

**Certificate**

**Academic Leadership**

**Diploma Supplement**

# **Diploma supplement to the certificate**

## **Academic Leadership -**

In the following it is specified how the Certificate “Academic Leadership” can be gained and which achievements have to be performed.

### **The target for the advanced qualification of the Young Investigator Network (YIN)**

The YIN advanced qualification program is aimed to support the YIN members of the KIT in their professional field of leading and managing at top level. They study to guide and control working groups in an efficient and target-orientated way.

The participants have the possibility to build up their own leadership personality through the YIN advanced qualification seminar. On one hand they should be able to accomplish the current leading role in daily work life within their profession and within their scientific work in a perfect way, on the other hand they will be prepared for future responsibilities.

### **Evidence of the certificate**

The Certificate “Academic Leadership” is designed for graduates to look into the subject of management skills for their current position as group leaders in a theoretical and practical manner.

The participants have reflected their professional, methodical, social and personnel skills with regard to established management criteria for group leaders. Furthermore they have improved their knowledge in two of these four areas.

Following in the next section is a detailed description of the acquired management skills.

For this range of topic the graduates have completed 200 academic units. The participants demonstrate the advancement with an individual expertise portfolio and an oral colloquium. Furthermore they have reflected the feedback of their working group with regard to their management skills.

### **Basic principle for the certificate**

The management skills consist of professional, methodical, social and personnel skills <sup>(1)</sup>. Within the following detailed description the term “junior group leader” from the original text will be used as synonym for the YIN members.

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(1) Diez, A. (2010): Entwicklung eines Konzepts zur Personalentwicklung für eine technische Universität.

## **Professional expertise**

The junior group leader...

- understand themselves as part of the organization and align their action and working group to the cooperative target. They give impulses to the further development of the KIT;
- is independent in designing and leading research projects;
- guide and minister their working group target orientated;
- are able to acquire third party funding independently;
- position the working group in the national and in the international research community;
- develop strategies for the future orientation of the working group.

## **Methodic expertise**

The junior group leader....

- control and delegate effectively project- and process implementations within their team;
- choose the team members according to their professional expertise and personal profile referring to the entire group;
- recruit capable research fellows and postgraduates with the help of application documents and job interviews;
- conduct regular and constructive appraisal interviews;
- support the team members through well directed questions in case of occurring difficulties;
- supervise their team members to present independently in meetings
- make sure that built-up knowledge and established methods will be preserved within the group and continuously improves over time.

## **Social expertise**

The junior group leader....

- motivate their team members to work towards a common target in a collaborative way;
- solve conflicts with single team members or within the team in a constructive manner;
- are aware of their position within different situations;
- work in different positions in committees and boards within their research community as well as in the KIT administration;
- work target orientated to build up formal and informal networks, which could be of benefit in their future career;
- benefit from contacts within the scientific community, to recruit capable team members and to fit in their project work;
- are able to make their team understand the strategic direction of the team within the KIT;
- places their team members target orientated according to their skills and promote their competence and development.

## **Personnel expertise**

The junior group leader....

- integrate themselves and their working group into the competence portfolio of the KIT and align strategically;
- manage themselves and their projects in away that they have a benefit / value for the scientific community, their own career as well as their cooperation partner;
- deal with the process of organization within the KIT and are able to transfer this to other organizations.

## **Format of the advanced qualification program**

The advanced qualification of the YIN is composed of the following units:

- Analysis of the current situation and career perspectives
- Workshops
- Leadership Excellence – Intensive training course with preliminary self-learning phase
- Coaching
- University teaching skills
- Mentoring
- Get together

Both units “Mentoring” and “Get together” are not accounted for in the Certificate.

## **Composition of the performance record**

The performance will be proven by

- Successful completion of 200 academic units within the YIN program of advanced qualification;
- To issue an expertise portfolio;
- An oral colloquium to show the individual development;
- The reflection of the critical feedback by the working group with regard to management skills.

### **a) Composition of the academic units**

The academic units that have to be completed are composed of compulsory and optional elements. The units last 45 minutes each.

Human Resources set up the YIN program of advanced qualification in the categories leadership, management and personal development. Depending on the content the offers can be allocated to different section at the same time.

#### *Classification of the areas of advanced qualification*

The advanced qualification of the areas

- *Management* focuses on the fundamental question, how the line manager deals with requirements, responsibilities and budgets.
- *Leadership* focuses on the fundamental question, how the line manager influences processes by targeted communication and impacts on the team.

*Personal development* focuses on the personality, especially the role as line manager and the impact on others. Furthermore the expertise to reflect own actions and change if necessary will be analyzed.

## **Compulsory elements**

- At least 24 academic units with 3 analysis of the current situation and career perspectives
- At least 32 academic units each from the three areas of management, leadership and personal development (96 academic units in total)
- 16 academic units to compose a competence portfolio
- 8 academic units for an oral colloquium with Human Resources

## **Optional elements**

- Further academic units according to individual focus out of the offered series of workshops
- 48 academic units by Leadership Excellence I
- 20 academic units by Leadership Excellence II
- Coaching according to individual needs
- Up to 24 academic units can be taken into account by offerings of other organizations, as long as they meet the target of the program. In this respect the targets, content, time frame and organizer need to be specified in the confirmation of attendance.

To take attainments from the YIN advanced qualification program into account, the attendees need to be present at least 80% of the scheduled time.

### **b) Expertise portfolio**

The expertise portfolio consists of an application and a written documentation of personal profile development. As basis serves the four areas of expertise. The YIN member in agreement with Human Resources determines the developmental key aspect.

Within the expertise portfolio the graduate show their personal development in two of four areas during the duration of the advanced qualification. This presentation serves as written performance record.

### **c) Oral colloquium**

Additionally the graduates demonstrate their development in an oral colloquium. On one hand they illustrate the subjects and problems they dealt with and on the other hand they clarify the skills they want to strengthen.

The colloquium will be held by two people of the Human Resources Department.

### **d) Feedback of the own working group**

Furthermore the graduates need a feedback about their management expertise of their own working group and demonstrate how they assess and deal constructively with the feedback.

### **Signing of the certificate**

The certificate will be signed by a member of the presidential committee of the KIT.