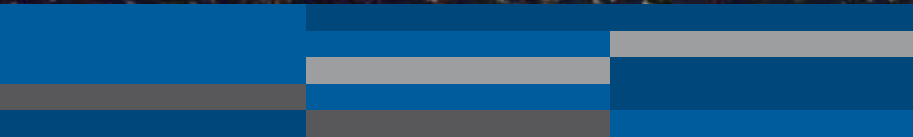




Management Academy



**THE HELMHOLTZ
MANAGEMENT ACADEMY**



THE HELMHOLTZ MANAGEMENT ACADEMY



Today's globally linked research requires excellent management in both national and international scientific organisations. In response, we have set up our own management academy in order to provide a professional and long-term basis for fulfilling this demanding task. We have integrated this goal in an enhanced culture of talent management in the Helmholtz Association aimed at making the future of research in Germany a success.



Prof. Dr Jürgen Mlynek
President of the Helmholtz Association

Since 2007, the Helmholtz Management Academy has been teaching the necessary management techniques for using resources effectively in order to achieve rewarding goals. The core topics include strategic activities, organising structures and processes, and staff management.

The Helmholtz Management Academy is open to all those with responsibility for science or administration in the Helmholtz Association. Members of partner organisations and universities are also very welcome to attend courses.

WHAT MAKES THE HELMHOLTZ MANAGEMENT ACADEMY SPECIAL?

- **Management training with a focus on science:** By working with authentic materials and cases from the world of science, the Helmholtz Management Academy ensures that universal management tools are of maximum practical use to the course participants. The methodology focuses on activity-oriented learning. Each course has at most 15 participants and is taught by two trainers, thus guaranteeing that everyone is able to play an active role.
- **Personalised further training on the core tasks of specific career stages:** The courses are tailored to the needs of various target groups and structured according to the challenges that typically go hand in hand with the different levels of managerial responsibility – from preparing for leadership to managing large organisational units. Additional optional modules cover specific topics.
- **Individual further development:** The Helmholtz Management Academy courses provide the participants with the opportunity to take an inventory of their career situation. They can also make use of mentoring and coaching services.
- **Networking opportunities:** Courses, evenings around the fire-place with special guests, and services for alumni of the academy provide a wide range of networking opportunities. Participants and course materials remain accessible after the workshops via an online e-learning and networking platform.

The Helmholtz Association's partners in running the courses are osb international Consulting AG, one of the leading systemic consultancies in the 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 GmbH on the design of its e-learning platform. An advisory board comprised of representatives of the academy's target groups and external experts supports the academy in an advisory capacity.

Information on courses, participation and registration:
www.helmholtz.de/akademie

THE ACADEMY

THE EVENT LOCATION

THE OPTIONAL MODULES + PROGRAMME REGISTRATION

THE TEAM

THE EVENT LOCATION



The Helmholtz Management Academy holds its courses in Liebenberg Castle, a conference centre on a beautiful former country estate about 60 kilometres north of Berlin. This venue features state-of-the-art conference technology and provides ideal conditions for the Helmholtz Management Academy programmes.

THE EVENT LOCATION

THE OPTIONAL MODULES + PROGRAMME REGISTRATION

THE TEAM

THE OPTIONAL MODULES

The optional modules, each of which lasts 2½ days, form part of the programmes and add specific topics to the curriculum. These modules bring together academy participants who are at different career stages but face similar challenges.

Flexible Project Management for Programme-oriented Research

Classical and flexible project management approaches and programme management concepts are applied to the participants' own situations.

Intercultural Training

In this module, participants learn to develop their awareness and sensitivity in dealing with different cultures in their managerial capacity – a skill that is increasingly important, particularly in the world of science.

Managing Collaborations

The aim of this seminar is to enable participants to establish robust and profitable collaborations even when there are different interests and viewpoints – for example, by building up trust and using joint decision-making and problem-solving techniques.

