Leadership development at the University of Stuttgart

Winter semester 2019/20
Table of Contents

Greeting from the Rector and Chancellor ........................................................... 5
Structure and development of the leadership program at the University of Stuttgart ........................................................... 7
Overview of the module system of the leadership program ............................ 8
Onboarding for new managers ............................................................................ 9
Overview of onboarding for new managers ..................................................... 10
Onboarding dates for new managers ................................................................ 11
Basic modules for all managers ......................................................................... 12
Dates for the basic modules ............................................................................. 14
Add-on modules for managers ........................................................................... 16
Overview of add-on modules for managers ..................................................... 17
Dates for add-on modules ................................................................................ 18
Individual support offers for managers ............................................................ 19
Overview of individual leadership programs ................................................... 20
Dates for individual offers ................................................................................ 21
Requests and feedback ....................................................................................... 22
Registration and organizational matters ........................................................... 22
Contact persons ................................................................................................... 22
Relevant addresses for internal training programs .......................................... 23
Relevant addresses for external training programs .......................................... 24
Relevant internal addresses and contact persons for managers ..................... 25
Guidelines and service agreements .................................................................. 27
Legal notice ........................................................................................................ 28
Dear Colleagues,

As managers, you have a major role to play at the university. Firstly, you have the managerial responsibility for your department, and secondly you are responsible for personnel management. You support and encourage your employees in a way which enables them to best develop their potential. Furthermore, managers have a duty of care towards their employees. These are challenges which you are often faced with as a supervisor without any warning. Therefore, the University of Stuttgart supports its managers with a differentiated program to develop their leadership skills. This program teaches all the skills necessary to be a manager. The leadership program takes the special characteristics of a university into consideration in terms of its content and format by specifically addressing the different requirements of varied target groups.

Every semester, the personnel development department offers keynote speeches, seminars and workshops for managers. The offers are organized in a modular system, and are available to all managers in science, administration and technology as well as in key facilities. Alongside these seminars and training sessions, you can also book individual offers for managers. These include coaching sessions, consultancy and mentoring.

We are pleased that you are taking part and wish you all the best in your job.

Yours sincerely,

Univ.-Prof. Dr.-Ing. Wolfram Ressel
Rector

Dipl.-Ök. Jan Gerken
Chancellor
The leadership program at the University of Stuttgart has a modular structure. The program is based around seminars aimed at different target groups. Module I explores the basic skills relating to leadership which are relevant to managers in all departments – science, administration and technology. Module II offers additional target group-specific seminars, speeches and workshops for managers in the different departments at the university. Module III covers individual leadership programs. This includes coaching and consulting on personnel development questions. The program is targeted at all employees of the University of Stuttgart in a leadership capacity.

“Values can’t be taught, they must be lived.”

Viktor Frankl
New managers at the University of Stuttgart are provided with a specific onboarding program in order to ease their transition into the role and to give them a quick overview of the university, its philosophy and procedures. Newly-appointed professors are welcomed at the Welcome Dinner hosted by university management. As a follow-up, so-called “lunch meetings” are held to support new arrivals and encourage exchange.
### Overview of onboarding for new managers

<table>
<thead>
<tr>
<th>Event</th>
<th>Format</th>
<th>Target group</th>
<th>Date</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome Dinner</td>
<td>Keynote speech</td>
<td>Newly-appointed professors</td>
<td>December</td>
<td>Invited by rector</td>
</tr>
<tr>
<td>Lunch Meeting I</td>
<td>Keynote speech</td>
<td>Newly-appointed professors</td>
<td>February/March</td>
<td>Invited by rector</td>
</tr>
<tr>
<td>Lunch Meeting II</td>
<td>Keynote speech</td>
<td>Newly-appointed professors</td>
<td>May/June</td>
<td>Invited by rector</td>
</tr>
<tr>
<td>VWA leadership education program</td>
<td>Seminar/training</td>
<td>Managers in the central administration</td>
<td>Throughout the year</td>
<td>Information about the personnel development department</td>
</tr>
<tr>
<td>Dialog in leadership</td>
<td>Keynote speech</td>
<td>Managers from all departments</td>
<td>–</td>
<td>Invited by personnel development department</td>
</tr>
<tr>
<td>Tandem program</td>
<td>Exchange</td>
<td>Managers from administration/technology</td>
<td>Can be held at any time</td>
<td>Registration via personnel development department</td>
</tr>
</tbody>
</table>

This is just an overview, further details on the contents are available at: uni-stuttgart.de/leadership
The seminars and training sessions can be booked and completed over however long a period of time you want. They can be chosen in any order you like, though it makes sense to take Module I “Leadership at the University” and Module II “Basic principles of leadership” first. Seminars/training sessions from all ten modules are offered on an annual basis. Participation in the individual modules is voluntary.

