

Module 4 - Leadership Skills

Why – Objectives

This course has been designed for young scientists to provide you with basic theoretical and practical knowledge about leadership. The word "leader" goes together with "people". Leaders are expected to improve human performance and manage resources. Yet many professionals focus only on technical or scientific qualifications - not on complex social interactions. These professionals quickly learn that poor leadership and communication skills can undermine credibility and overall effectiveness.

Whether in academia or industry, leaders are likely to manage 'knowledge workers' (smart, creative, highly professional people) - who expect to be treated with respect and given opportunities to develop their potential. For these roles, working collaboratively with others, understanding their motivations, making sound decisions and influencing a group towards win-win goals will be valuable skills.

You will take steps to learn how to identify your own leadership type, clarify leadership ideals and behaviours, script successful meetings and discussions, listen to get complete information, empower your people, give constructive feedback and manage conflict.

What - Topics

<p>Leadership Models ...about styles, tasks & responsibility</p> <ul style="list-style-type: none"> • <i>Group/Team development</i> • <i>Decision and participation</i> • <i>Situational Leadership</i> 	<p>Coaching ...about orientation and potential</p> <ul style="list-style-type: none"> • <i>providing constructive feedback</i> • <i>Supporting your team members</i>
<p>Diversity ...how to handle different personalities</p> <ul style="list-style-type: none"> • <i>The principles of personal behaviour</i> • <i>Cultural background</i> 	<p>Communication for Leaders ...typical situations and tools</p> <ul style="list-style-type: none"> • <i>Communication psychology</i> • <i>Face-to-face conversation</i> • <i>Moderation of group/team meetings</i>
<p>Delegation by Pleasure ...how to open space</p> <ul style="list-style-type: none"> • <i>Matching of task and person</i> • <i>Stewardship delegation</i> 	<p>Conflict Resolution ...a leader's responsibility</p> <ul style="list-style-type: none"> • <i>Vicious circles</i> • <i>Harvard Negotiation Principles</i> • <i>Mediation basics</i>

How - Methods

The training is delivered over 2 full days and includes short theory sessions, discussions, individual and small group exercises and role-plays with feedback. The case studies are provided by the participants to ensure that the scenarios are as realistic as possible. A questionnaire will be sent to the participants in advance.

Selected topics can also be covered in shorter workshops (e.g. one day).

When - Course schedule (example)

Day 1 9:30 – 12:45 and 13.45 – 17:30
Day 2 9:00 – 12:30 and 13:30 – 17:00

Where – Location

A Seminar room at your institute or online via ZOOM.