

## MARUM / GLOMAR Transferable Skills Course

### Leadership Skills

Sabine Lerch

Trainer, Coach and Business Mediator  
[www.science.sabinelerch.de](http://www.science.sabinelerch.de)

20 – 21 June 2018

### Objectives

This course was designed for early career scientists to provide you with basic theoretical and practical knowledge concerning leadership. The word "leader" goes with "people." Leaders are expected to improve human performance, as well as to manage resources. Yet many professionals focus only on technical or scientific qualifications – not on complex social interactions. These professionals soon learn that poor leadership and communication skills can undermine credibility and general effectiveness.

Be it in academia or in industry – leaders will very likely manage “knowledge workers” (smart, creative, highly professional individuals) – who expect to be treated respectfully and given opportunities to develop their potential. For these tasks working together with other people in a cooperative way, understanding their motivation, bringing about solid decisions and influencing a group towards win-win goals will be valuable skills.

You will take steps to learn how to identify your own leadership type, clarify leadership ideals and behaviours, script successful meetings and discussions, listen to acquire complete information, empower your staff, give constructive feedback and deal with conflicts.

### Topics

<p><b>Leadership Styles</b>            ...about personality &amp; responsibility</p> <ul style="list-style-type: none"> <li>• Management versus leadership</li> <li>• Decision and participation</li> </ul> <p><b>Meta-Programs</b>            ...how others get motivated</p> <ul style="list-style-type: none"> <li>• Maslow's pyramid and self-actualisation</li> <li>• The principles of personal behavior</li> </ul> <p><b>Delegation by Pleasure</b>            ...how to open space</p> <ul style="list-style-type: none"> <li>• Management by objectives</li> <li>• Stewardship delegation</li> </ul> <p>•</p>	<p><b>Coaching</b>            ...about orientation and potential</p> <ul style="list-style-type: none"> <li>• Giving feedback</li> <li>• Supporting your team members</li> </ul> <p><b>Communication for Leaders</b>            ...typical situations</p> <ul style="list-style-type: none"> <li>• Face-to-face conversation</li> <li>• Business meetings</li> </ul> <p><b>Win-Win</b>            ...shift your perspective</p> <ul style="list-style-type: none"> <li>• Getting to Yes: Harvard negotiation</li> <li>• Difficult partners</li> </ul> <p><b>Conflict Resolution</b>            ...a leader's responsibility</p> <ul style="list-style-type: none"> <li>• Vicious circles</li> <li>• Mediation basics</li> </ul>
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## Early Career Researcher Support Programme

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### Methods

The training is conducted over 2 full days as a workshop. It mixes short theory lectures, discussions, individual and small-group exercises, plus role-playing exercises with feedback. The case studies are provided by the participants to ensure that the scenarios are as realistic as possible. For that a questionnaire is sent to the participants in advance.

### Target Group

Scientists who would like to improve their team working skills. Everybody is a leader in certain situations. This course also explicitly addresses PhD students who don't feel they are leaders yet.

### Location and Time

MARUM, University of Bremen, Leobener Str. 8, 28359 Bremen, Germany  
MARUM I (main) building, room 2070

Day 1                9:30 – 12:45 and 13.45 – 17:30

Day 2                9:00 – 12:30 and 13:30 – 17:30

### Registration

To register for this course, please visit the [course webpage](#).

*Please note that your registration will be binding.*

The registration deadline for this course is **12 June 2018**.

Any enquiries regarding the course should be addressed to [early-career@marum.de](mailto:early-career@marum.de).