



Coaching sessions

- The programme comprises up to two optional hours of coaching.

- **Target group:** middle management, i.e. department and division heads both in research and in science-supporting areas.
Programme language: English
- **Price:** €4,500 plus VAT. The price includes participation in the programme with all documents, as well as accommodation and meals during the attendance modules.
- **Certificate of attendance:** Participants who attend at least 2/3 of the programme will receive a certificate.

- **Duration and locations:** The modules start on the first day at 6 p.m. (M1) / 7.30 p.m. (M2, M3, M4) and end on the third day at 4 p.m. They take place in Brandenburg (M1, M4), Berlin (M3) and Mannheim (M2). Two digital stopovers (9 a.m. - 1 p.m.) via Zoom are also part of the programme.



Digital stopover 1 | 12.12.2024

- Keynote: working together in teams
- Collegial case consultation
- Ask-me-anything

Digital stopover 2 | 13.02.2025

- Keynote: agile-collaborative leadership
- Collegial case consultation
- Ask-me-anything



Module 1
16.-18.09.2024
Brandenburg

Module 2
20.-22.11.2024
Mannheim

Module 3
20.-22.01.2025
Berlin

Module 4
24.-26.03.2025
Brandenburg

Owning leadership

- Understanding leadership
- Clarifying personal starting points, expectations and individual goals
- Roles and tasks of leadership
- 360° view: stakeholders and their expectations
- Leadership styles, situational leadership
- My leadership purpose
- Dialogue and communication as a leadership tool

The basics of personnel management

- Recruiting and developing employees for the future
- Designing selection processes
- Motivation and basic behavioural orientations
- Offering and receiving feedback
- Individual positioning
- Working together in multicultural teams

Developing strategies

- The WHY of strategy
- Strategy as a joint leadership task
- Strategic analysis
- Developing strategic options
- Designing strategy processes
- Setting up strategic monitoring and strategic management processes

Organisation and change

- Designing and the organisation and putting it to the test
- Generating energy for change
- Change story and change initiatives
- Experimenting with change: the lean change approach
- Certificate award ceremony