

An Introduction To Leadership

2-day Workshop
CECAD, University of Cologne

Benefits

- Introduce you to key leadership concepts
- You start to develop your own individual leadership style
- Equip you with key 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 lab

Schedule	Topic	Purpose
1st 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	What is Leadership?	You understand the difference between management and leadership and begin to identify how you can 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.
25 min	Emotional Intelligence	Emotional Intelligence plays a key role in developing our leadership capacity. This module introduces the ideas and lays the foundation for the modules on personality.
40 min	Personality – Instinctual Bias	Your personality colours how you perceive the world and how you accordingly act, both under normal and stress conditions. Understanding this gives you clues about natural strengths and potential derailers for your leadership.
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.
45 min	Motivation	You explore the factors that influence your own levels of motivation and those of your people.
2nd Day		

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.
60 min	Team dynamics	Leaders need to be aware of the dynamics in their team and to respond appropriately at different stages in your team's development. You will also see how to deal with the high fluctuation rates in research teams.
90 min	Hiring	Introduce main ideas behind interviewing and practice the <i>critical incident</i> technique.
45 min	Who's got the monkey?	You learn how to delegate effectively and how to avoid taking on the monkeys (= their problems) from your team members.
40 min	Delegation	
30 min	Wrap up	