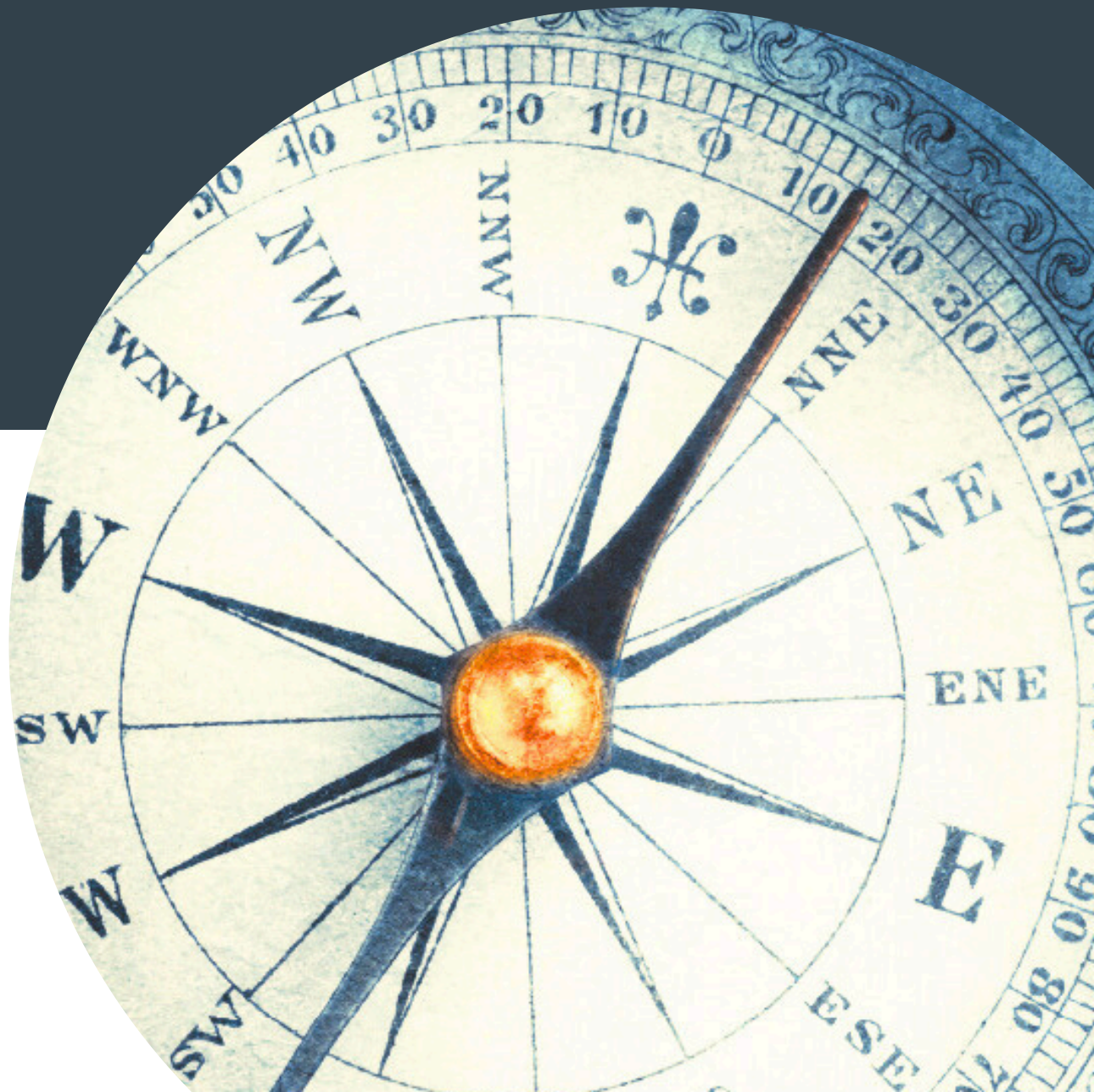


LEA - Leadership and Excellence in Academia

THE LEADERSHIP PROGRAM
AT THE UNIVERSITY OF TÜBINGEN
FOR NEWLY APPOINTED PROFESSORS



WHY LEA?

You took over a professorship position at the university of Tübingen most recently? In that case, besides research and teaching you will also lead a team. For this team to be successful, good leadership is essential - and leadership skills are something that one can learn.

“LEA” has been created to support the implementation of efficient work organisation and to reflect upon and to expand your leadership qualification.

