

The Art of Leadership – Fewer Conflicts, More Results

A Course for PIs with teams from diverse backgrounds

Benefits

- Introduce you to key leadership concepts
- You start to develop your own individual leadership style
- Understand how cultural, generational and gender differences impact your leadership
- Equip you with key skills for leading teams from diverse backgrounds
- Sharpen your communication skills
- Give you the chance to reflect on your experience as a PI
- Expand your support network for scientific and leadership issues in the group

Notes on Timings

1. All timings are approximate, as we will be working in a process-oriented manner. The time spent on a topic will expand or shrink to meet the needs of the course participants
2. We start at 09:00 each day and work until approximately 16:00
3. On days 1-3, the programme contains an additional 90 Minute slot for unstructured time (until 17:30)

Schedule	Topic	Purpose
1 st Day		
60 min	Welcome, Introduction, Warming-up	Give you time "to arrive" at the workshop and introduce the topics for the course. Open the "Parking Lot" for your questions and issues.
60 min	The impact of cultural differences	You recognise important elements of your own culture and learn how cultural similarities and differences with your colleagues' impact how you work together
60 min	What is leadership?	You understand the difference between management and leadership and identify how to improve your leadership skills.
120 min	The PI / group leader role	How you fill out your job comprises three factors: your job description, your expectations and those placed on you, and your personality. You learn about different aspects of your job (called roles, e.g. "the Controller", "The Negotiator", "the Friend", "Visionary") and how they impact your performance.

60 min	Working with values	You learn a simple approach to identifying and understanding both your own and your organisation's values, and how to communicate these to your team.
90 min	Unstructured Time	You can use this time as you see fit. You can have some 1:1 time with one of the trainers to discuss a particular topic or case. Or use it to catch up on important matters for your group. Or use it for your family. Or just to give you some "me time".
2 nd Day		
45 min	Emotional Intelligence	Emotional Intelligence plays a key role in developing our leadership capacity. This module introduces the idea and lays the foundation for the modules on personality. It also provides a framework for leading teams from diverse backgrounds
100 min	Impact of personality on leadership	You identify the different facets of your leadership role, recognise your strengths, and how to leverage your resources to compensate for any weaknesses
60 min	Giving feedback and criticism	You learn how to give appropriate feedback in the lab and how to formulate criticism without hurting somebody.
120 min	Communication	You practice with a model that helps you to evaluate your day-to-day communication and to learn how to influence this beneficially.
90 min	Unstructured Time	You can use this time as you see fit. You can have some 1:1 time with one of the trainers to discuss a particular topic or case. Or use it to catch up on important matters for your group. Or use it for your family. Or just to give you some "me time".
3 rd Day		
90 min	Conflict in the lab	By working on one or two participant cases, you will learn an approach so that you can analyse and identify solutions to conflicts. In addition, you will learn about <ul style="list-style-type: none"> • Common sources of conflict • First signals • The dynamic of how a conflict develops, and • Common strategies for dealing with conflict
45 min	Motivation	You explore the factors that influence your own levels of motivation and those of your people.
120 min	Coaching as a leadership tool	Coaching can improve performance. In this module, you are introduced to the GROW model, which is suited to research leaders, and take your first steps in practising with it.
60 min	Zurich Resource Model	The Zurich Resource Model (ZRM) is an approach to self-management that combines psychology, neuroscience, and embodiment. In this module,

		participants learn to apply one of the ZRM tools to handle predictably challenging situations with aplomb.
90 min	Unstructured Time	You can use this time as you see fit. You can have some 1:1 time with one of the trainers to discuss a particular topic or case. Or use it to catch up on important matters for your group. Or use it for your family. Or just to give you some "me time".
4 th Day		
80 min	Team dynamics	Leaders must be aware of their team dynamics and respond appropriately at different stages of their team's development. While some see leading diverse teams as challenging, here you learn how they provide the route to top performance. You will also see how to deal with the high fluctuation rates in research teams.
45 min	Interview Preparation	Introduce the main ideas behind interviewing and practice the critical incident technique
40 min	Delegation	You learn how to delegate effectively and how to avoid taking on the monkeys (= their problems) from your team members.
45 min	Who's got the monkey?	
30 min	Open questions	