

Module 4 - Leadership Skills

Why - Objectives

This course was designed for young scientists to provide you with basic theoretical and practical knowledge concerning leadership. The word "leader" goes with "people." Leaders are expected to improve human performance, as well as to manage resources. Yet many professionals focus only on technical or scientific qualifications – not on complex social interactions. These professionals soon learn that poor leadership and communication skills can undermine credibility and general effectiveness.

Be it in academia or in industry – leaders will very likely manage “knowledge workers” (smart, creative, highly professional individuals) – who expect to be treated respectfully and given opportunities to develop their potential. For these tasks working together with other people in a cooperative way, understanding their motivation, bringing about solid 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 behaviors, script successful meetings and discussions, listen to acquire complete information, empower your staff, give constructive feedback and deal with conflicts.

What - Topics

Leadership Styles

...about personality & responsibility

- *Management versus leadership*
- *Decision and participation*
- *Situational Leadership*

Meta-Programs

...how others get motivated

- *Maslow's pyramid and self-actualisation*
- *The principles of personal behavior*

Delegation by Pleasure

...how to open space

- *Management by objectives*
- *Stewardship delegation*

Coaching

...about orientation and potential

- *Giving feedback*
- *Supporting your team members*

Communication for Leaders

...typical situations

- *Face-to-face conversation*
- *Business meetings*

Win-Win

...shift your perspective

- *Getting to Yes: Harvard negotiation*
- *Difficult partners*

Conflict Resolution

...a leader's responsibility

- *Vicious circles*
- *Mediation basics*

How - Methods

The training is conducted over 2 full days as a workshop. It mixes short theory lectures, discussions, individual and small-group exercises, plus role-playing exercises with feedback. The case studies are provided by the participants to ensure that the scenarios are as realistic as possible. For that a questionnaire is sent to the participants in advance.

When - Course schedule (example)

Tuesday 9:30 – 12:45 and 13.45 – 17:30

Wednesday 9:00 – 12:30 and 13:30 – 17:30

Where – Location

Seminar room at your institute.