

EMBO Laboratory Management Course “The Art of Leadership”

Schedule Postdoc Course

| Day I | | Day II | |
|-------|---|--------|---|
| 12:00 | Arrival + Light Lunch | 9:00 | R: Repetition / F: Flashlight / P: Programme |
| | | | SESSION 5: Key Communication Skills |
| | SESSION 1: Setting the Frame / Warm-Up | 9.30 | Introduction to Iceberg Model |
| 13.00 | Welcome and short presentation of trainers | 9.40 | Active Listening |
| 13.10 | Introduction | 10.30 | ☕ Coffee break |
| 13.15 | Sociometry: visualizing different subgroups | 10.50 | Typical behavioural patterns, feelings, needs |
| 13.30 | Course objectives, time schedule, rules & roles | 11.30 | Active Listening exercise |
| 13.45 | Expectations / Contracting | | SESSION 6: Team Development |
| | SESSION 2: Role Awareness and Working Styles | 12.00 | Typical phases of team development - and what a leader can do |
| 14.15 | Appropriate professional roles | 13:00 | 🍴 Lunch |
| | Questionnaire on own working style | | SESSION 7: Managing the work process |
| 14.40 | ☕ Coffee break | 14.15 | Process management, management wheel |
| | SESSION 3: Basics of Communication | 14.30 | How to set goals (SMARTIES) |
| 15:00 | Introduction to Transactional Analysis | 14.40 | Setting goals exercise |
| | Exercise: Typical situations in the lab | 15.20 | Setting priorities |
| 16.40 | ☕ Coffee break | 15.40 | ☕ Coffee break |
| | SESSION 4: Personality and Leadership | 16.00 | Proactive management group work |
| 17:00 | Impact of personality on leadership style | | SESSION 8: Conflict Management and Negotiation |
| 18.00 | 🍴 Dinner | 16.10 | Appreciative Confrontation: I language |
| 19.15 | Plenary discussion | 17.00 | Win-win-strategy / Harvard Concept |
| | Panel interviews | 17.35 | Exercise: Negotiating Authorship |
| 20.45 | Learning points, action plan, buddy work | 18.00 | 🍴 Dinner |
| 21:00 | End of Day I. | 19.15 | Evening programme |

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| Day III | |
| 9:00 | R: Repetition / L: Leftovers / P: Programme |
| | SESSION 9: Application and Recruitment |
| 9.30 | Introduction: 3 Phases of recruitment process |
| 10:10 | Designing a Job Profile |
| 10.50 | ☕ Coffee break |
| 11:10 | How to prepare an application interview |
| 11.50 | Behaviour of interviewer and applicant- |
| 12.00 | Mock interviews in 2 subgroups part I |
| 13:00 | 🍴 Lunch |
| 13:45 | Mock interviews in 2 subgroups part II |
| 14:45 | Debriefing, discussion in plenum |
| 15:05 | ☕ Coffee break |
| 15:15 | Wrap-up: processing and feedback |
| 16:00 | Workshop closes |