**Leadership at the university**
- Leadership at the University of Stuttgart – current and future topics
- Discussion panels with input (external) scientists

**Basic principles of leadership**
- Organizational structure, one’s own position and situation analysis
- Tasks, roles and how to behave as a manager
- Defining and achieving goals, delegating tasks
- Motivating and demotivating employees
- Making decisions and communicating them
- One’s own leadership skills and leadership style

**Communication and managing employees**
- Communication and how to conduct talks
- How to have difficult conversations with employees
- Dealing with conflicts
- Working together as a team and team development
- How to deal with changes

**Holding employee meetings**
- How to conduct an employee meeting
- The basics of how to conduct talks
- How to have difficult conversations
- Giving and taking feedback

**Change management**
- Perceiving change, dealing with uncertainty
- One’s own leadership behavior and attitude towards change
- How to deal with staff professionally
- Systematically keeping pace with developments
- Objectives and motivation for change
- How to handle oneself in times of change

**Conflict management**
- Team dynamics and conflict situations
- Perception of conflict
- How to communicate in a conflict
- Conflict diagnosis and management
- How to deal with conflicts
- Analysis of case studies

**Health oriented leadership**
- Factors influencing health in a workplace context
- What actually is healthy?
- What keeps us healthy?
- Opportunities to intervene: Behavioral and situational prevention
- Factors behind healthy leadership - the healthy way to take the lead
- Recognizing and influencing stress patterns
- Reflecting on and optimizing styles of communication
- Taking responsibility for oneself and strengthening resilience

**Improve your leadership style by consciously dealing with unconscious ways of thinking**
- Neurological explanations for unconscious ways of thinking and stereotypes
- Psychological mechanisms for stereotyping and unconscious biases
- Detecting and analyzing unconscious ways of thinking
- The impact of unconscious biases on assessment and decision-making processes
- Scope for action and recommendations for managers

**Employment law - creating employment references**
- Reasons for issuing an employment reference
- How to structure an employment reference
- Fundamentals
- Components of a full and well-ordered reference
- Example formulations

**Academic self-administration**
- Leadership of committees
- Moderating committees
- Practical committee work
- Role conflicts in committees
- Implementing appointment procedures
<table>
<thead>
<tr>
<th>Title of event</th>
<th>Format</th>
<th>Target group</th>
<th>Speaker</th>
<th>Date/time</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership at the university</td>
<td>Keynote speech Exchange</td>
<td>All managers</td>
<td>–</td>
<td>–</td>
<td>–</td>
</tr>
<tr>
<td>Basic principles of leadership</td>
<td>Seminar</td>
<td>All managers</td>
<td>Jens Engelke</td>
<td>17.10.19</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Communication and managing employees</td>
<td>Seminar</td>
<td>All managers</td>
<td>Uta Altendorf-Bayha</td>
<td>25.10.19</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Conflict management</td>
<td>Seminar</td>
<td>All managers</td>
<td>Marcus Bohnen</td>
<td>24.10.19</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Holding employee meetings</td>
<td>Seminar</td>
<td>All managers</td>
<td>Uta Altendorf-Bayha</td>
<td>20.03.20</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Change management</td>
<td>Seminar</td>
<td>All managers</td>
<td>Stefan O. Berns</td>
<td>29.11.19</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Health oriented leadership</td>
<td>Seminar</td>
<td>All managers</td>
<td>Astrid Wilhelm</td>
<td>12.03.20</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Improve your leadership style by consciously dealing with unconscious ways of thinking</td>
<td>Seminar</td>
<td>All managers</td>
<td>Ulrich F. Schübel</td>
<td>13.02.20</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Employment law – Creating employment references</td>
<td>Seminar</td>
<td>All managers</td>
<td>Sonja Bittner</td>
<td>16.01.20</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Academic self-administration Working in committees</td>
<td>Seminar</td>
<td>All managers</td>
<td>Jens Engelke</td>
<td>05.12.19</td>
<td>campus. guest</td>
</tr>
</tbody>
</table>
The different areas of employment at the university are very varied. Being a manager in science, administration and in the technical and skilled trades department is a very different experience, and some of the skills required in order to deal with employees are likewise different. In addition to the offers for all managers at the university, the University of Stuttgart also provides offers for managers from different departments. These special seminars are held once a year. Participation in the add-on modules is voluntary.

