

HELMHOLTZ MANAGEMENT ACADEMY

INTERESTED IN HOW YOUR CAREER IN RESEARCH CAN PROGRESS THROUGH PERSONAL, ORGANISATIONAL AND INFRASTRUCTURE DEVELOPMENT?

If so, the Helmholtz Association's Management Academy is for you. The Academy's personal development and management programmes teach participants about how management best practice is applied in the research context. Each session is tailored to the needs of the small groups of participants using examples from their working life.

THE PRESIDENT'S STRATEGIC FUND

The Helmholtz Management Academy is part of the *President's Strategic Fund*. It underpins the Helmholtz Association's ambitions to attract, retain and develop the best researchers, engineers and science managers from around the world. The Helmholtz Management Academy programme is open to staff in the Association's 18 research centres and partner bodies such as universities.

Some *President's Strategic Fund* programmes fund attendance at the Helmholtz Management Academy, for example Young Investigator Group leaders learn about leadership, finance and project management at the Academy.



Image: Susanne Tessa Müller

FOCUS ON RESEARCH MANAGEMENT

Helmholtz Management Academy's training focusses on research and all illustrative cases come from the world of science to ensure that the courses are applicable to the daily lives of participants. The teaching method is activity-based learning. There are always two trainers and group sizes are a maximum of 15 participants. All participants receive personalized optional training and the courses are tailored to differing levels of managerial responsibility from preparing for leadership to management of large-scale organizational units required for running science infrastructure.

The Academy also provides development programmes

for individuals seeking to progress their career, including coaching and mentoring, and offers a host of networking opportunities from fireside discussions with specialist guests to continued services for alumni.



Image: Susanne Tessa Müller

RENOWNED PARTNERSHIP

The Helmholtz Association's partners in providing the courses are osb international Consulting, one of the leading systemic consultancies in German-speaking countries, and the Institute for Systemic Management and Public Governance at the University of St. Gallen (Switzerland). The Helmholtz Management Academy works with IBM Deutschland on its e-learning platform.

The Helmholtz Management Academy's five programmes include units on:

- Clarifying your own personal goals and how they fit within your organization
- Finance and Human Resources
- Leadership models and their application in science and research
- Organisational design for research and science institutions
- Strategy development and control for managers
- Measuring success of strategies in the scientific context
- Dealing with your own insecurities when dealing with staff and the wider science community

THE CORE PROGRAMMES

- **Start Leading** prepares you for your first leadership role with the aim that you get off to a good start. This course supports post-doctoral scientists likely to assume leadership of their own research group within two years, departmental officers, and staff members from the technical or administrative departments who have a coordinating function.
- **Taking the Lead** provides in-depth insight into the idea of leadership and all of its dimensions (personal and social). The course is for team leaders at an infrastructure facility, current managers of research groups, departments, laboratories and projects.
- **Leading your group** develops the introduction to leadership dimensions and supports leaders establish their own group where intense pressure to perform and significant time constraints are significant. The course covers how to set targets, SWOT analysis, recruitment of scientific staff, team dynamics in pursuit of a shared goal and performance management.
- **Strategic leadership** contextualizes projects into a larger context, such as Helmholtz research centres and the global scientific community to develop strong strategic vision. It highlights the interdependencies between leadership, strategy, resources and organisation and prepares leaders to manage large-scale change.
- **Managing Complexity** develops a leader's thinking on the systematic management of complex organisations to meet the demands of a wide range of internal and external stakeholders from local communities, the scientific community, business and industry. Techniques for the legitimization and mobilization of sustainable change to increase organisational capacity are considered.



Image: Susanne Tessa Müller

ADDITIONAL MODULES

Modules are added to the core programmes to bring together participants at different career stages but who face similar challenges. These two-and-a-half-day modules help participants create leadership networks with shared aims. The modules include: flexible project management for programme-oriented research; managing collaborations; strategic recruitment; financial management and controlling; scientific leadership and health; and, strategic process management.



Image: Susanne Tessa Müller

"The Academy taught me how to tackle new challenges with focus. The understanding and techniques I learned have helped me to approach my professional life more efficiently."

Prof. Fabienne Köller-Marek, alumna, George Agricola Technical University

"Giving me practical skills, professional orientation, new perspectives and new contacts were successful features of the Academy. If you want to know why it's fun to work at Helmholtz you should attend the Academy."

Dr. Karsten Wurr, alumnus, Deutsches Elektronen-Synchrotron (DESY)

IN COOPERATION WITH

