AU LEADERSHIP DEVELOPMENT

AU HR, Development and Work Environment
OVERVIEW OF LEADERSHIP DEVELOPMENT PROGRAMMES

AU HR offers leadership development programmes to enhance the leadership skills of AU’s managers and contribute to greater cohesion at AU. Find the right programme for you here:

**AU Leadership – Introductory Course**

- For new managers at AU
- Gain the fundamental leadership skills you need to succeed as a manager at AU. This introductory course provides an introduction to leadership in general and at AU in particular - including the chain of command, the structure of the organisation and support functions.

**Leadership Programme for Research Managers**

- For heads of research units
- Improve your leadership skills by working with your personal leadership, your relational competencies and concrete leadership challenges you face in your unit.

**Management Team Development**

- For management teams (at faculty, department and administrative management level)
- Improve collaboration and performance in your management team by developing a clear shared understanding of your team’s task and the opportunity to work on improving your teamwork while working on concrete tasks relevant to your team.
AU Leadership – Introductory Course

Gain the fundamental leadership skills you need to succeed as a manager at AU. This introductory course provides an introduction to leadership in general and at AU in particular - including the chain of command, the structure of the organisation and support functions.

Target Audience
This programme is for new managers at AU - whether the management role is new to you or whether you have previous management experience outside AU.

What’s in it for you?
Heightened awareness of what’s involved in your leadership role at AU, and how you as a manager ensure quality and efficiency, as well as provide direction and ensure well-being in your unit.

- You start your new job as manager well-informed and well-prepared
- An introduction to the basics of management at AU, including strategic indicators, the financial management model, administrative support, staff policy, employment law and the liaison committee system
- An introduction to the leadership role, including:
  - Motivating your staff and establishing trust
  - Leading strategically, setting goals and providing direction
  - Delegating and managing your time
  - Leading cross-organisational collaboration
- Leadership sparring in groups
- A network with other new managers from across AU

Form and Content
The course consists of 4 one day modules.
In addition, there will be an individual leadership development dialogue with your manager after the first day of the programme in addition to a follow-up dialogue after the programme.

- The course is practical and concrete, and is based on AU and your own unit as the arena for leadership
- The format is varied, including presentations, exercises, reflection and discussion
- There will be short take-home assignments between course days

Instructors and presenters will be central figures from AU as well as consultants from AU HR (who will lead the sessions).

The course is offered twice a year. The course is held in Danish, but questions and dialogue in smaller groups may take place in English if participants so desire.

Sign up here
Get a visual overview on the next page
AU Leadership – Introductory Course

**DAY 1**
- Introduction to strategic benchmarks at AU
- Transitioning from strategy to activities: translating overall objectives into local strategy and individual goals in your leadership practice
- The scope of leadership tasks and delegation
- The role of the leader and transition

**DAY 2**
- Introduction to administrative support functions at AU
- Introduction to AU’s financial model
- Introduction to and work with AU’s staff policy
- Employment law for managers:
  - Absence due to illness
  - Dismissal
- Good communication and chairing effective meetings

**DAY 3**
- Leadership in the context of the liaison committee and OSHA systems
- Leadership in the context of formalised dialogue with staff – overview of types of individual and group dialogue for which managers are responsible (including SDDs)
- Introduction to feedback as a leadership and development tool
- Leadership sparring in groups

**DAY 4**
- Diversity leadership in an AU context
- Manager as role model – focus on culture and psychological safety
- Leadership sparring in groups
- The participants’ continued development as leaders

Continually using new insights and tools in day-to-day leadership practice
LEADERSHIP PROGRAMME FOR RESEARCH MANAGERS

Improve your leadership skills by working with your personal leadership, your relational competencies and concrete leadership challenges you face in your unit

TARGET AUDIENCE
The programme is aimed at leaders of research units (research directors, senior researchers, research managers, research team leaders etc.)

WHAT’S IN IT FOR YOU?
Improved self-awareness and action competence in the interplay between your personal qualities and the institutional conditions for leadership at AU, with a view to promoting quality, effectiveness and well-being in your unit.

- Balancing expectations regarding frameworks, roles and tasks with your own manager, and support in the often difficult transition from researcher to research leader
- Improved understanding of your role and task as a manager in a university context
- Knowledge and tools for personnel management
- Better dialogue skills and improved ability to motivate self-managing employees and lead creative teams/units
- An opportunity to work with your own specific leadership challenges, for example prioritisation, planning and resource allocation
- A network with other leaders of research teams/units at AU

FORM AND CONTENT
The programme consists of four 2 day modules. There will also be leadership development dialogues with a consultant and your immediate manager as well as homework and training in learning groups.

- The format is varied, including presentations, exercises, reflection and discussion
- The programme is practically oriented and concrete, and you will have opportunities to work with a personal leadership project in your own unit
- You will reflect on your leadership projects together in your learning groups, which will provide valuable input to your projects and each other
- The NEO PI-3 person profile will enrich your learning experience by giving you greater insight into your own personal preference and how these influence your leadership of your unit

The instructors will be leadership development consultants from AU HR. There will also be guest instructors along the way.

Course certificates are issued to participants who have attended at least 75% of the modules on the programme.

