



**EVENT PROGRAM WS 2021/2022  
FOR THE SCIENTIFIC STAFF**

**Brief overview**

**Tues. 16.11.2021**  
12:00-13:30

**Annual reviews as an instrument of appreciative leadership & support**

Professors and academics with leadership responsibilities

**Thu. 25.11.2021**  
12:00-14:00

**Navigating the "shark pool". Power games and micropolitical competence in academia**

Online-lecture for doctoral candidates and postdocs, young professors and professors and executives and people in coordinating or advisory functions in science management

**Thu. 02.12.2021**  
12:00-13:30

**Sense and benefit of annual reviews for scientific employees**

Online information event for WiMis

**Mon. 10.01.2022**  
13:00-14:30

**Making research visible through Open Access**

Online training for researchers/scientists

**Mon. 17.01.2022**  
12:00-13:30

**Archiving and publication of research data: Offers and services of the Leuphana**

Online training for researchers/scientists

**Tue. 15.02.2022**  
12:00-13:30

**Science management as a career option for scientists?!**

Online information event for doctoral candidates & postdocs

**Thu. 03.03.2022**

12:00-13:30

**"Black box professorship appointment" I: On the way to a professorship**

Online information event for advanced doctoral students & Postdocs

**Fri. 04.03.2022**

10:00-11:30

**"Black box professorship appointment" II: Behind the scenes of professorship appointment proceedings**

Online information event for advanced doctoral students & Postdocs

**Wed. 09.03.2022**

9:00-16:00

**Good scientific practice**

1-day online workshop for employees

**Thu. 10 & Fri. 11.03.2022**

each 9:00-17:00

**Conflict management - understanding conflicts in organizations and edit**

2-day workshop for (junior) professors, new professors, scientists with leadership responsibility

**Tue. 15 & Thu. 17.03.2022**

each 9:30-13:15

**Professionalisation and positioning in the scientific field**

2-day online workshop for WiMis

*Participation in the offers of academic personnel development must be agreed with the superior. Offers in coordination with the supervisor can only be taken up if your area of responsibility requires it and the work processes allow it.*

## **Annual reviews as an instrument of appreciative leadership & support**

Target group: Professors and academics with leadership responsibilities

Format: Online event (via Zoom)

Language: German

Content: According to the service agreement, you as a supervisor are obliged to offer your employees an annual review once a year. Perhaps you are wondering, or are not quite sure after the first discussions, how these can function in your area with your special circumstances in a way that is useful and helpful for all concerned? Would you like to use annual reviews as an instrument of appreciative leadership and support? In this event you can learn, in the circle of colleagues with similar questions and challenges, how you can do justice to the situations. In this way, you will have a clearer idea of how you can conduct the annual review in a useful and helpful way and how it can serve you as an instrument of appreciative leadership and support for your employees. Annual reviews can help to maintain, develop and improve a good working atmosphere.

Date: **Tues. 16.11.2021, 12:00-13:30 (s.t.)**

Room/location: Access data for the online room will be provided shortly before the event.

Speaker: **Dr. Nicole Justen**, Academic Personnel Development Officer at Leuphana

**Registration required.**

**Please register via the online portal of the internal continuing education:**

<https://www.leuphana.de/intranet/weiterbildung/details/jahresgesprache-als-instrument-wertschaetzender-fuehrung-foerderung.html>

## **Navigating the „shark pool“. Power games and micropolitical competence in academia**

- Target group:** Doctoral candidates and postdocs, young professors and executives and people in coordinating or advisory functions in science management; max. 40 participants
- Event format:** Interactive online-lecture
- Language:** English
- Content:** The science system is characterised by peculiar institutions and hierarchical forms of organisation, in which there is often a lack of controlling bodies and unclear competences. Regardless of whether you are active at the upper, middle or lower levels of your institution, sooner or later you will make the experience that professional competence and objective debate alone do not lead to the goal. Some processes are experienced as decidedly unproductive or frustrating. Lack of understanding, anger and other bad feelings can rob us of a lot of energy. However, it is also experienced that difficult situations can be mastered by grasping situations, skilful communication and power-conscious action. With the organisation-theoretical concept of micropolitics, we can systematically understand manifestations of the everyday construction and use of power in organisations.
- Objective:** The content offers the opportunity to reflect on power processes in one's own environment as well as one's own roles in micropolitical games on the basis of a theoretical approach. You will become familiar with helpful concepts of micropolitical theory and be able to recognize and classify micropolitical games in the system context. They will receive suggestions for reflecting on their own roles, scope for action and their own development possibilities with regard to micropolitical competence. Before the lecture, participants will be given a reflection exercise to get them in the mood for the topic. Afterwards, references to further literature will be provided.
- Date:** **Thurs. 25.11.2021, 12:00-14:00 (s.t.)**
- Room/location:** Access data for the online room will be provided shortly before the start of the event.
- Speaker:** **Dr. Veronika Fuest** is a certified consultant (systemic transactional analysis) and trainer. Extensive experience in science: multidisciplinary academic qualifications, involvement in collaborative research projects of various scientific institutions as well as own research including actor and institutional analyses in the field of science; in science management internal consulting and process moderation as well as supervision of ombudsman matters; academic teaching (including political anthropology). In addition, experience in development cooperation and activities as an expert for BMBF, DFG and Volkswagen Foundation.

