

# The Art of Leadership

## *Fewer Conflicts, More Results*

### *EMBO Lab Management Course for PIs*

#### Benefits

- Introduce you to key leadership concepts
- You start to develop your own individual leadership style
- Equip you with key communication skills
- Prepare you for your role as leader, or
- Support your transition from researcher to PI, or
- Give you the chance to reflect on your experience as a PI
- Expand your support network for scientific and leadership issues in the lab

#### Notes on Timings

1. All timings are approximate, as we will be working in a process-oriented manner. The time spent on a topic will expand or shrink to meet the needs of the course participants
2. On Day 1 we start at 12:00 with a light lunch and the course itself starts at 13:00.
3. We work until approximately 19:15—19:30 on Days 1—3, followed by dinner. There is no session after dinner.
4. On The final day, we work until 16:00.

Schedule	Topic	Purpose
<b>Day 1</b>		
60 minutes	Welcome, <b>Introduction</b> , Warming up	Give you time “to arrive” at the workshop and introduce the topics for the course. Open the “Parking Lot” for your questions and issues.
60 mins	The impact of <b>cultural differences</b>	You recognise important elements of your own culture and learn how cultural similarities and differences with your colleagues impact how you work together
45 minutes	What is <b>leadership?</b>	You understand the difference between management and leadership and begin to identify how you can improve your leadership skills.
120 minutes	The <b>PI / group leader role</b>	How you fill out your job comprises three factors: your job description, your expectations and those placed on you, and your personality. You learn about

		different aspects of your job (called roles, e.g. “the Controller”, “The Negotiator”, “the Friend”, “Visionary) and how they impact your performance.
75 minutes	What do they want from me?	Through this exercise you to learn to understand how to change roles and view situations from different perspectives, important skills for a leader. You will also identify the different expectations in your lab environment and how to manage them.
<b>Day 2</b>		
75 minutes	The impact of <b>working environment</b>	How can it be of use to look at your team and environment from a systems perspective and derive ideas to influence your system’s behaviour?
30 minutes	Working with <b>values</b>	You learn a simple approach to identifying and understand both your own and your organisation’s values, and how to communicate these to your team.
60 minutes	<b>Communication</b>	You practise with a model that helps you to evaluate your day-to-day communication and to learn how to influence this beneficially.
45 minutes	<b>Giving feedback and criticism</b>	You learn how to give appropriate feedback in the lab and how to formulate criticism without hurting somebody
120 minutes	Impact of <b>personality</b> on leadership	Your personality colours how you perceive the world and how you accordingly act, both under normal and stress conditions. Understanding this gives you clues about natural strengths and potential derailers for your leadership.
45 minutes	Another <b>perspective</b>	Learn to use the perspectives of people with a different personality to offer ways solve a problem
<b>Day 3</b>		
90 minutes	<b>Team</b> dynamics	Leaders need to be aware of the dynamics in their team and to respond appropriately at different stages in your team’s development. You will also see how to deal with the high fluctuation rates in research teams.
30 minutes	<b>Motivation</b>	You explore the factors that influence your own levels of motivation and those of your people
90 minutes	<b>Conflict</b> in the lab	By working on one or two participant cases, you will learn an approach so that you can analyse and identify solutions to conflicts. In addition, you will learn about <ul style="list-style-type: none"> <li>❑ Common sources of conflict</li> <li>❑ First signals</li> <li>❑ The dynamic of how a conflict develops, and</li> <li>❑ Common strategies for dealing with conflict.</li> </ul>

120 minutes	Introduction to <b>coaching</b> as a leadership tool	Coaching can improve performance. In this module you are introduced to the GROW model, which is suited to research leaders, and take your first steps in practising with it.
<b>Day 4</b>		
45 minutes	Running <b>meetings</b>	We explore ideas with you on how to get more out of your meetings, e.g. lab meetings, discussing scientific progress, project progress.
60 minutes	<b>Delegation</b>	You learn how to delegate effectively and how to avoid taking on the monkeys (= their problems) from your team members.
60 minutes	Who's got the <b>monkey?</b>	
90 minutes	<b>Interview</b> preparation	Introduce main ideas behind interviewing and practice the <i>critical incident</i> technique.
60 minutes	<b>Problem-solving tools</b>	Give people an opportunity to apply tools such a <i>force-field analysis</i> or <i>instant pay-off coaching</i> .
30 minutes	Open <b>questions</b>	
30 minutes	Wrap up	