In a leadership position you will have to face new challenges very regularly. Because of that, high level executives continuously need to develop themselves. How you behave and how you act as a leader shapes the team spirit. Furthermore, it also influences the work culture of the institution itself. Networking is another relevant success factor, which is fostered during the program.

„Leadership is the lifting of a man’s vision to higher sights, the raising of a man’s performance to a higher standard, the building of a man’s personality beyond its normal limitations.“

Peter Drucker

GOALS OF THE PROGRAM

- To grow into a leadership role and gain the sovereignty that's needed, you will learn about the necessary set of skills and competences
- You will get support to gain clarity about leadership action and to identify yourself with that role
- As an upcoming leader, you will find yourself prepared and reassured to deal with various situations, even with the more tricky and challenging ones
- You will reflect about the future development of leadership and you will actively address those topics at the University of Tübingen
- You personally will convert our leadership guidelines into leadership practice, which shows your contribution to the objectives of the University of Tübingen
- LEA helps you free up capacity and relieve yourself while still achieving your teams' goals
- You will gain a network beyond the border of your faculty, which ensures a long-term personal benefit

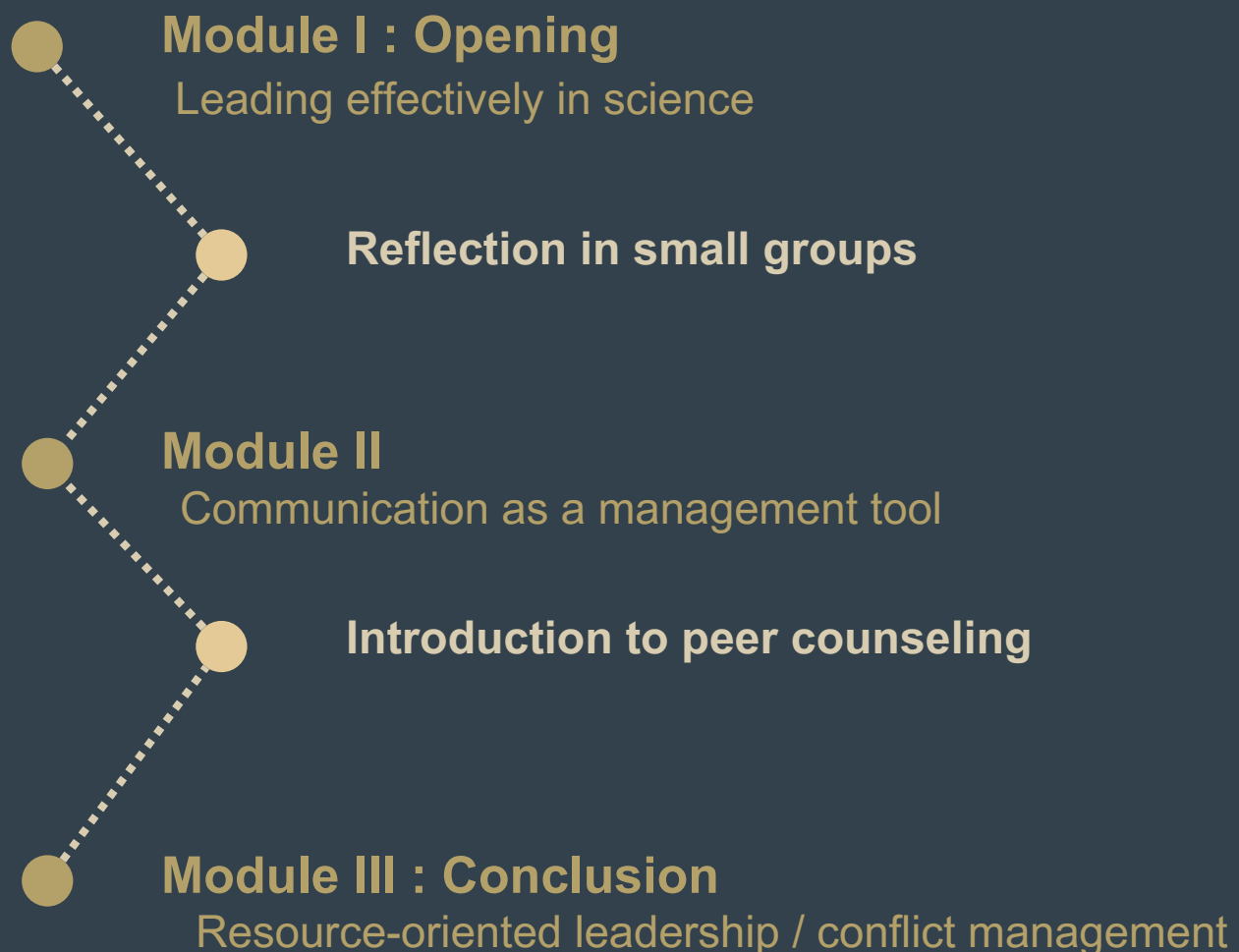


EDUCATIONAL JOURNEY TO LEADERSHIP

Within the range of three module's, connected via additional group work in between, all of the program's participants will take part in an educational journey entitled "Leadership in Science" that runs for one year.

To ensure that the content matches the individual needs you will be asked to discuss and to design some of the topics of the 2nd and the 3rd module. These modules will take place on site and are accompanied by small group formats for deepend reflection.

The fixed group for the educational journey is limited to a maximum of 10 participants.



MODULE I : OPENING

At the start of your educational journey you will get to know each other, and you will discuss which topics should be part of the modules 2 and 3.

Furthermore, you will learn about the basic elements relevant for a leadership position in a scientific environment.

Additionally, a panel discussion will provide the opportunity to discuss about first hand leadership experience with long-term university professors and members of the rectorate.

CONTENTS

- Insights regarding the leadership role
- Setting the Frame - Management skills for professorship: Vision – organizational structure – processing – designing meetings – rules.
- Managing the transition: Designing and shaping the start of your professorship.
- The view from above: From leadership theories to leadership tools.
- Expectation management: How to create understanding and comprehension.
- Goal-setting: To enhance your employee's self-motivation and to let them experience self-competence.

MODULE II

