

Certificate

Academic Leadership Führung in der Wissenschaft

(Dated July 2023)

Diploma Supplement to the Certificate

Academic Leadership - Führung in der Wissenschaft

The following paragraphs documents how the certificate "Academic Leadership - Führung in der Wissenschaft" can be acquired and which achievements have to be made for it.

Objective of the Young Investigator Network (YIN) continuing education program

The YIN professional development program aims at supporting recognized KIT junior group leaders as well as the junior and tenure-track professors in YIN in their professional field of action of leadership and management in the best possible way, so that they are able to lead and manage their working groups in an efficient and goal-oriented manner. In the following, the uniform term "young academic leader" is used synonymously. Through the YIN training, the participants have the opportunity to further develop their own leadership personality. On the one hand, they should be able to optimally cope with their current leadership tasks in their daily work, in their discipline, and in their scientific enterprise, and on the other hand, they should be equipped for their future tasks.

Evidence of the certificate

The certificate "Academic Leadership - Führung in der Wissenschaft" stands for the fact that the graduates have dealt with the management competence in their current position as a leader both theoretically and practically. They have reflected on their leadership and interaction competencies as well as their methodological and personal competencies in relation to science management and have deepened their knowledge in two of the four competencies. For junior and tenure-track professors, the choice of competencies to be deepened is based on the results of the potential analysis, if one was conducted. In total, graduates have achieved at least 200 academic units (aU) of 45 minutes each in the areas of leadership, management, and personal development. Participants provide evidence of their further development in the form of an individual competence portfolio, a colloquium, and a reflection on the feedback from their work group on their management behavior.

Theoretical basis of the certificate

The offers of the YIN professional development program are divided into the areas of leadership, management, and personal development by the Human Resources Development Department. Offered formats can also be assigned to more than one area, depending on the content.

Classification of the professional development areas

The professional development from the

- *Management area* focuses on how managers deal with requirements, tasks, and budgets.
- *Leadership area* focuses on the question of how the manager intervenes in processes and influences the team through targeted communication.
- *Personal Development area* focuses on the individual, in particular, on the role as a manager and the effect on others. Furthermore, it is about the competence to reflect on one's own actions and to be able to change them in a targeted manner.

The goal of the reflected theoretical and practical examination of the roles, functions, and impact possibilities of one's own person as a manager is the expansion and targeted use of the competencies that are crucial for successful management. According to the KIT competence model, the following components are distinguished:

1. Leadership competence

The young academic leaders

- perceive themselves as part of the organization, align their actions and their working group accordingly, and give initial impulses for the further development of KIT;
- carry out projects and research projects on their own responsibility;
- lead and supervise their working group in a goal-oriented manner;
- are able to acquire material and investment funds independently;
- position their working group in national and international comparison;
- develop strategies for the future orientation of the working group.

2. Methodological competence

The young academic leaders

- effectively manage and delegate project and process sequences within their teams;
- select their team members according to their professional competence and personal profile in relation to the overall team;
- are able to recruit suitable research assistants and doctoral candidates with the help of application documents and interviews;
- are able to conduct constructive feedback discussions with their employees on a regular basis;
- support their team members with targeted questioning techniques when difficulties arise;
- guide their team members to conduct meetings independently;
- ensure that the knowledge built up and the established methods within the group are maintained and continuously expanded.

3. Interaction Skills

The young academic leaders

- motivate their co-workers to work towards a common goal and support each other;

- deal constructively with conflicts with individual employees and within the team;
- know their roles within different discussion situations;
- work in different teams and committees in different roles;
- work specifically on the further development of formal and informal networks that are useful for their professional work;
- use their contacts in the scientific environment to recruit suitable collaborators and integrate them into their project;
- are able to make their working group understand the strategic orientation of the team within KIT;
- employ staff in a goal-oriented manner according to their abilities and promote the expansion of their competencies and their development.

4. Personal Competence

The young academic leaders

- arrange themselves and their work group in the KIT competence portfolio and align them strategically;
- manage themselves and their projects in such a way that they represent an added value for the scientific community, for their own career, and for the cooperating parties;
- consciously deal with the processes of the organizational culture of a science enterprise and are able to transfer them to other organizations.

Formats of the continuing education program

The YIN continuing education program consists of the following formats:

- Position Assessments
- Workshop series
- Leadership Excellence - intensive group coaching with motivational analysis of one's leadership
- Group retreats
- Individual coaching

Composition of the confirmation of achievement

The confirmation of achievement is based on the attainment of 200 aU, including the creation of a competence portfolio and participation in a final colloquium on individual development and reflection on the feedback from one's group on management competence.

a) Composition of the academic units

The 200 aU to be completed are composed of core elements as well as elements that can be freely chosen. Credits may be earned from other programs:

- up to 60 aU from the Higher Education Didactics Certificate (HDZ)
- up to 60 aU from the Helmholtz Academy for Executives
- up to 24 aU from other externally completed workshops, provided they meet the objectives of this program. The certificate of participation must show the objectives, the contents, the time frame, and the organizer.

In order to receive credit for the YIN continuing education program, participants must be present for at least 80% of the scheduled time.

Core elements

- 30 aU over 3 Position Assessments (10 aU each)
- At least 32 aU each from the three areas of management, leadership and personal development (= 96 aU). This includes:
 - 40 aU for Leadership Excellence I [\[1\]](#)
 - 20 aU for Leadership Excellence II [\[1\]](#)
- 16 aU for the creation of a competence portfolio
- 8 aU for a final colloquium with the Human Resources Development Department

Freely selectable elements

- Additional aU from the offered workshop series according to individual priorities
- Up to 90 aU over up to 3 group retreats (30 aU each)
- 10 aU each for individual coaching process (usually 3-5h)

b) Competence portfolio

The competence portfolio consists of an application portfolio as well as a written documentation of the own profile development. The four competencies (leadership and interaction competencies as well as methodological and personal competencies) serve as a basis. In consultation with the Human Resources Development Department, the young academic leaders define their development focus. In the competency portfolio, graduates describe how their personal development has progressed in relation to at least two of the four competencies over the course of the training program. The presentation serves as written proof of performance.

c) Colloquium

In addition, the participants show their development in a colloquium with a presentation. On the one hand, they clarify which topics and issues they have dealt with and, on the other hand, which competencies they would like to further develop. The colloquium is conducted by two people from the personnel development department.

d) Feedback from their own work group

Furthermore, graduates must obtain feedback on their management competence from their work group and demonstrate how they assess the feedback and how they deal with the feedback constructively.

Signing of the certificate

The certificate is signed by both the President of KIT and the Vice President responsible for Personnel.

[\[1\]](#) Leadership Excellence I & II can be replaced by the Helmholtz Academy program for managers.