

Leadership skills: How to row the boat

Topic area:	(Self-) management
Format:	Online or in-house workshop
Workload:	4-6 webinars of 2-2.5 h each = 2-3 workshop days
Trainer:	Philipp Gramlich
Target group:	Postdocs and junior group leaders



Leadership has changed- in parallel with our work environments. Flatter hierarchies, project work in a matrix structure and more rapid changes in assignments, locations and colleagues are but some of the new challenges we all face. Interpersonal skills become ever more critical when leading a team or a project: for motivation, conflict resolution or work delegation.

Situational leadership - Can we find a leadership style that addresses the heterogeneity of our team? - Who to delegate to in your diverse team and how? - Staff development	Hire for quality! - How to get the best team and not just clones of yourself - Overcoming biases in staff selection and other work processes
Feedback and other one-on-ones - Giving and receiving critical feedback - Feedback in the international context: how (in-) direct can I be?	Conflict management - Prevent conflicts by your lab set-up: communication and practicalities - Deescalate and resolve conflicts by mediation and through fair negotiations - Escalate professionally if necessary

Course flow online

Day 1	Day 2	Day 3	Day 4	Weeks 2-3
Live webinar - Kick off - Situational leadership	Live webinar - Staff selection	Live webinar - Giving feedback and other one-on-ones	Live webinar - Conflict management	Individual written or oral feedback from the instructor
Individual and group course work (online and offline)	Individual and group course work (online and offline)	Individual and group course work (online and offline)	Individual and group course work (online and offline)	

About making notes during the course

All participants receive a script of the course in PDF format for offline and future use so that they can work through the material offline as well as after the course.