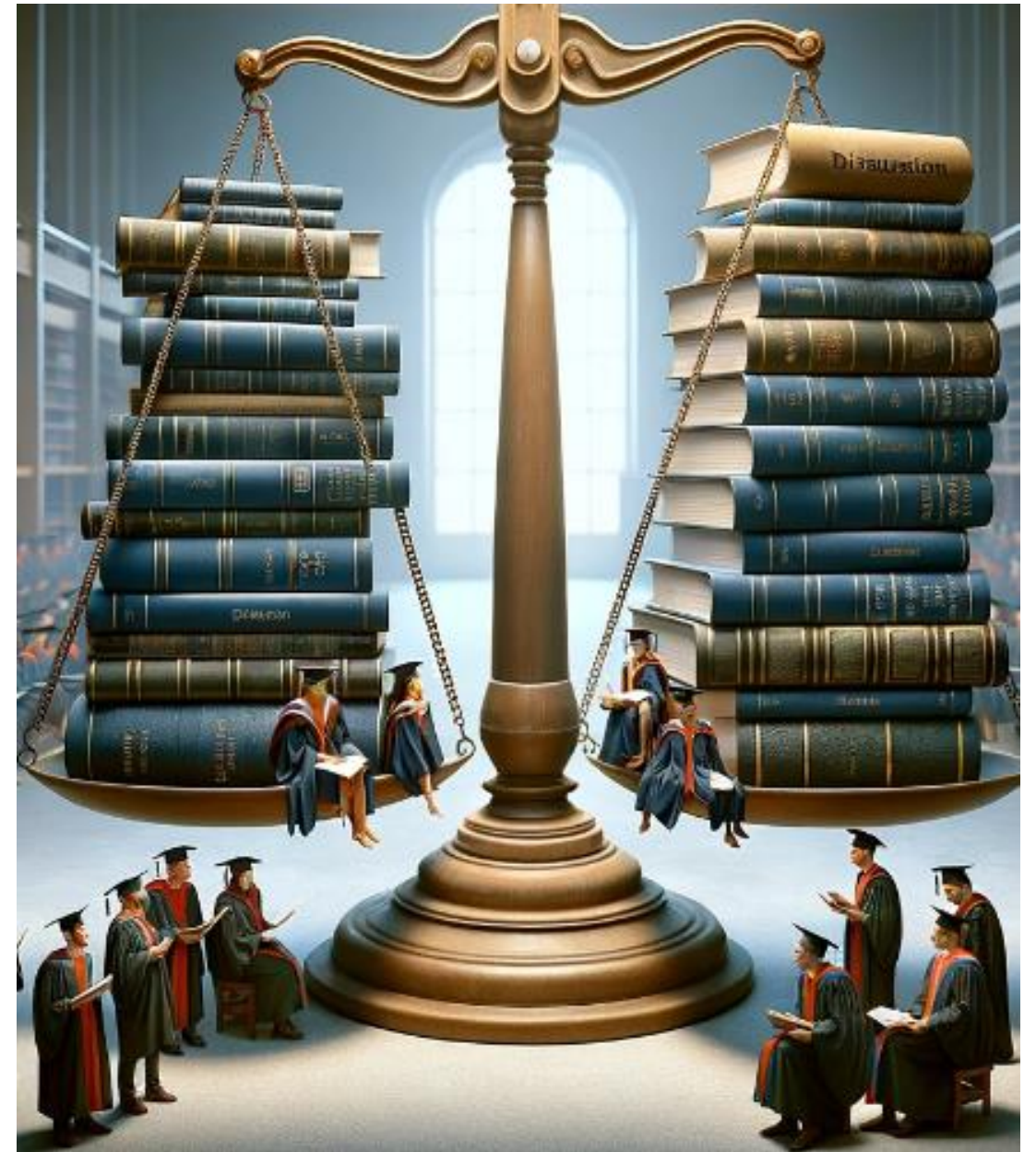
Neglect & ethical misconduct: Among top five problems of the PhD time are supervision abandonment or inadequate supervision and exploitation by supervisors (Lauchlan, 2019)



Academic (PhD) career studies + futures thinking (what if...?)