Strategic Recruitment

This course teaches active recruitment techniques, such as how to develop an instinct for suitable candidates and how to use one's contacts effectively in the search for staff.

Financial Management and Controlling

During this module, participants learn the most important principles of accounting. The course also covers the implications of programme-oriented funding for financial controlling.

Strategic Process Management

This module concentrates on the root causes of process costs, such as a lack of strategic focus, insufficient clarification of expectations, unnecessary friction in communication with partners, and excessive bureaucratic control. In this module, participants learn about sustainable process optimisation methods on the basis of an authentic case.

REGISTERING FOR THE PROGRAMMES

The Helmholtz Centres are responsible for the selection procedure and access to the Helmholtz Management Academy programmes. Helmholtz staff are requested to first contact their own centre, while external applicants are asked to contact the Academy Team at the Helmholtz Association's Head Office.



THE TEAM

Contacts



Dr Stephanie Dittmer

Head Strategy
Project Manager Helmholtz Academy

Tel.: +49 (0)30 206329 -41
stephanie.dittmer@helmholtz.de



Mandy Ritsche

Assistant Helmholtz Academy/Mentoring

Tel.: +49 (0)30 206329 -46
mandy.ritsche@helmholtz.de



Dr Esther Strätz

Helmholtz Management Academy

Tel.: +49 (0)30 206329 -79
esther.straetz@helmholtz.de



Dr Birgit Gaiser

Mentoring Programmes/
E-learning

Tel.: +49 (0)30 206329 -44
birgit.gaiser@helmholtz.de



Dr Caroline Krüger

Alumni Activities

Tel.: +49 (0)30 206329 -43
caroline.krueger@helmholtz.de

The Co-operation Partners of the Helmholtz Academy:



Imprint

Hermann von Helmholtz Association
of German Research Centres (registered association)
Berlin Office
Anna-Louisa-Karsch-Straße 2
10178 Berlin
Germany

Tel.: +49 (0)30 206329 -57
Fax: +49 (0)30 206329 -60
E-mail: info@helmholtz.de
www.helmholtz.de



Text and editing:
Dr Korinna Strobel, Dr Esther Strätz

Responsible according to German press law:
Jan-Martin Wiarda

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Dawin Meckel/ Ostkreuz
Helmholtz/ D. Ausserhofer
Helmholtz/ E. Fessler

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THE PROGRAMMES



START LEADING

CONTENTS

This programme prepares you for your first leadership role. The aim is to develop basic confidence to allow you to get off to a good start in your new role.

WHAT TO EXPECT

- You will obtain clarity about your personal goals.
- You will think about your goals in the context of your organisation's objectives.
- You will explore the interaction between individuals, roles and organisations and discover which expectations are associated with a leadership role.
- You will work on aspects of leadership in a scientific context.
- You will learn to "lead" yourself and to achieve your goals through consistent self-management.
- You will learn about the rules that govern complex organisations such as the Helmholtz Association.