**Registration required. Please register via the online portal of the Internal Continuing Education:**

<https://www.leuphana.de/intranet/weiterbildung/details/navigating-the-shark-pool-power-games-and-micropolitical-competence-in-academia.html>

## **Sense and benefit of annual reviews for scientific employees**

**Target group:** Online event for research assistants

**Format:** Online event (via Zoom)

**Language:** German

**Content:** According to the service agreement, your superiors are obliged to offer you an annual review once a year, which you can accept or decline. You also have the option of requesting such an interview from your superiors. Perhaps you are wondering what sense and benefit such a discussion can have for you? Perhaps you are uncertain about what to expect at an annual meeting and how to deal with it? Perhaps you have concrete concerns or questions that you would like to discuss in a protected circle with colleagues in a similar situation? The aim of this event is to familiarise you with the framework conditions, the process and the meaning and benefits of annual interviews for your academic career development and to clarify open questions.

**Date:** Thu. 02.12.2021, 12:00-13:30 (s.t.)

**Room/location:** Access data for the online room will be provided shortly before the start of the event.

**Speaker:** Dr. Nicole Justen, Academic Personnel Development Officer at Leuphana

**Registration required.**

**Please register via the online portal of the internal continuing education:**

<https://www.leuphana.de/intranet/weiterbildung/details/sinn-und-gewinn-von-jahresgesprachen-fuer-wissenschaftliche-mitarbeiterinnen.html>

## **Making research visible through Open Access**

Target group: Researchers/scientists

Format: Online training (via Zoom)

Language: German

Content: Open Access - free access to scientific publications - opens up numerous advantages for various actors. Authors in particular benefit from a greater reach of their publications and a better protection of their rights. As Open Access is increasingly funding organisations, it is essential that researchers familiarise themselves with this publishing model and gain knowledge of the support available to them at their own research institution.

In this course, the basics of OA publishing will be taught and the focus will be on the OA-related services and infrastructure at the university. The OA-related services and infrastructure offered at Leuphana will be presented. Among other things, the range of advisory services will be presented, concrete financing funding possibilities within the framework of various publishing agreements and the requirements for applying for the university's own OA funding.

Date: **Mon. 10.01.2022, 13:00-14:30 (s.t.)**

Room/location: Access data to the online room will be provided shortly before the start of the event.

Speakers: **Gesa Baron & Martin Bilz** (both E-Science & Media Management, MIZ)

**Registration required.**

**Please register via the online portal of the internal continuing education:**

<https://www.leuphana.de/intranet/weiterbildung/details/forschung-sichtbar-machen-durch-open-access.html>

## **Archiving and publication of research data: Offers and services of Leuphana**

Target group: Researchers/scientists

Format: Online training (via Zoom)

Language: German

Content: After a general introduction to the topic with an explanation of relevant characteristics and requirements for archiving and publishing data, the focus of this event will be on the archiving and publication services provided at Leuphana. The focus will be on the newly developed institutional data repository "PubData" of the Media and Information Centre (MIZ) with its archiving and publication services, which is presented in its mode of operation, i.e. the underlying workflows and checking processes, is presented in an illustrative way. Finally, the view is broadened to other publication organs and options.

Date: **Mon. 17.01.2022, 12:00-13:30 (s.t.)**

Room/location: Access data to the online room will be provided shortly before the start of the event.