The various aspects of social interaction and the tools of our communication are core elements of successful leadership action. It is what provides orientation and perspective for each of your team members. You will reflect about the different trays and instruments in your tool box and how to use these in your everyday practice.

In addition, the module will deepen the optional content that has been decided upon in Module I.

CONTENTS

- Elements of personal feedback
- Management by objectives
- Employee development talk plus encouragement

OPTIONAL CONTENTS

- Commitment and personnel development
- Lateral leadership
- “Healthy” leadership
- Team-building processes: Team roles and team dynamics

MODULE III : CONCLUSION

How to delegate right and how to use each and everyone's resources best? That's one major topic of this final instalment. The other one is conflicts. You'll check out tools to focus and solve critical and difficult situations of various kinds.

Again, the module will deepen the optional content that has been decided upon in Module I.

Finally, your educational journey will guide you to look back onto the various steps you took and to look forward, regarding the needs to transfer the knowledge into your leadership practice.

CONTENTS

- The cross of intervention: Detecting your employee's needs
- To talk about conflictive issues – get your key message across
- Solution-orientated communication strategy – opening up a perspective
- My leadership roadmap
- Travel time: Packing my leadership bags

OPTIONAL CONTENTS

- Commitment and personnel development
- Lateral leadership
- “Healthy” leadership
- Team-building processes: Team roles and team dynamics

SUPPORT FORMATS

To further support you when you will attempt to translate the various tools and methods you learned into practice, we will offer opportunities to reflect upon that in small groups.

After Module I, a facilitated reflection within various groups of 2 to 3 people will take place, focusing on challenges and success factors for the implementation at your workplace.

Module II is followed by an introduction to “Collegial Consultancy” (Tietze) on leadership issues in an academic environment.



PROF. DR. UTA BRONNER

- PhD in Psychology (Freie Universität Berlin)
- 10 years of (leading) experience in business (mainly Robert Bosch GmbH)
- 10+ years professor at the Stuttgart University of Applied Sciences, focus: Human Resource Management / Organizational Development
- 20+ years trainer and coach in science (Impulsplus)
- Specialist for leadership skills and career counseling



**„It's not relevant what I'm saying. It's relevant what my counterpart is listening to.“
Vera F. Birkenbihl**



PROF. DR. ANJA FROHNEN

- PhD in Sociology (University of Bielefeld, Johannes Gutenberg Universität Mainz)
- 20+ years leading an international team of trainers (Impulsplus)
- 20+ years trainer in science (Impulsplus)
- 1000+ h coaching in science (group leaders; professors, deans; (pro-) rectors)
- 4 years professor for coaching and supervision (Internationale University)
- Specialist for leadership skills and executive coaching

**„The first step needed to change anything is to reflect upon it.“
Umberto Maturana**