TARGET GROUP

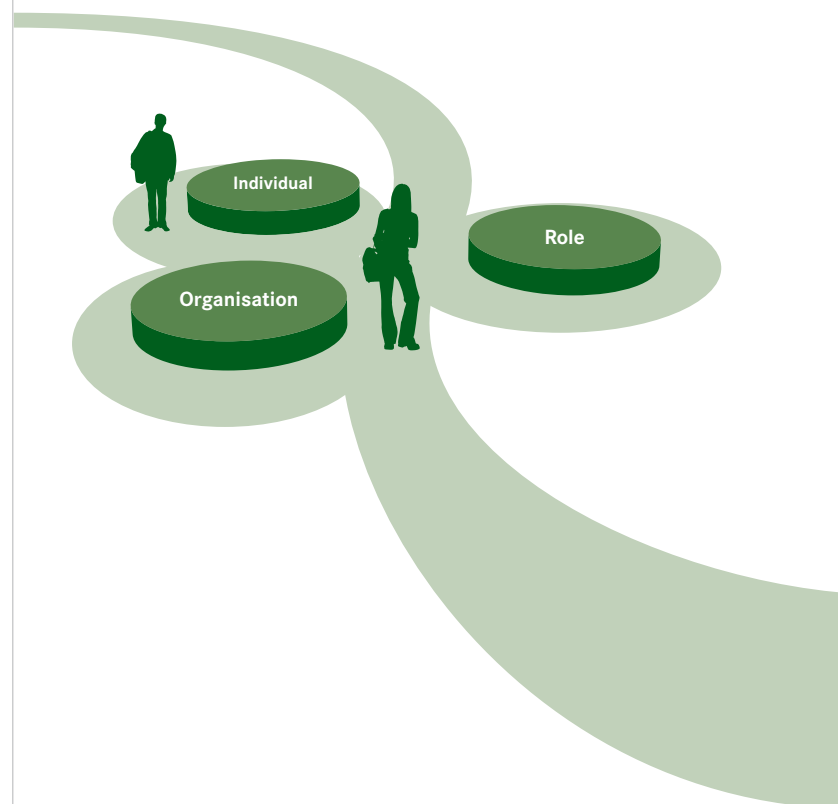
This course is aimed at people who are likely to assume a leadership role in the next one to two years, such as post-docs prior to forming their own research group, departmental officers, and staff members from the technical or administrative departments who have a coordinating function.

4,300 €
for Helmholtz
employees

8,600 €
for external
participants

Prices do not
include VAT.

THE MANAGER'S ROLE AND PERSONAL POSITIONING



START LEADING

TAKING THE LEAD

LEADING YOUR GROUP – FÜHRUNG DER EIGENEN GRUPPE

STRATEGIC LEADERSHIP

MANAGING COMPLEXITY

3 DAYS

Module 1
Developing
leadership skills

2.5 DAYS

Module 2
Managing yourself

2 DAYS

Module 3
Understanding
complex
organisations

2.5 DAYS

Module 4
Optional module
(see overleaf)

TAKING THE LEAD

CONTENTS

This programme provides profound insight into leadership in all relevant dimensions.

WHAT TO EXPECT

- You will learn about the essential processes of goal-oriented leadership in the form of the “leadership cycle”.
- You will acquire an understanding of aspects of leadership in scientific organisations.
- You will learn about strategy and controlling as management responsibilities.
- You will find out how to use controlling instruments effectively to measure strategic success.
- You will identify potential insecurity in dealing with your staff and learn how to overcome it.
- You will learn how to deploy your staff according to their strengths and will develop ways to foster their performance and motivation.
- You will think about your unit’s role in the context of your organisation as a whole.
- You will learn how to deal with the rules of the game and with dynamics in complex organisations such as the Helmholtz Association.