Speaker: **Thomas Schwager**, Consultant of the Service Unit Research Data Management, MIZ

**Registration required.**

**Please register via the online portal of the internal continuing education:**

<https://www.leuphana.de/intranet/weiterbildung/details/archivierung-und-publikation-von-forschungsdaten-angebote-und-services-der-leuphana.html>

## Science management as a career option for scientists?!

Target group: WiMis, PhD students and postdocs of Leuphana

Format: Online information event (Zoom)

Language: German

Your added value: You will learn what distinguishes science management, what fields of work there are, which competencies the field requires and how the path from science to science management can succeed. You will be encouraged to realistically assess whether the path to science management can be a possible career option for you.

Contents:

- General information on science management
- Working conditions in science management
- Required qualifications
- Career paths in science management
- Qualification and further training opportunities

Date: **Tues. 15.02.2022, 12:00-13:30 (s.t.)**

Room: Access data to the online room will be provided shortly before the start of the event.

Speaker: **Dr. Nicole Justen**, consultant for academic personnel development at Leuphana, Dipl.-Päd., systemic consultant, many years of work in research and teaching as WiMi and Postdoc, now working in science management.

**Registration required.**

**Please register via the online portal of the internal continuing education:**

<https://www.leuphana.de/intranet/weiterbildung/details/wissenschaftsmanagement-als-karriereoption-fuer-wissenschaftlerinnen-1.html>



## "Black box professorship appointment" I: On the way to a professorship

- Target group: Advanced doctoral students and postdocs  
("Black box professorship appointment" I & II can be attended independently or building on each other)
- Format: Online information event (Zoom)
- Language: German
- Your added value: Career paths in science and research are very diverse and, above all, not very transparent. The event will provide an introductory overview of the appointment process, the components of the appointment interview and the work of the appointment committee. This information should enable you to develop a personal strategy for to reflect on your basic requirements and competences as well as to sound out your own qualities and to put them in the right light for an appointment procedure.
- Contents:
- procedure
  - Strategic career planning
  - candidature
  - Scientific lecture/teaching sample
  - profile presentation
  - commission's discussion
  - hearings
- Date: **Thu. 03.03.2022, 12:00-13:30 (s.t.)**
- Room: Access data to the online room will be provided shortly before the start of the event.
- Speaker: **Dr. Nicole Justen**, consultant for academic personnel development at Leuphana, Dipl.-Päd., systemic consultant, many years of activity in research and teaching as WiMi and postdoc. Experience as a member of various appointment committees.

### Registration required

Please register via the online portal of the internal continuing education:

<https://www.leuphana.de/intranet/weiterbildung/details/black-box-berufung-i-auf-dem-weg-zur-professur.html>

## "Black box professorship appointment" II: Behind the scenes of professorship appointment proceedings

- Target group: Advanced doctoral students and postdocs.  
("Black box professorship appointment" I & II can be attended independently or building on each other)
- Format: Online information event (Zoom)
- Language: German / if required also in English possible
- Content: Applicants in appointment procedures can usually only actively participate in small sections of an appointment procedure that is extremely important for their own career and usually extends over a longer period of time, for example when they are invited to a personal interview. From the applicant's perspective, by far the largest part of the process takes place 'behind the scenes': The selection procedure involves a large number of university and (non-)academic actors, consists of various selection steps that build on each other, and is carried out in the form of an interview and is flanked by various quality assurance mechanisms. The event aims to give young researchers insights into these, from their point of view "hidden", parts of the procedure and to make transparent how the selection process in the run-up to filling a professorship is structurally carried out. At Among other things, the following questions will be addressed:
- Which actors are involved in appointment procedures and what role do they play in the selection process?
  - How is possible bias on the part of the actors involved counteracted?
  - How does an appointment committee work, what rules are it bound by and what selection steps are carried out?
  - On what basis do the persons involved assess the suitability of applicants and make a selection decision?
  - What mechanisms serve to ensure the quality of appointment procedures?
- Date: **Fri. 04.03.2022, 10:00-11:30 (s.t.)**
- Room: Access data to the online room will be provided shortly before the start of the event.
- Speakers: **Dr. Inga Brinkmann & Dr. Michaela Kaufmann**, both consultants in the professorship appointment management of Leuphana

**Registration required.**

**Please register via the online portal of the internal continuing education:**

<https://www.leuphana.de/intranet/weiterbildung/details/black-box-berufung-ii-hinter-den-kulissen-von-berufungsverfahren.html>

## Good scientific practice

Target group: All employees; max. 12 participants

Format: Online Event (Zoom)

Language: German

Contents: Scientific work requires from researchers a qualified, careful and objective search for true results. The overriding principle should be truthfulness towards oneself and others. This can be achieved, among other things, through the highest possible degree of honesty, transparency, collegial attentiveness and comprehensible documentation in all phases of scientific research activity. This also applies to publications.

