


PROGRAM

TAKING THE LEAD


For managers in science, administration and infrastructure with three years or less of leadership experience. This includes team leaders at infrastructure facilities, managers of groups, departments, laboratories and projects as well as first-time full professors.

 **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:**
5,200 € excl. VAT

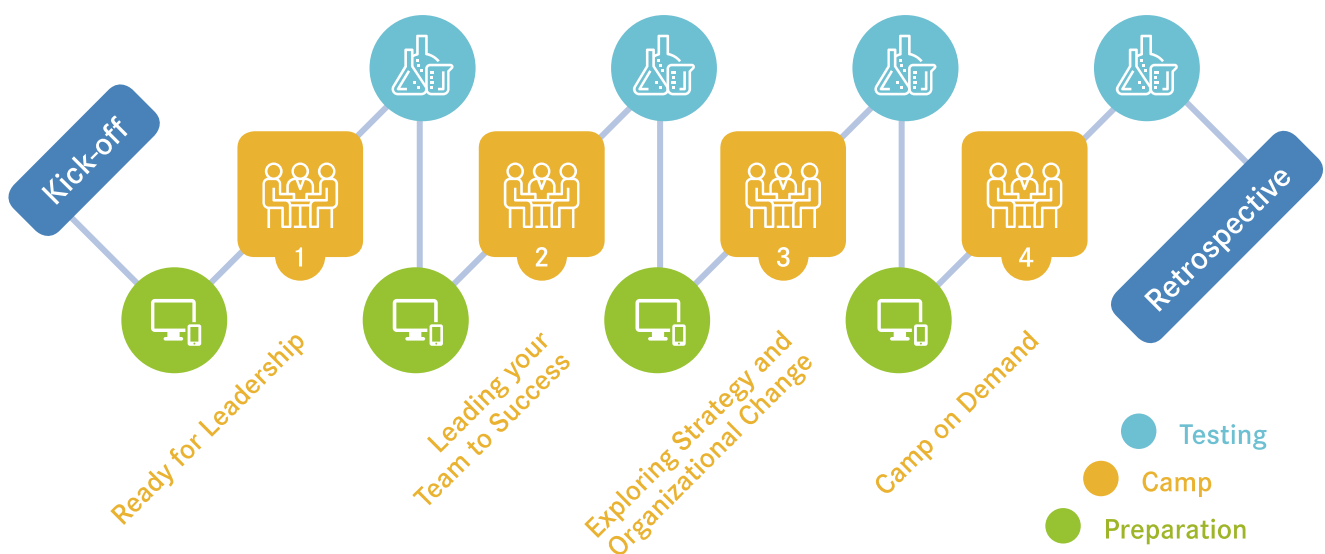
 **Participants per program:**
15–18

 **Fees for external participants:**
10,400 € excl. VAT

REQUIREMENTS: You have assumed a leadership position within the last three years or are about to take one on within the next six months. As part of your leadership role, you have disciplinary and/or technical responsibility for a team, a department or a project and wish to reflect on your new role and its challenges. You are open to new learning experiences and are willing

to take the time to reflect on your role as a leader and to further grow as a leader.

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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The program focuses on the contribution and unique characteristics of leadership in research organizations. You will acquire practical tools to enhance your leadership effectiveness and work on your personal day-to-day leadership challenges. You will reflect on your role as a leader in a science organization, refine your understanding of leadership and hone your leadership agenda. You will get to know and apply tools for building, developing and steering teams. You will reflect and work on your impact as a leader operating in networks. You will learn about relevant levels of strategy and apply them to your own area of responsibility, thus gaining a practical tool box that includes instruments for strategy development and implementation as well as the management of change processes. The topic of the fourth camp (“Camp on Demand”) will be decided jointly by the cohort during the course of the program.

1. READY FOR LEADERSHIP (2.5 DAYS)

Leadership as a success factor in a research organization – understanding, responsibilities and roles of leadership – the difference between leadership and management – self-management and self-leadership as a basis for successful leadership – goal-oriented conversation and negotiation techniques – developing visibility and impact as a leader in networks

As part of this camp, you will:

- reflect on the importance and meaning of good leadership as a key success factor within Helmholtz;
- learn about the basics of good leadership, clarify your roles, responsibilities and functions as a leader;
- explore your motives and goals as well as their impact on your leadership behavior;
- learn about the historical development of leadership concepts as well as current approaches;
- work on developing a leadership practice that fits the needs of your team and serves your objectives;
- deepen your understanding of your own communication behavior and acquire conversation techniques;
- get to know and learn to employ tools for effective self-management;
- acquire new strategies to increase your visibility and impact in your networks.

2. LEADING YOUR TEAM TO SUCCESS (2.5 DAYS)

Methods of team analysis, development and management – designing frameworks for successful teams - organizational models and forms of organization – constructive analysis and management of conflicts and critical situations – conducting efficient meetings and establishing decision-making processes as a key management tool – developing, challenging and encouraging your team and its members – peer coaching

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As part of this camp, you will:

- further your knowledge and understanding of roles, responsibilities and dynamics in teams and apply them to your team and its members;
- get to know and learn to employ tools for successful team building, development and management;
- deepen your understanding of the dynamics of conflicts, reflect on your attitude towards conflicts and practice communicating constructively in challenging situations;
- acquire and learn to use tools for increased meetings efficiency, lean decision-making and team coordination processes;
- develop a concrete action plan for improving team performance and fostering the strengths of your team.

3. EXPLORING STRATEGY AND ORGANIZATIONAL CHANGE (2.5 DAYS)

Essential elements and levels of organizational strategy – strategic thinking and action – understanding and managing change processes – organizational culture as a context for corporate strategy – strategic networking

As part of this camp, you will

- learn about the basic building blocks of organizational strategy and how they fit together;
- discuss strategies of various Helmholtz Centers and how they align with the overall Helmholtz strategy;
- strategize your ideas for your team or area of responsibility, define goals and objectives as well as work on plans to communicate them appropriately;
- acquire a practical tool box with instruments to manage change processes as well as the long-term implementation of strategic goals;
- reflect on the organizational culture at your center and its influence on collaboration, strategy and goal attainment;
- further your knowledge of how to build, maintain and leverage networks within your center and beyond.

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