

Leadership skills: How to row the boat

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| 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.

info@naturalscience.careers

Tel: +31 (0) 6 1960 0588 (Karin); +31 (0) 6 824 54 258
or +49 (0) 152 0600 5189 (Philipp)
www.naturalscience.careers

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| <p>Situational leadership</p> <ul style="list-style-type: none"> - 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 | <p>Hire for quality!</p> <ul style="list-style-type: none"> - How to get the best team and not just clones of yourself - Overcoming biases in staff selection and other work processes |
| <p>Feedback and other one-on-ones</p> <ul style="list-style-type: none"> - Giving and receiving critical feedback - Feedback in the international context: how (in-) direct can I be? | <p>Conflict management</p> <ul style="list-style-type: none"> - 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 |
|--|---|--|---|--|
| <p>Live webinar</p> <ul style="list-style-type: none"> - Kick off - Situational leadership | <p>Live webinar</p> <ul style="list-style-type: none"> - Staff selection | <p>Live webinar</p> <ul style="list-style-type: none"> - Giving feedback and other one-ones | <p>Live webinar</p> <ul style="list-style-type: none"> - Conflict management | <p>Individual written or oral feedback from the instructor</p> |
| <p>Individual and group course work (online and offline)</p> | <p>Individual and group course work (online and offline)</p> | <p>Individual and group course work (online and offline)</p> | <p>Individual and group course work (online and offline)</p> | |

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.

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