Are we leading
people or
dissertations?



*To my father,
who was there to encourage me to embark upon this intellectual PhD journey,
though unfortunately cannot be here to witness it ending.
It has not been a journey about science,
nor global competition with others ...
It has been most of all a journey of achieving maturity,
because the most important things I have learned during this journey
did not come from the university,
they came from the person who mattered the most to me.*

ENELI KINDSIKO

Organisational Control
in University Management:
A Multiparadigm Approach
on the Example of
the University of Tartu



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PhD supervisor has to know when to push
and when not to push!

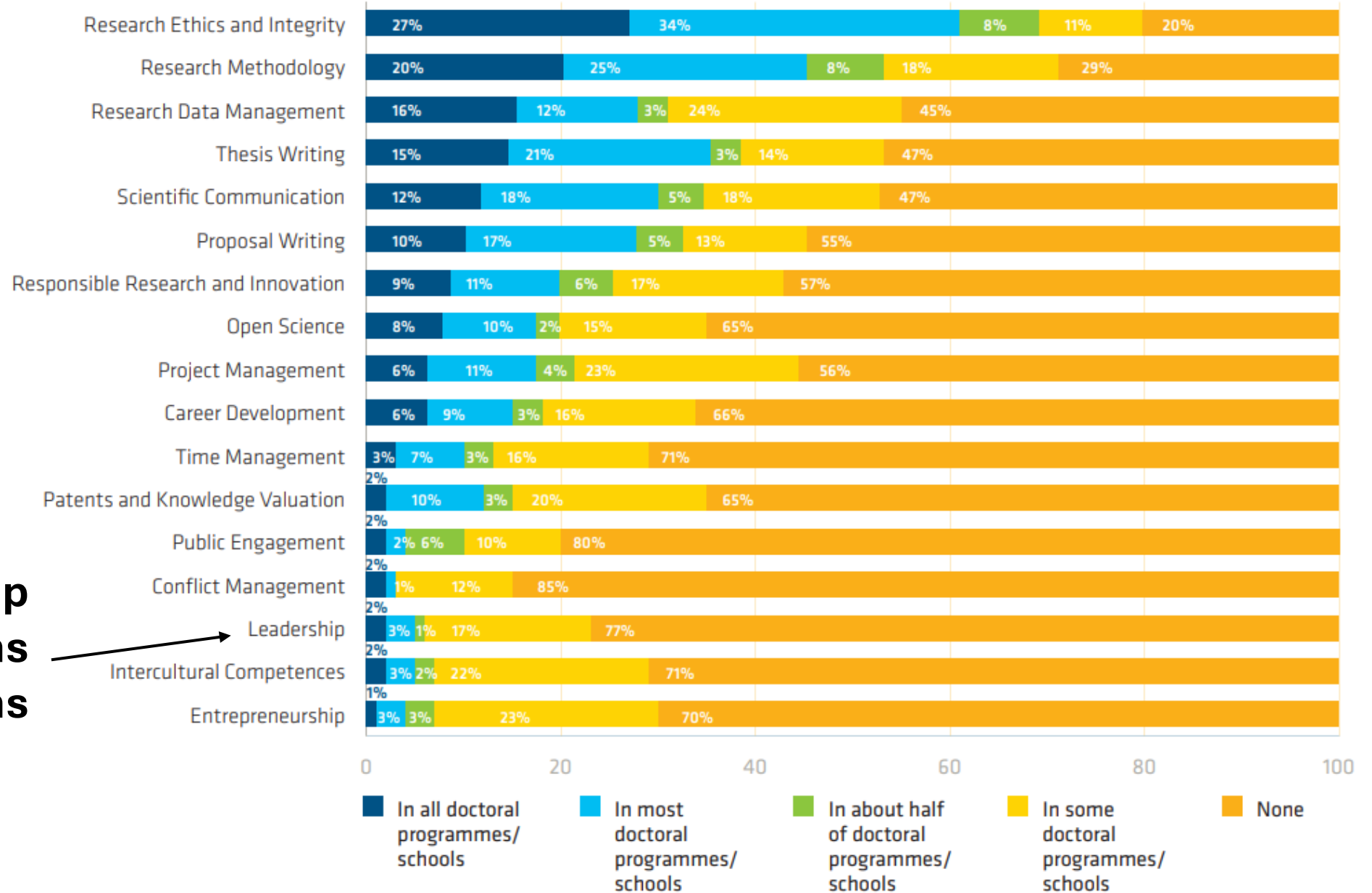
What we measure and teach is what we get