TARGET GROUP

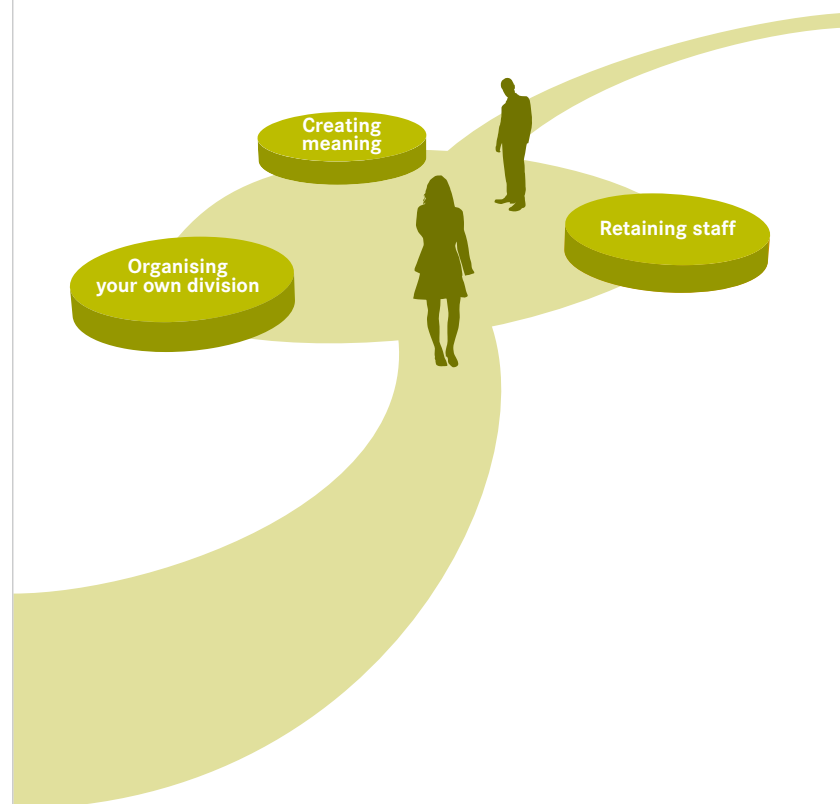
Managers in science and administration who have assumed a managerial role for the first time form the target group for this programme. This group includes team leaders at infrastructure facilities, as well as managers of groups, departments, laboratories and projects who are new to their leadership role. The programme is also suitable for professors who have recently been awarded a chair.

5,600 €
for Helmholtz
employees

11,200 €
for external
participants

Prices do not
include VAT.

LEADERSHIP, STRATEGY, CONTROLLING AND ORGANISATION



TAKING THE LEAD

LEADING YOUR GROUP – FÜHRUNG DER EIGENEN GRUPPE

STRATEGIC LEADERSHIP

MANAGING COMPLEXITY

2.5 DAYS

Module 1
Further develop-
ing your role as a
manager

3 DAYS

Module 2
Leading and
developing staff

2 DAYS

Module 3
Using strategy
and controlling in
management

2 DAYS

Module 4
Managing
complex
organisations

2.5 DAYS

Module 5
Optional Module
(see overleaf)

2.5 DAYS

Module 6
Optional Module
(see overleaf)

LEADING YOUR GROUP – FÜHRUNG DER EIGENEN GRUPPE

CONTENTS

This programme provides a compact introduction to all of the leadership topics needed to establish and lead your own group under intense pressure to perform and significant time constraints.

WHAT TO EXPECT

- You will develop targets for your group using strategy development instruments (SWOT, environment/stakeholder analysis, core competencies analysis).
- You will learn what is important as regards selecting staff for a scientific organisation.
- You will learn how a group becomes a scientific team and how you can focus this team on shared goals. In doing so, you will also think about your own understanding of leadership.
- You will recognise your team members' performance and find ways to develop it.
- Without losing sight of individual achievements, you will find out how to organise your team so that it can pursue and reach a shared goal.

TARGET GROUP

This course is aimed at scientists who are setting up their first group. It is particularly tailored to meet the needs of Helmholtz Young Investigators Group leaders.

The programme is offered in both German and English.

3,800 €
for Helmholtz
employees

7,600 €
for external
participants

Prices do not
include VAT.

STRATEGY, SELECTING STAFF AND TEAM BUILDING



LEADING YOUR GROUP – FÜHRUNG DER EIGENEN GRUPPE

STRATEGIC LEADERSHIP

MANAGING COMPLEXITY

2 DAYS

Module 1
Building your team
as a resource

2 DAYS

Module 2
Leading your
team effectively

2 DAYS

Module 3
Aligning
your group
strategically

2.5 DAYS

Module 4
Optional module
(see overleaf)

STRATEGIC LEADERSHIP

CONTENTS

This programme provides a compact course on the interaction between leadership, strategy, resources and organisations. Looking at one's own department in a larger context (e.g. the development of one's own centre), the focus is on anticipating future challenges and on the effective implementation of changes.