Get a visual overview on the next page
LEADERSHIP PROGRAMME FOR RESEARCH MANAGERS

MODULE 1
From researcher to research leader: framework, roles and tasks
- Universities under transformation
- Perspectives on leadership
- My leadership role and tasks
- The manager’s own transition

Leadership in a complex organisation
- Strategic management and organisation in research groups
- Portfolio management
- Leading change
- Stress management – the role and tasks of the manager

Leadership development dialogue with consultant (1½ hours)

MODULE 2
The leader’s personality and communication
- The leader’s dialogue toolbox
- Feedback
- Introduction to the personal leadership statement

Leadership development dialogue with consultant (1½ hours)

MODULE 3
Leading and motivating knowledge workers
- The personal leadership statement
- Managing teams
- Motivating knowledge workers
- The development and dynamics of conflicts

Leadership development dialogue with own immediate supervisor (1 hour)

MODULE 4
Leadership development dialogue with own immediate supervisor (1 hour)

Leadership development dialogue with consultant (1½ hours)

Working on leadership development project in the leader’s own unit
**Management Team Development**

Improve collaboration and performance in your management team by developing a clear shared understanding of your team’s task and having a setting for improving your teamwork while working on concrete tasks relevant to your team.

**Target Audience**
The programme is intended for faculty management teams, department management teams and administrative management teams.

**What's in it for you?**
Focus on the group’s shared leadership tasks and development of the team’s collaboration, to the benefit of the university’s core activities and a healthy workplace culture.

- A shared understanding of the team’s shared leadership task in a complex organisation
- Tools to help you be an effective, well-functioning and collaborative leadership team at AU
- An opportunity to explore leadership themes and issues of current relevance to your group and unit, such as strategy implementation, decision-making processes, workplace culture, the financial model, profiling, research ethics, interdisciplinary collaboration, meeting structure in the management team etc.
- Greater insight into each other’s work and challenges, with a view to creating shared solutions and trust in the group (from ‘I’ to ‘we’ in your team)

**Form and Content**
The programme consists of three one-day modules, in addition to preparation and follow-up. There are take-home assignments between each module.

The modules will be tailored to the specific needs of your management team. The course contributes to the development of your team through:

- Training methods for good communication, so that discussing the team’s collaboration and development becomes natural
- Practical group leadership exercises that allow you to bring communication and leadership models into play in practice and to explore how they add value to your team’s collaboration
- Structured sparring that allows you to gain practical experience in knowledge-sharing and exchanging perspectives on individual challenges as a team
- Using a personality profile tool to uncover the management team’s current collaboration strengths and weaknesses

Sign up here

Get a visual overview on the next page
## Management Team Development

*Please note that the modules will be tailored to your needs*

### Preparation
- Initial dialogue between leader of team and consultant
- Selection of topics based on the team’s needs and clarification of the timing of the effect profile
- Kick-off with management team at which programme and effect profile (if any) are presented

### Module 1
- Characteristics of effective management groups
- The group’s common purpose
- Work with results of effect profile (if any)
- Identification of an additional relevant leadership topic you wish to work with, e.g. strategy implementation, decision-making processes, workplace culture, meeting structure, etc.

### Module 2
- Learning and reflection since last time
- Ongoing group learning
- Work with leadership theme of your choice

### Module 3
- Learning and reflection since last time
- Continuation of work with leadership theme of your choice
- Reinforcement and next steps

### Follow-up
- Follow-up after six months
- Reinforcement, learning and further development

---

**Sparring between consultant and leader of team**
- Take-home assignment for team
- Meeting of sparring group
**AU’s Leadership Development Initiative**

**Purpose - what are we going to do, for whom and why?**

- To provide leadership training to AU’s managers and create greater cohesion at AU, so that the university can succeed in achieving its strategic goals, to the benefit of society, students, research programmes and staff.

**Objectives - what will we achieve?**

- A shared awareness of and a common language for the task of leadership at AU
- Managers and management teams at all levels work to improve their leadership practice and leadership development in their day-to-day work
- A stronger focus on responsibility for providing direction, coordination and committed engagement in the work of leadership in the management system as a whole, both vertically and horizontally
- That management at all levels works actively to support/strengthen a good workplace culture

**Success Criteria**

**What are the success criteria for the initiative?**

- The primary focus of the initiative is the continued development of AU’s core activities in accordance with AU’s Strategy 2025
- The leadership development initiative will contribute to increased cross-organisational and interdisciplinary collaboration
- The leadership development initiative will contribute to collaboration and followership in the leadership system rather than primary focus on the individual manager
- Management teams know where (and how) they can get help to strengthen their leadership competencies
- The initiative will be adjusted on a regular basis through dialogue in UL in order to ensure that it matches current and future needs

**Principles**

**In the design of the Leadership Development Initiatives:**

- Dynamic development with ongoing involvement of target groups
- Involvement of relevant research and in collaboration with researchers at AU
- Integration of current topics of interest, such as gender equality and workplace culture
- Balance between creating a common language for and approach to leadership – and adaptation to local needs
- Development of leadership practice grounded in theory, practice, reflection and dialogue
- Involvement of managerial structures around participants (for example, managers’ own managers) in order to reinforce learning and the effectiveness of the activities