

Evaluation results: Leadership and Management Skills (November 14-15, 2017)

Course details

This course was designed for young researchers who are put in charge of leadership in research projects and teams. Additionally, the content of the workshop becomes important for a career outside academia. Interactive exercises help to understand individual leadership competences and to start a discussion on being in a "leading" or "led" position. Different leadership types and relevant skills (e.g. motivation, stimulation, communication) for leading people (in projects, in organisations) were discussed. In dealing with case studies, participants benefited from the experiences of the others.

Detailed information is provided on the following webpage: <http://www.imprs-gbgc.de/index.php/Courses/Leadership2017>

9 out of 12 participants filled in the survey by December 1, 2017.

Survey results

The goals and the structure of the course matched well with the course description.

11% - strongly agree

67% - agree

22% - neither agree nor disagree

0% - disagree

0% - strongly disagree

The course was well structured.

22% - strongly agree

78% - agree

0% - neither agree nor disagree

0% - disagree

0% - strongly disagree

To which extent has the course improved/clarified your general notion of Leadership & Management skills?

- The course has clarified my notion for leadership and management up to a great extent.
- some theoretical knowledge, practical exercises focused more on project planning
- Für mich war es gut, verschiedene Aspekte von Leitung zu reflektieren und sich bewusst zu werden, dass immer nur einiges davon von einer Person ausgefüllt werden kann und dass verschiedene Positionen verschiedene Aspekte stärker erfordern (und dass man sich darüber im Voraus Gedanken machen sollte).
- I would say I'm more aware of what is important to leadership. The importance of communication in it and that the burden of getting information across is on the leader.
- self-awareness of strengths and weaknesses, helpful to specifically improve leadership competencies
- A lot! I have learned a lot about myself either as leader and as led person, especially regarding the question which leader I accept intuitively and which make me feel uncomfortable and why.
- understanding that there are different types
- Now I have a better feeling in how to interact not only with those that I might be leading, but specially with those that lead me.
- In real life (scientific and industry) stress situations

There was sufficient time / opportunities for questions and discussions

56% - strongly agree

22% - agree

11% - neither agree nor disagree

11% - disagree

0% - strongly disagree

Do you think the workshop was helpful for your XXX XXX skills? Would you recommend this course to others?

- Yes, workshop was helpful in boosting confidence for becoming a successful leader. Yes, I would recommend this course to others.
- don't know about xxx skills but ya i might recommend this to some people
- Ich fand den Kurs sehr hilfreich und würde ihn jederzeit weiterempfehlen.
- The course we had was good and I would recommend it.
- yes, definitely

- Yes! Yes!!!
- I would highly recommend this course to others - however, I don't feel it helped to improve my personal skills as much as I hoped
- The workshop does, in my opinion, help you improve your leadership skills as much as one could wish for just two days. I would totally recommend.
- I can identified my problems

Which parts of the course were especially good (and why)?

- Tasks, interactive exercises.
- personal feedback for every participant
- Ich fand es sehr spannend, in eine Leitungssituation gebracht zu werden und dann gemeinsam darüber zu reflektieren und persönliche Rückmeldung von den anderen zu bekommen.
- The information we got appears reasonable and gives a decent basis for leadership or at least understanding it better. The interactive elements really worked to prevent it from being one of these courses where you sit behind your desk and fall asleep eventually (but apparently you can still learn a lot when doing that so I should give it a try). The games/ scenario's worked for their purpose.
- feedback from other group members and trainer
- Afternoon exercises! But we needed much more time for discussions and feedback. Maybe you can consider a 3rd day...
- being put in a leader position - the feedback (in between but also at the end)
- The afternoon game practices were not only extremely helpful, but the most fun I had in a classroom environment for very long.
- Feedback session

Which parts of the course were not so good / not so fitting / not well enough presented?

- I would like to learn more about the conflict management.
- actual advice on leadership, conflict management
- Manchmal waren die Zeiten für die Gruppenphasen zu lang oder zu kurz oder ich hatte sie nicht so präsent im Kopf (vielleicht auf Zettel schreiben und mit in die Gruppe geben?).
- Like I mentioned before I would have liked some more specific information on leadership. I know what to look for and to identify problems but I'm not sure if I have the tools yet to use it in a real environment or solve the problems you see. Some of the interactive elements felt a bit forced, if you have a lot of information I think its better to show a few

slides and walk us through it, than having everyone huddle around a board trying to find a spot where they can read it. And while the games/scenarios did serve their purpose and can't be shortened, in total we spend an entire day on them. I'm not sure if what I learned from it merits that much time. (I'm not saying it's bad, I'm just not sure).

- discussion of real-live scenarios /case studies, maybe past experiences of the group members themselves, would have been helpful
- Not enough time to discuss the exercises afterwards, even if we extended the 2nd day in the evening. Would be great to have the evening to discuss the exercise and have another over-all feedback session on a 3rd day.
- the case study (the one with being a postdoc or in industry) was a bit random (important but I am still unsure what I learned from that)
- The 4 hears is an interesting theory, the individual exercise is quite unnecessary: hard to extract any knowledge about yourself with it: your answers will always depend on what kind of week you are having and your actual attitude. On my opinion it does not really deserve those 20 minutes.
- It was little time (2 days is not enough) to do a Leadership skills workshop.

Do you have other suggestions for improvement?

- Es wäre schön, wenn der Kurs länger gehen würde und mehr Zeit bliebe, Theorie und Praxis zusammenzubringen und persönlich und in der Gruppe zu reflektieren. konkrete Kleinigkeiten: - Vielleicht wäre es gut, in jede Gruppenphase einen Timer mit der entsprechenden Zeitvorgabe zu geben, damit man "gezwungen" ist, mehr darauf zu achten. - In unserer Gruppe gab es manchmal ein bisschen Konfusion über die Rolle des Leiters der Klärungsphase (in den beiden großen "Spielen"). Ich habe überlegt, ob es nicht sinnvoller wäre, wenn der Leiter dieser Phase nicht derjenige ist, der mit dem Spielleiter kommuniziert, sondern ein anderer. Denn der Kommunikator hat eigentlich genug damit zu tun, die Details zu ergreifen und zu vermitteln und sich Notizen zu machen und keine Kapazitäten mehr, gleichzeitig das Team zu "disziplinieren"/ das Gespräch zu moderieren.
- Again overall a good course you have a limited amount of time and a lot of people to educate/please so we can't have it all. Maybe do it like some other courses, have a leadership 1 and 2 course. If you liked the first one and want to know more you can sign up for the second one to get some more in-depth information.
- 3rd day (reasons in *6 and *7)! And, by the way, thank you for the great(!) catering!
- The snacks offered during the break were superb. These were above average. So these do not need to be improve, but if kept at the same level for other IMPRS courses would be awesome.