Topics: This workshop is designed to provide researchers with practical guidance on the following topics and to help reduce scientific misconduct:

- Handling of data during collection and documentation, property rights and retention guidelines for publications (risk of falsification)
- Properly document research activities and results
- Adherence to strict honesty in contributions from partners and competitors
- Avoid and detect scientific misconduct e.g. illegitimate use/modification of data, manipulation, infringement of intellectual property (theft of ideas/plagiarism) or sabotage of research work of others
- Correct citation and formally correct references to sources and images
- Recognize conflicts and solve them in the team and beyond
- What to do in case of scientific misconduct (ombudsperson)?

Appointment: **Wed. 09.03.2022, 9:00-16:00 Uhr (s.t.)**

Room/location: Access data to the online room will be provided shortly before the start of the event.

Speaker: **Dr. Olaf Hars**, consultant and coach, Berlin. Speaker of the German Association of Universities (DHV).

**Registration required.**

**Please register via the online portal of the internal continuing education:**

<https://www.leuphana.de/intranet/weiterbildung/details/gute-wissenschaftliche-praxis-1.html>

## **Conflict management - understanding and dealing with conflicts in organisations**

Target group: (Junior-)Professors, newly appointed professors and academics with leadership responsibilities

Format: 2 consecutive attendance days / 8 units of 90 min. each.

Your added

value: At the end of the workshop you will be able to better understand conflicts and classify them according to their severity. You will be able to recognise conflict potential in your own work environment and to work and have learned something about yourself and your behaviour in conflict situations.

Content: When people work together, conflicts always arise for a variety of reasons. In this workshop you will deal with the conditions under which conflicts can be used for the development of organizations and for personal development. You will reflect on conflicts with the help of socio-psychological models and develop ways of dealing with conflicts with the aim of strengthening cooperation.

Date: **Thu. 10.03.2022 & Fri. 11.03.2022, both 09:00-17:00 (s.t.)**

Room: Both days in C 11.307

Speaker: **Dr. Claudia Nounla**, graduate adult educator, organizational consultant, supervisor (DGSv). Training and further education in theme-centered interaction, organizational development, coaching and supervision. From 2005 to 2014 research assistant at the KHN, since 2014 freelance. Main areas of work: Supervision/coaching and continuing education for teachers and executives, process support in change processes and conflicts.

### **Registration required**

**Please register via the online portal of the internal continuing education:**

<https://www.leuphana.de/intranet/weiterbildung/details/konfliktmanagement-konflikte-in-organisationen-verstehen-und-bearbeiten.html>

## **Professionalization and positioning in the scientific field**

- Target group:** Scientific staff; minimum 5 to maximum 12 participants
- Format:** 2 x 4 hours online group sessions (via Zoom). Participants will receive detailed workshop materials for preparation and follow-up.
- Language:** German
- Contents:** Considering the wishes of the participants, the following main topics are planned:
1. starting position of the self-positioning: determining the location and competence profile
  2. role clarity: own roles (shares) in the system of science
  3. define short-, medium- and long-term career goals
  4. identify scope for action and areas of positioning
  5. practical, individual strategy development: profiling as a researcher
- Methods:** Impulsive presentations by the trainer, group and individual work, discussion and reflection in the plenum, collegial consultation.
- Dates:** **Tues. 15.03.2022 & Thurs. 17.03.2022, both 9:30-13:15**
- Room/location:** Access data to the online room will be provided shortly before the start of the event.
- Speaker:** **Alexandra Busch**, freelance for universities in Germany and Austria for 25 years. Trainer in academic personnel development for 25 years with a focus on "Leadership and Leadership Communication in Science". Conception of workshops and advanced training series for junior scientists within the framework of research training groups, special research areas and mentoring programmes. Conception and implementation of numerous training programs for (junior) professors at German and Austrian universities. Systemic coach for university presidents and professors, expert for gender consulting. Expert for team and organisational development at universities and colleges.

**Registration required. Please register via the online portal of the internal continuing education:**  
<https://www.leuphana.de/intranet/weiterbildung/details/professionalisierung-und-positionierung-im-wissenschaftlichen-feld-1.html>