

## Leadership Excellence in the Knowledge Society

### Why care?

Advanced leadership practice in academic institutions is essential as well for employee satisfaction and retention as for creating a context for teams to perform excellent, and for institutional competitiveness in the local and global academic arena. To achieve an organizational culture that promotes innovation, resilience and sustainability simultaneously is urgent in view of a volatile environment.

The proven way to achieve this excellence is by engaging a diverse workforce – leading it is neither trivial nor easy. But chances and risks can be understood and used consciously to recruit and engage bright people from diverse backgrounds more systematically, ensure their contribution, support their leadership and thus gain crucial advantages. Such leadership can even achieve more impetus for academia as stakeholder in society.

### Aim

This course is designed so as to understand important general principles of leadership, team dynamics and to foster corresponding competencies. Special emphasis will be laid on leading change and leading diverse teams as these are preconditions to achieving any kind of sustainability within organizations as well as society.

By the end of the seminar participants will have gained awareness, insights and experiences that will afford them greater interest, understanding and enthusiasm in all kinds of intercultural settings as well as for becoming change agents in academic organizations. They will be more aware of intercultural dimensions and change dynamics and therefore be able to identify, avoid or handle possible conflicts. They will have gained a variety of practices that will allow them to contributing as a member in or as a recruiter of an international team, to leading diverse teams, coping with intercultural teaching situations or supporting students and colleagues effectively in their research but also further their personal and professional leadership development.

### Your profile

You are in an academic institution

- as a leader already
- responsible for innovation, change or a diverse workforce in your organizational unit.

### Workshop content

Day I Knowledge, Learning, Leadership:

- Leadership in a nutshell
- Steering interfaces in organizations
- Systemic context – global learning
- Individual learning
- Conscious leadership in times of quick changes

Day II Unfolding Diversity – Harvesting Excellence:

- The vision of the learning organization
- Diversity: chances and risks
- Conflicts in change
- Leading change

- Leading a diverse workforce

A methodological mix of impulses, examples, simulations, case-studies, self-reflection, and analysis enables participants to reflect on leadership from their individual and specific starting point.

### Referee

Dr. Silvie Klein-Franke, Ideas x Skills, Certified Management Consultant (CMC), international Constantinus-Award 2008. EU-expert in gender (EU research framework) and intercultural and social competence (Leonardo). Certified careers advisor, certified diversity adviser, dissertation as biochemist at the Max-Planck-Institute for Immunology.

More than 25 years of own management and leadership experience with teams up to 75 people from up to 44 countries and involving more than 15 disciplines. Among others reorganization of a center for the tropics, of a university language centre, building a career service and placement centre, coordination of an international, technical women's university. Workshops established over 20 years with all status-group and sectors with an average evaluation of "excellent".

Counseling of German, Austrian and Swiss science ministries, funding institutions and universities, as well as small and large technical companies regarding gender and diversity issues and reorganization to generate inclusive organizational cultures. Professor in human resource development, organizational development and change management for several national and international study programs at the Management Centre Innsbruck.

### References:

Public clients:

Evaluator to Federal Ministry of Education and Research DE, partner of Swiss National Science Fund, auditor to Association for German Science Development, Max-Planck-Society, German Aerospace Center, European Women's Managers Development Network, Women's Academy Munich, Universities of Basel, ZHAW, EAWAG/EMPA, ETH, Bern, St. Gallen, Bonn, Freiburg, Göttingen, Heidelberg, Würzburg, Stuttgart, Landshut, OTH Regensburg, Management Centre Innsbruck, University of Innsbruck, St. Pölten and Wels. FemTech Austria, Counties of Tyrol and Vorarlberg, Tyrol Health Insurance, Employment Centre Austria and Vienna, Mentoring Platform Tyrol. Corresponding ICWES-conference contribution 2008 in Lille and EAIR contribution 2011 in Warsaw.

Profit organizations:

Rolls-Royce Europe, Henkel, Julius Blum GmbH, Lufthansa Technical Training, PDA-Group, Kommunalkredit Austria, Menarini, Raiffeisenlandesbank Tyrol.

### Format

The workshop is given as a 2-day on-site in English.

Methods: Out of the following: key-notes, personality typing, competence analysis, assessment / feed-back, guided reflection, group work, simulation, role play, case studies, interviews, short presentation, discussion, Open Space, paradoxical intervention.

Group size: 6 to 12 participants.

Certificate: For the course 1 ECTS is granted.

**Date: May 06/07, 2025 (8:30 a.m. to approx. 5 p.m.)**