

EMBO Laboratory Management Course “The Art of Leadership”

Schedule Group Leader Course

*supporting leadership
in science*

Day I		Day II	
		9:00	R: Repetition / F: Flashlight / P: Programme
12:00	Arrival + Light Lunch	9.30	SESSION 5: Key Communication Skills
			Iceberg Model
13.00	SESSION 1: Setting the Frame / Warm Up		Active Listening – concept and demonstration
	Welcome and short presentation of trainers		Rapport
	Introduction		EQ: dealing with emotions professionally
	Sociometry: visualising different subgroups		Active listening exercise
	Frame-setting, TTTRR	11.00	☕ Coffee break
	Expectations / Contracting	11.20	Case studies: what's the real problem?
14.15	SESSION 2: Role Awareness and Working Styles		Debriefing
	Appropriate professional roles	13:00	🍴 Lunch
	Questionnaire on own working style	14.15	SESSION 6: Motivating People
15.00	☕ Coffee break		Maslow, Herzberg
15.20	SESSION 3: Basics of Communication		CAST
	Intro Transactional Analysis		Exercise
	Exercises		Debriefing
	Case studies: bringing your message across	15.40	☕ Coffee break
17.00	☕ Break	16:00	SESSION 7: Organising Your Work I.
17:20	Debriefing		How to set good goals (SMARTIES)
	Drawing team pictures		Exercise
18.00	🍴 Dinner	17:00	SESSION 8: Personality and Leadership
19.30	SESSION 4: Team Development		Assessing own personality and leadership style
	Typical phases of team development		Learning points, action plan, buddy work
	How to bring a team to high performance	19.00	🍴 Dinner
20.45	Learning points, action plan, buddy work		
21:00	End of Day 1		

EMBO Laboratory Management Course “The Art of Leadership”

Schedule Group Leader Course

Day III		Day IV	
9:00	R: Repetition/ L: Leftovers / P: Programme	9:00	R: Repetition/ L: Leftovers / P: Programme
9.30	SESSION 9: Organising Your Work II.	9.30	Session 12: Coaching
	Setting priorities		Peer coaching
	Proactive management		Individual coaching
	Exercise “Setting Priorities”	10:30	☕ Coffee break
10.50	☕ Coffee break	10:50	SESSION 13: Recruiting the Right People
11:10	SESSION 10: Conflict Management / Negotiation		Introduction: 3 Phases of recruitment process
	I language		The principles of a competence-based structured job interview
	Exercises		Exercises
	Case studies: confronting and escalating appreciatively	13:00	🍴 Lunch
	Debriefing	14:00	Case studies: asking the right questions
13:00	🍴 Lunch	15:00	SESSION 14: Making Delegation Work
14.15	Negotiating solutions		The Delegation Wheel Technique
	Win-Win Strategy: Harvard concept	15:40	Feedback
	Debriefing	16:00	Workshop closes
15:40	☕ Coffee break		
16.00	SESSION 11: Moderation Skills		
	The role of a moderator		
	Master exercise “Moderating a meeting”		
17.45	Learning points, action plan		
18:00	🍴 Dinner		
19.30	City excursion / Free time		