


**PROGRAM**

# LEADING WITH IMPACT

For international executives in science, administration and infrastructure 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:  
1st quarter 2020

 Language:  
English

 Time investment:  
14 days incl. preparation and assignments

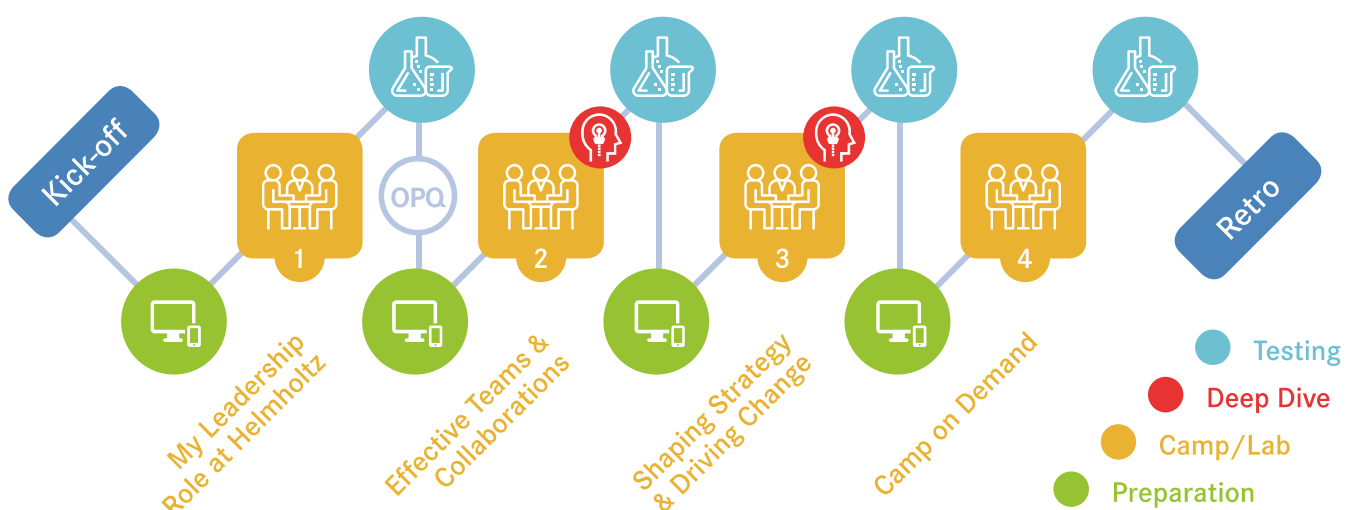
 Fees for Helmholtz employees:  
6,300 € excl. VAT

 Participants per program:  
15-18

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

**REQUIREMENTS:** You are an executive with a broad international background. Your assignment with Helmholtz is an exciting and challenging endeavor for you as a person and as a leader. You are keen to expand your professional network and to further strengthen

your impact as a leader and to hone your capabilities. **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.



Leadership Insights

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Using different models, the program will challenge you to work on and further develop your strategy – for your area of responsibility, but also for you personally. Organizational design as a strategic responsibility will be emphasized and embedded in your leadership practice. You will further your understanding of the German research landscape and Helmholtz’s place in it. The importance of networks will be discussed and how to increase your leadership impact. You will enhance your change management capabilities and acquire additional tools for your leadership toolbox.

The Occupational Personality Questionnaire (OPQ) by SHL will allow you to gain insights into your personal leadership style and preferences. Furthermore, you will have the opportunity to discuss the results with your trainers in an individual coaching session.

Throughout the program, participants will jointly work on developing *Leadership Insights* – questions and insights derived from your actual experiences as leaders, which might be of interest to and shared with other participants and alumni of the Helmholtz Leadership Academy.

During Camp 4 (“Camp on Demand”), you and the other participants will have the opportunity to delve deeper into some of the topics discussed during Camps 1 to 3 as well as to work on your *Leadership Insights*. Topics and formats will be decided jointly.

In addition, participants of “Leading with Impact” may choose to further drill down on specific topics or issues through virtual “Deep Dives”, following Camps 2 and 3.

## 1. MY LEADERSHIP ROLE AT HELMHOLTZ (2.5 DAYS)

**Leadership at Helmholtz – reflecting on your position and impact as a leader, inside the organization and beyond – expanding and leveraging your networks – self- and time management – peer coaching**

As part of this camp, you will:

- reflect current leadership trends;
- get introduced to the systems-theory approach to leadership, which provides the theoretical basis for the Helmholtz Leadership Academy as well as clearly defined fields of action for your leadership practice;
- 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;
- foster your skills in self- and time management;
- assess your leadership presence in a safe space;
- learn to further build, maintain and leverage your networks.

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## 2. EFFECTIVE TEAMS & COLLABORATIONS (2.5 DAYS)

**Gaining commitment for change - managing teams effectively – facilitating an open atmosphere for change and communication – fostering team development – conflict management and group negotiation**

As part of this camp, you will:

- work on your change management capabilities and further expand your leadership toolbox;
- create convincing change communication and receive feedback on its impact;
- analyze the situation in your team and explore options for effective team management, e.g. how to deal with heterogeneous demands and expectations;
- work on actively addressing conflicts and utilizing them as an opportunity for development;
- learn how to lead successfully within the German scientific context.

## 3. SHAPING STRATEGY AND DRIVING CHANGE (2.5 DAYS)

**Relevant strategy models and variations - interdependence of leadership and strategy – current drivers of change and their impact on your strategy – new forms of organization – creating innovation and boosting efficiency**

As part of this camp, you will:

- work with different models of strategy development and further develop your own and your department's strategy;
- analyze and discuss current change drivers, such as digital transformation and their relevance to your leadership responsibility;
- explore different forms of organization and their effect on efficiency and innovation;
- work on and visualize your personal strategy, discuss it with your peers and plan steps for implementation;
- assess and define organizational priorities for your function in order to implement your strategy.

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