

General Information:	
Date	20 -24 January 2025
Teaching units (90 mins)	12
Location	Münster
Country	Germany
Price	650
VAT	not included: + 19%
Minimum Number of Participants	5
Accommodation	not included / self organised
Your trainer	Dr. Jan Schmidt

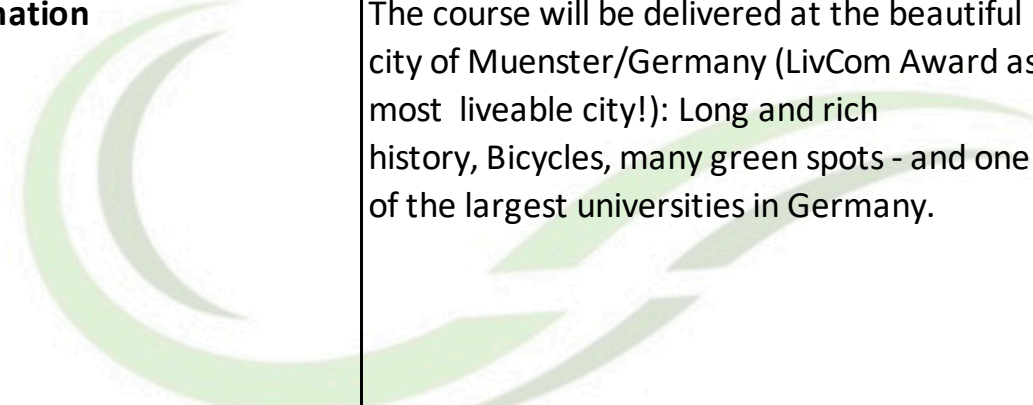


Course Description

Starting as leader in university administration is exciting and challenging at the same time: Exciting as it is a great experience to create and shape spaces for a team to develop further. Challenging as the first leadership position shapes you as a person and your personality. Additionally many leaders realize that quite often the definition of what “leadership” means remains vague. The course "Starting as a Leader" enables young leaders to get off to a good start in their new position and to manage their tasks with confidence and awareness. With this aim, central topics such as role, communication, conflicts and upward leadership are developed together with peers and repeatedly related to leadership practice.

<p>Overall objectives of the mobility</p>	<p>Course Content - We will explore relevant topics like:</p> <ul style="list-style-type: none"> () Understanding Leadership: Definition, roles and tasks () Communication as No 1 leadership tool: Active Listening, Dialogic Orientation Quadrant () Leading in a sandwich position: Upward Leadership? () Conflicts and Conflict Management () Leadership and values () AI and Leadership?!
<p>Added Value of the mobility (in the context of modernisation and internationalisation of the sending institution)</p>	<p>Participants will be able to ...</p> <ul style="list-style-type: none"> () implement leadership skills in their (scientific) environment and therefore support further development of their institution. () to communicate adequately and solution oriented with team members, superiors and colleagues. This will reduce potential for conflict and increase productivity. () understand group dynamics and to constructively influence them towards a commonly agreed direction including internationalization. () share their knowledge in their institution.
<p>Activities to be carried out</p>	<p>After the course you will ...</p> <ul style="list-style-type: none"> () be able to implement the skills in your work environment. () be able to communicate adequately and solution oriented with team members, superiors and colleagues . () be able to understand group dynamics and to constructively influence them. () profit from your network - enriched by the participants you met at EIAPD.

<p>Expected impact and outcome</p>	<p>After the course you will ...</p> <ul style="list-style-type: none"> () be able to implement the skills in your work environment. () be able to communicate adequately and solution oriented with team members, superiors and colleagues . () be able to understand group dynamics and to constructively influence them. () profit from your network - enriched by the participants you met at EIAPD.
<p>Target group</p>	<p>() “Young” leaders who entered their first leadership position in university oder</p>

<p>Your Destination</p> 	<p>The course will be delivered at the beautiful city of Muenster/Germany (LivCom Award as most liveable city!): Long and rich history, Bicycles, many green spots - and one of the largest universities in Germany.</p>
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Monday	Tuesday	Wednesday	Thursday	Friday
09.00-12.30	09.00-12.30	09.00-12.30	09.00-12.30	09.00-12.30
() Welcome & Introduction () Understanding leadership. What does it mean to lead? () Leadership as a role (sociological role theory) () Basic tasks for a leader	() Leading in a sandwich position: Upward and lateral leadership () Delegation & Responsibility	Self organized Excursion - e.g. The Westphalian Peace and the Europe Union or: Networking with colleagues from Münster University.	() Values and Leadership: Conflict of values and the value square. () Conflict management for leaders I	() Practice lab: open session for participants questions () Closing session
12.30-13.30	12.30-13.30	12.30-13.30	12.30-13.30	12.30-13.30
<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>
13.30-15.00	13.30-15.00	13.30-15.00	13.30-15.00	13.30-15.00
() Communication as No 1 leadership skill!? () Active Listening	() The dialogic orientation quadrant (DOQ) and its impact on leadership () Case studies	Individual Learning or: Networking with colleagues from Münster University.	() Conflict management for leaders II () Leadership and AI?!	
Evening	Evening	Evening	Evening	Evening