

## SNSF Leadership Programme 2025

The format of these high-profiled speakers' events are small workshops with 10 to 20 participants. Some take place online, others are in person meetings in Bern. The events overview below presents all the event dates, titles, and speakers. More detailed information about the content and the speakers are available below with the links to register for the events.

Please make sure to book the time for the event that you register for as the number of places for each workshop are limited and other participants might be interested in attending the workshop.

Spring Semester 2025 (February - June)			
Date	Timing	Event type, title, and speaker	Venue
17.02.	13.00 - 17.30	<u>Advanced Leadership – Workshop</u> <b>Handling Bullying as an Academic Leader: Creating a Healthy and Productive Work Environment</b> Speaker: Professor Morteza Mahmoudi	Online
07.03.	9.00 - 12.00	<u>Career and Academic Landscape – Workshop</u> <b>Professorship – expectations and hiring processes</b> Speaker: Professor Marianne Schmid Mast	Online
03.04.	11.00 - 13.00	<u>Career and Academic Landscape – Role Model</u> <b>Navigating (Toxic) Academic Leaders: Managing Career Challenges and Lessons Learned</b> Professor Jon Gruda	Online
15.05.	9.15 - 16.15	<u>Advanced Leadership – Workshop</u> <b>Communicate to succeed: Discover the power of insightful feedback</b> Speakers: Gisela Zimmermann (PhD) and Denise Fichter, RadicalInclusion	Berne
16.06.	9.30 - 4.30	<u>Advanced Leadership – Workshop</u> <b>Slow is the new fast – Leading project teams to success</b> Speaker: Professor Frank Habermann	Berne
16.10. and 17.10.	9.00 - 18.00 (dinner) 8.30 - 16.30	<u>Foundations of Leadership - Workshop</u> 1. Teambuilding & leadership skills 2. The fearless organization 3. Leading diverse teams 4. Leading transformation Speaker: PhD Silvie Klein-Franke	In person (location tbd)
Fall Semester 2025 (September - December)			
05.09. and 12.09.	9.00 - 12.00	<u>Career and Academic Landscape – Workshop</u> <b>Gaining leadership in your career</b> Speaker: PhD Verity Elston	Online

18.09. and 09.10.	9.00 - 12.00	<u>Advanced Leadership – Workshop</u> <b>Mindful Leadership – how leaders learn to pause and develop creative mind-space</b> Speaker: PhD Susanne Skandera, Trigon Entwicklungsberatung	Online
11.11.	9.00 - 17.30	<u>Advanced Leadership – Workshop</u> <b>Emotional Competence for Constructive Group and Team Dynamics</b> Speaker: PhD Tanja Wranik	Online
25.11.	13.30 - 16.30	<u>Advanced Leadership – Workshop</u> <b>Paths to inclusive leadership</b> Speaker: Professor Tomas Brage	Berne
04.12.	9.30 - 12.30 / 13.30 - 16.30	<u>Advanced Leadership – Workshop</u> <b>Develop your Growth Mindset Edge “Master Negotiation, Strategic Risk and Effective Action”</b> Speaker: Gabriella Mueller Mendoza	Berne

### Diverse Leaders

This part of the programme aims to offer opportunities to establish supportive networks and to identify strategies to overcome challenges to researchers who belong to groups that are underrepresented in science.

All grantees who belong to groups underrepresented in academia			
28.04.	9.30 - 12.30	<u>Meet the Coaches</u> <i>Get to know the coaches, their approaches and specific expertise to identify the best match for you.</i> Moderated by PhD Silvie Klein-Franke	Online
Researchers who identify as women			
06.05.	13.00 - 15.00	<u>Career and Academic Landscape – Keynote</u> <b>Power and its dynamics in academic institutions: An introduction for women</b> Speaker: Professor Emerita Janet Hering	Online
29.09.	14.30 – 17.00	<u>Book launch</u> PRIMA Leadership Programme book launch	Berne
03.11.	13.30 - 16.30	<u>Career and Leadership – Role model</u> <b>Coping Strategies for Women in Academia During Times of Backlash</b> Speaker: Professor Zoe Lefkofridi	Online
21.11.	10.15 - 15.00	<u>Joint event with H.I.T. Alumnae</u> <b>Dealing with pushback and conflict as a thought leader</b> Speaker: tbd.	Berne

More events for underrepresented groups will be offered in the future. Let us know about your wishes!

