

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 / Free time

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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