WHAT TO EXPECT

- You will develop an understanding of strategy as a management task that defines the future and learn about strategy process instruments and applications.
- You will develop methods for identifying and developing the right staff for future challenges.
- You will learn to balance the demands on your staff effectively with their skills and development.
- You will analyse your department in terms of its development potential.
- You will recognise the challenges that come with change and find ways of implementing new structures and processes.

TARGET GROUP

This programme is aimed at people who have been managers for some time, manage larger divisions and are very familiar with their own area of responsibilities and their own centre. This group includes heads of department in the scientific or administrative field, their deputies, as well as heads of infrastructure facilities and larger projects.

4,500 €
for Helmholtz
employees

9,000 €
for external
participants

Prices do not
include VAT.

DESIGNING CHANGE: LEADERSHIP, RESOURCES AND ORGANISATION



STRATEGIC LEADERSHIP

MANAGING COMPLEXITY

2.5 DAYS

Module 1
Strategically aligning
your own division

2.5 DAYS

Module 2
Effectively
implementing
changes

3 DAYS

Module 3
Developing staff
for the future

2.5 DAYS

Module 4
Optional module
(see overleaf)

MANAGING COMPLEXITY

CONTENTS

This programme provides a compact overview of the latest thinking on the systemic management of complex organisations, which must meet a wide range of demands from the science community, the political sphere and business and industry. The course is based on a systemic view of organisation and management that perceives organisations as social systems, as defined in the new St. Gallen Management Model.

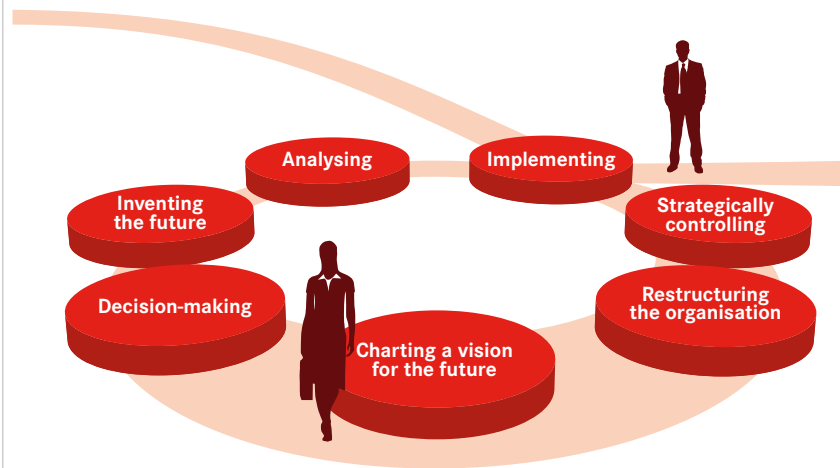
WHAT TO EXPECT

- You will understand the essentials of managing complex organisations and the particular role of good management in this context.
- You will learn about various types of strategy processes in organisations and how to apply them. The aim here is to develop a shared vision for the future.
- You will acquire insight into the overall context of all functional areas of managerial responsibility, such as strategy development and financial management, and learn about the relevant management tools.
- You will think about your managerial role and expand your repertoire of management and collaborative practices.
- You will hear ideas on managing change within an organisation – ranging from the creation of a sustainable basis of legitimacy to mobilising people.
- You will learn how to improve your organisation's working capacity and decision-making capability via strategic process management.

TARGET GROUP

This course is aimed at all those involved in their organisation's strategy and agenda, and whose function is equally visible both internally and externally. The target group includes programme spokespersons, as well as heads of institutes, departments and divisions, in as far as they have strategic responsibility.

SYSTEMIC MANAGEMENT OF COMPLEX ORGANISATIONS



10,150 €
for Helmholtz
employees

20,300 €
for external
participants

Prices do not
include VAT.

