

**PROGRAM**

# LEADING WITH IMPACT

For executives in science, administration and infrastructure with significant leadership experience, who may or may not lead other executives. This includes department heads in the scientific or administrative field, heads of infrastructure facilities and larger projects as well as program and topic speakers.


 Structure: 4 camps of 2.5 days each  
Program length: 10 months


 Venue:  
Schloss und Gut Liebenberg near Berlin


 Start:  
twice a year in quarters 1 and 3

 Language:  
German or English

 Time investment:  
14 days incl. preparation and assignments

 Fees for Helmholtz employees:  
6,300 € excl. VAT

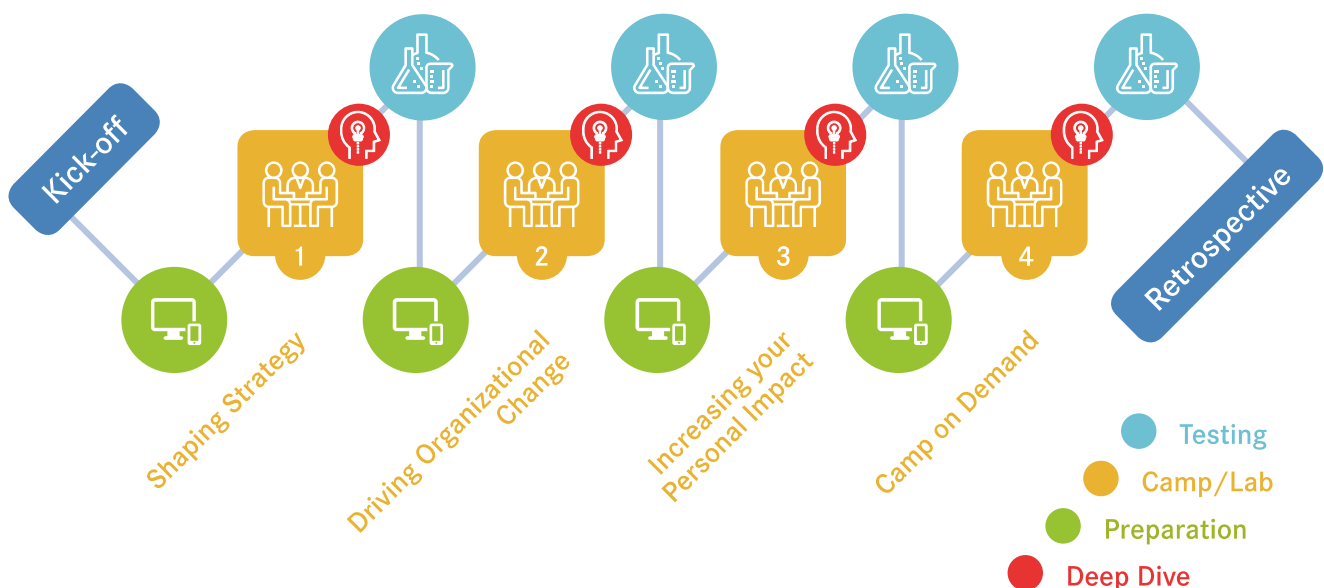
 Participants per program:  
15–18

 Fees for external participants:  
12,600 € excl. VAT

**REQUIREMENTS:** You are an executive with more than three years of leadership experience who is familiar with the essentials of effective leadership. You have been successfully managing your area of responsibility and shaping its strategic direction for some time. Your leadership role is both inward and outward facing. You are open to new learning experiences and are willing

to take the time to further strengthen your impact as a leader and to hone your capabilities as a change agent.

**APPLICATION:** Helmholtz employees please get in touch with the academy contact at your Helmholtz Center. Other interested parties, please contact the academy team at the Helmholtz headquarters in Berlin.



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In this program you will challenge and further develop your personal strategy by making use of different models. Organizational design as a strategic responsibility will be emphasized and embedded in your leadership practice. The importance of networks will be discussed and how to increase your leadership impact. You will hone your change management capabilities and will acquire additional tools for your leadership toolbox. The topic of the fourth camp (“Camp on Demand”) will be decided jointly by the cohort during the course of the program.

In addition, participants of “Leading with Impact” may choose to further drill down on specific topics or issues through virtual “Deep Dives”, which are offered following each camp.

## 1. SHAPING STRATEGY (2.5 DAYS)

**State-of-the-art strategy models and variations – methods for developing department strategies, e.g. canvases – do’s and don’ts of strategy development – interdependence of leadership and strategy – current drivers of change and their impact on your strategy**

As part of this camp, you will:

- (re-)discover the fun in exercising your strategic muscle;
- work with different models/variations of strategy development and further develop your own and/or department strategy;
- analyze and discuss current change drivers, such as the digital transformation, their relevance to your area of responsibility and how to integrate them into your leadership practice;
- learn how your leadership practice relates to the strategic design of your environment;
- reflect on your role as a leader in driving strategy development and implementation in your area of responsibility, at your center and the Helmholtz Association as a whole;
- reflect on and visualize your personal strategy by making use of different strategy development models and plan steps for implementation.

## 2. DRIVING ORGANIZATIONAL CHANGE (2.5 DAYS)

**Established and new forms of organization – boosting efficiency and optimizing processes – economics of innovation – the possibilities in designing change – team development – conflict management and group negotiation – negotiating with stakeholders**

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As part of this camp, you will:

- explore different forms of organization and their effect on efficiency and innovation;
- assess and define organizational priorities for your function to implement your strategy;
- work on your change management capabilities and further expand your leadership toolbox;
- analyze the situation in your team and explore options for effective team management;
- work on actively addressing conflicts and utilizing them as an opportunity for development;
- create convincing change communication and receive feedback on its impact.

## 3. INCREASING YOUR PERSONAL IMPACT (2.5 DAYS)

**Leadership roles and models – developing team members – the executive as coach – self-management – reflecting on your position and impact as a leader, inside the organization and beyond – expanding and leveraging your networks – peer coaching**

As part of this camp, you will

- expand your leadership experience, develop new perspectives and increase your effectiveness;
- analyze current leadership models, examine your own role as a leader and discuss challenges with your peers;
- explore beliefs and experiences that may influence your leadership practice and identify patterns, e.g. with regard to diversity and inclusion;
- strengthen your role as coach of your employees and obtain practical tools;
- enhance your knowledge of conflict management approaches and practice their application jointly with your peers;
- shine a light on the subject of leadership in all its complexity and variety (“philosophy of leadership”);
- explore the importance of sense-making for motivating your team and yourself;
- assess your leadership presence in a safe space;
- learn to further build, maintain and leverage your networks.

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