Add-on modules for managers from different departments

Leadership in administration - initiating and shaping change
- Fundamentals of change management in the administration
- Planning and shaping processes of change
- Information and communication planning
- Problem solving methods
- Crisis management in processes of change

Leadership in technology and skilled trades - how to deal with different types of employees
- Leadership in technology and skilled trades
- Identifying with the leadership role
- Leadership style and techniques
- Getting to know different types of employees
- Values and the way we view people
- Efficient verbal and non-verbal communication

Leadership in science and managing professors - leadership at the interface between management and science
- The basics: managing oneself and work units
- The tools: clarity of tasks and roles, leadership style, communicating clearly, delegating and controlling
- A constructive approach to power, taking particular consideration of gender and diversity management aspects
- Sharpening one’s profile and positioning

Leadership in science/ leading groups and teams - Managing teams successfully
- Prerequisites for effective teams
- Corporate culture and a culture of innovation
- Stages in group formation and team development
- Basics of teamwork
- Recognizing and using skills

Leadership in knowledge management - project management
- Introduction to practice-focused project management methods
- Including employees in project work
- Interactive transfer while working on own projects
Dates for add-on modules

<table>
<thead>
<tr>
<th>Title of event</th>
<th>Target group</th>
<th>Speaker</th>
<th>Date/time</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership in administration</td>
<td>Managers from administration</td>
<td>Stefan O. Berns</td>
<td>04.11.19</td>
<td>Casino, Geschw.-Scholl-Str. 24D</td>
</tr>
<tr>
<td>Leadership in technology and skilled trades</td>
<td>Managers from the technology and skilled trades department</td>
<td>Florian Kusche</td>
<td>03.12.19</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Leadership in science and managing professors</td>
<td>Professors</td>
<td>Alexandra Busch</td>
<td>06.02.20</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Leadership in science/leading groups and teams</td>
<td>Group/team leaders</td>
<td>Stefan O. Berns</td>
<td>12.11.19</td>
<td>campus. guest</td>
</tr>
<tr>
<td>Leadership in knowledge management</td>
<td>Managers from knowledge management</td>
<td>Dr. Karen Dittman</td>
<td>14.02.20</td>
<td>campus. guest</td>
</tr>
</tbody>
</table>

Individual support offered to managers

As well as the seminars, training sessions and workshops, the personnel development department offers managers various forms of support, such as coaching, team development and individual advisory services relating to leadership questions. In addition, newly-appointed professors can take part in the mentoring program offered by the graduate academy GRADUS.

“We are interested in others when they are interested in us”
Publilius Syrus

This is just an overview, further details on the contents are available at: uni-stuttgart.de/leadership
### Overview of individual leadership programs

- **Coaching**
  - Coaching regarding individual leadership/supervision-related issues

- **Collegial coaching**
  - Introduction to “collegial coaching”
  - Case study of collegial coaching

- **Individual advice on management topics**
  - Advice on personal development in facilities/institutes
  - Conceiving individual personnel development measures
  - Advice for employees, managers and teams on health-related issues and how to deal with conflicts

### Dates for individual offers

<table>
<thead>
<tr>
<th>Title of event</th>
<th>Format</th>
<th>Target group</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coaching</td>
<td>Individual sessions</td>
<td>All managers</td>
<td>Can be booked through personnel development/leadership development programs</td>
</tr>
<tr>
<td>Collegial Coaching</td>
<td>Seminar and workshop</td>
<td>All managers</td>
<td>Deadline to follow</td>
</tr>
<tr>
<td>Individual advice on management topics</td>
<td>Individual sessions</td>
<td>All managers</td>
<td>Can be booked individually via personnel development</td>
</tr>
</tbody>
</table>
Requests and feedback

We are open and rely on your feedback and your suggestions. If you have any requests during the course of carrying out your leadership role, we ask you to forward them on. The leadership program is not static, but can be adapted and added to.

You can send your feedback directly to leadership@uni-stuttgart.de.

Registration and organizational matters
 Participation in internal programs is free, external programs must be paid for by the facility or institute.
You can find the registration form in PDF form at uni-stuttgart.de/leadership.

You can register by sending an e-mail to leadership@uni-stuttgart.de. The deadline for registering for a seminar is 14 days before the beginning of the event. Once the registration deadline has expired, you will receive a confirmation of registration by e-mail.
The “first come, first served” principle shall apply when allocating places. The event may be canceled if there are insufficient numbers of participants.