What type of mandatory transversal skills training is offered to doctoral candidates at your institution?

Leadership

2% in all programs

3% in most programs



Why good leadership matters?

Financial cost of losing top performer is **50-250%** of his/her annual salary¹

Only **28%** of employees would recommend their boss to others²

86% of active job seekers would not be interested in applying to a company with a negative reputation in the job market.³

Source:

1 LinkedIn Learning. Calculating the cost of employee attrition and disengagement;

2 <https://fortune.com/2023/08/31/manager-effectiveness-report-employee-reviews/>

3 Lievens, F., & Slaughter, J. E. (2016). Employer Image and Employer Branding: What We Know and What We Need to Know. Annual Review of Organizational Psychology and Organizational Behavior, 3(1), 407–440. doi:10.1146/annurev-orgpsych-041015-062501

Why good leadership matters in academia?

Ca 400 PhDs from 2000, 2005 and 2010
Career tracking + 69 interviews (Natural sciences, Engineering, Medicine, Social sciences, Humanities, Agriculture)

Most striking finding:

- *Academic career has **very high entrance investment** – from bachelors to PhD

- ***The cost of losing top performer** can be fatal – some research fields literally depend on 1-2 top performers

- *People leave academia mostly because of **poor leadership**, both during PhD studies and after

Source: Kindsiko, E., & Baruch, Y. (2019). Careers of PhD graduates: The role of chance events and how to manage them. *Journal of Vocational Behavior*, 112. doi: 10.1016/j.jvb.2019.01.010



Why universities tend to be poor in leadership?



PARADOX OF ACADEMIC LEADERSHIP:

Academic leadership roles are often allocated because of research results, not based on people skills.

„leadership positions within higher education are frequently filled with scholars lacking leadership skills and experience“¹

How do we allocate PhD supervisors?

¹ Grajfoner, D., Rojon, C., & Eshraghian, F. (2022). Academic leaders: In-role perceptions and developmental approaches. *Educational Management Administration & Leadership*, 0(0). doi: 10.1177/17411432221095957

Considering that there is severe need for talent also outside academia and academic career for many is no longer a dream job,
can universities really afford negative employer brand?

The nature of PhD supervision in...

...1924



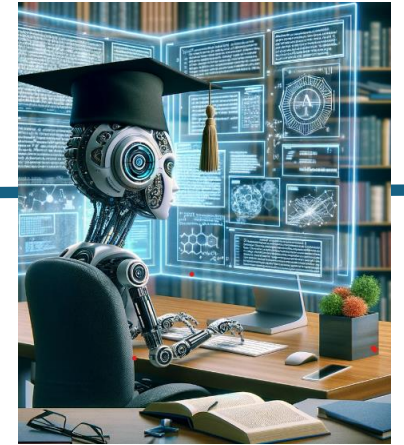
100 years back

...2024



100 years forward

...2124



How has the nature of PhD supervision changed due to:

- *WWW and e-mails
- *Skype, Zoom, MS Teams
- *Globalization and connectedness
- *Trends at the labour market (GIG economy, job hopping, career hopping, etc.)
- *Artificial intelligence - how will ChatGPT change PhD supervision?



Eneli Kindsiko, PhD

Associate Professor, University of Tartu, Estonia

Foresight Expert, Foresight Centre by the Estonian Parliament

Contact: eneli.kindsiko@ut.ee

LinkedIn: <https://www.linkedin.com/in/enelikindsiko/>

Academic CV: https://www.etis.ee/CV/Eneli_Kindsiko/eng/