Contact person
 Personnel development
Geschwister-Schollstr. 24D
70174 Stuttgart
www.uni-stuttgart.de/personalentwicklung

Sibylle Schade
Leadership development
T 0711 685-82218
F 0711 685-84106
sibylle.schade@verwaltung.uni-stuttgart.de

Relevant addresses for internal training programs

GRADUS – Graduate Academy of the University of Stuttgart
Pfaffenwaldring 5c
70569 Stuttgart
T 0711-685-84287
juergen.haedrich@gradus.uni-stuttgart.de
www.gradus.uni-stuttgart.de

zlw – Centre for Higher Education and Lifelong Learning
Azenbergstraße 16
70174 Stuttgart
T 0711 685-82021
sekretariat@zlw.uni-stuttgart.de
www.uni-stuttgart.de/zlw

Language Center
Breitscheidstr. 14
70174 Stuttgart
T 0711 685-88055
info@sz.uni-stuttgart.de
www.sz.uni-stuttgart.de

tik – Technical Information and Communications Services
Allmandring 30a
70550 Stuttgart
T 0711 685-88000
poststelle@tik.uni-stuttgart.de
www.tik.uni-stuttgart.de
Relevant addresses for external training programs

CHE – Center for Higher Education
Verler Straße 6
33332 Gütersloh
T 05241 97 61 0
info@che.de
www.che.de

ZWM – Center for Science and Research Management
Freiherr-vom-Stein-Straße 2
67346 Speyer
T 06232 654-304
info@zwm-speyer.de
www.zwm-speyer.de/

Baden-Württemberg Management Academy
Hans-Thoma-Straße 1
76133 Karlsruhe
T 0721 926-6610
poststelle@fuehrungsakademie.bwl.de
www.diefuehrungsakademie.de/

Württembergische Verwaltungs- und Wirtschafts-Akademie e.V
Wolframstraße 32
70191 Stuttgart
T 0711 21041-0
info@w-vwa.de
www.w-vwa.de

We are happy to list additional providers tailored to your requirements on request.

Relevant internal addresses and contact persons for managers

Gender Equality Officer
Prof. Dr. Nicole Radde
T 0711 685-84648
gleichstellungsbeauftragte@uni-stuttgart.de
www.uni-stuttgart.de/gleichstellungsbeauftragte/gleichstellung/gb.html

Equal Opportunities Commissioner
Edeltraud Walla
T 0711 685-84036
edeltraud.walla@verwaltung.uni-stuttgart.de
www.uni-stuttgart.de/zv/vertretungen/beauftragte_fuer_chancengleichheit/

Staff Council
T 0711 685-83044
personalrat@uni-stuttgart.de
www.uni-stuttgart.de/personalrat

Teaching ombudsperson
Dr. Ursula Meiser
T 0711 685-81007
ursula.meiser@rektorat.uni-stuttgart.de

Representative for disabled persons
Kurt Hagemann
T 0711 685-60034
sbv@uni-stuttgart.de

Inclusion officer
Dr. Ulrich Eggert
T 0 711 685-68330
ulrich.eggert@verwaltung.uni-stuttgart.de
Spokesperson at the University of Stuttgart for cases of sexual harassment
Dr. Klaus Dirnberger
T 0711 685-64437
Klaus.Dirnberger@ipoc.uni-stuttgart.de
www.uni-stuttgart.de/gleichstellungsbeauftragte/beratung-00001/konflikte/sexuelle_belaestigung/

Christine dos Santos Costa
T 0711 685-66468
costa@gkm.uni-stuttgart.de

Operational contact person for preventing addiction
Peter Salzmann
T 0711 685-60143
peter.salzmann@basp.uni-stuttgart.de

Martina Schultheiß
T 0711 685-63028
martina.schultheiss@basp.uni-stuttgart.de

Dagmar Hansen
T 0711 685-66767
dagmar.hansen@basp.uni-stuttgart.de

Dr. Christian Stahl
T 0711 685-63151
christian.stahl@basp.uni-stuttgart.de

www.beschaeftigte.uni-stuttgart.de/uni-services/persoenliches_arbeitsplatz/gesundheit/sucht/

Mission statement and strategic goals
www.uni-stuttgart.de/universitaet/profil/leitbild

Framework service agreement on working hours

Service agreement on occupational rehabilitation management
www.uni-stuttgart.de/personalrat/links/dv/BEM_M%C3%A4rz_2017.pdf

Service agreement on addiction
www.beschaeftigte.uni-stuttgart.de/uni-services/persoenliches_arbeitsplatz/gesundheitsmanagement/sucht/

Service agreement on the basics of assessing posts
www.uni-stuttgart.de/personalrat/links/dv/DV_Dienstpostenbewertung.pdf

Service agreement on the use of SAP and corresponding reporting system

Framework service agreement on the introduction, use and development of information and communication technology at universities in the state of Baden-Württemberg
www.uni-stuttgart.de/personalrat/links/dv/iukrdv.pdf

Guidelines on teleworking under review
www.verwaltung.uni-stuttgart.de/merkblaetter/dv-telearbeit.html

Guidelines on sexual harassment

Guideline on gender-sensitive language
www.beschaeftigte.uni-stuttgart.de/document/dokument_weiterbildung/Leitfaden-geschlechtergerechte-Sprache.pdf