17.02.	13.00 - 17.30	<u>Advanced Leadership – Workshop</u> <b>Handling Bullying as an Academic Leader: Creating a Healthy and Productive Work Environment</b> Professor Morteza Mahmoudi	Online
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## **Handling Bullying as an Academic Leader: Creating a Healthy and Productive Work Environment**

### **Workshop Description**

Leading a team in academia goes beyond managing research and educational activities; it requires establishing clear expectations for acceptable behaviors and actions within your team and institution. This workshop is designed for academic leaders who aim to foster a positive work environment by effectively handling and preventing bullying.

In this interactive session, you will:

- Identify problematic behaviors and actions: Learn to recognize various forms of academic bullying, mobbing, abusive supervision, harassment, and discrimination, and understand how these behaviors and actions manifest across different disciplines.
- Understand the impact: Discover the hidden costs of toxic environments on institutions, including staff turnover, plagiarism, reduced productivity, and impaired decision-making processes.
- Develop effective responses: Gain practical tools and strategies to respond appropriately when witnessing or addressing bullying behaviors within your team.
- Enhance leadership skills: Learn how to set clear expectations, promote a culture of respect, and lead by example to create a supportive and inclusive team dynamic.

We will use concrete examples and real-life scenarios from various academic fields to help you recognize different types of bullying and harassment. By the end of the workshop, you will be better equipped to address these challenges proactively, ensuring a healthier work environment for you and your team.

### **Workshop Outline**

1. Academic Bullying 101
  - Defining bullying and its categories
  - Root causes and side effects
  - Differentiating bullying from academic freedom
  - Strategies to address bullying and harassment
2. Voices from the Community
  - Exploring common patterns of bullying based on reports
  - Understanding discipline-specific behaviors
3. Is It Academic Bullying?
  - Interactive discussions on real scenarios
  - Distinguishing between acceptable conduct and bullying
  - Expert insights on each case
4. Impact on Decision-Making
  - Effects of toxic environments on leadership decisions
  - Strategies to mitigate negative influences

Join us to develop the essential skills needed to handle bullying effectively and create a thriving academic environment.

**Why Attend?**

- Improve team morale and productivity: A positive work environment enhances collaboration and efficiency.
- Retain valuable staff: Addressing bullying reduces staff turnover and preserves institutional knowledge.
- Boost your leadership reputation: Being recognized as a leader who fosters respect and inclusivity can advance your career.
- Navigate complex situations confidently: Equip yourself with the skills to
- handle difficult conversations and scenarios effectively.

**Speaker**

Dr. Morteza Mahmoudi is an Associate Professor in the Department of Radiology and the Precision Health Program at Michigan State University. He is also a co-founder and director of the Academic Parity Movement, a non-profit organization that aims to uproot academic bullying, mobbing, abusive supervision, harassment, and discrimination at their roots to ensure all bright minds can excel and progress. His research focuses on investigating (i) overlooked factors in nanomedicine and (ii) academic bullying and harassment. He received his graduate and postgraduate training from Sharif University of Technology (Iran), University College Dublin (Ireland), École Polytechnique Fédérale de Lausanne (Switzerland), the University of Illinois at Urbana-Champaign, and Stanford School of Medicine. Prior to joining Michigan State University, he was an Assistant Professor at Harvard University. According to Clarivate Analytics, he is among the highly cited researchers for the years 2018 and 2020–2024.



07.03.	9.00 - 12.00	<u>Career and Academic Landscape – Workshop</u> <b>Professorship – expectations and hiring processes</b> Speaker: Professor Marianne Schmid Mast	Online
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## Academic Landscape and Academic Careers in Switzerland

Participants will learn about the different stages in the hiring process for a professorship position and about what is expected from applicants at each stage. We will discuss do's and don'ts for each step on the way and how to prepare best for an academic job interview. Participants will reflect on the expectations different stakeholders have with respect to the professorship position and they will be familiarized with the different levels of professorship positions and the different higher education institutions in the Swiss academic landscape. The participants will also receive feedbacks on how to write their CVs.

### Speaker



**Marianne Schmid Mast** is full professor of Organizational Behavior at the University of Lausanne and Dean of the HEC Lausanne Business School. In her research, she aims at a better understanding of human interpersonal behavior, mostly at the workplace. Her research is situated at the crossroad of social psychology, management, and leadership and focuses on topics such as nonverbal behavior, first impressions, power and leadership, interpersonal communication, behavioral adaptability, responsible interpersonal behavior, interpersonal accuracy, and effects of physical environment on behavior. In her research, she uses a wide array of different research approaches, methods, and technologies:

Experimental settings, simulations, role play, questionnaires, reaction time measures, implicit and explicit assessment methods, and behavioral observation and coding as well as technologies such as immersive virtual reality and automatic social sensing. Marianne Schmid Mast is a former member of the Swiss National Research Council and acted as president of the Swiss Psychological Society. She is a Society of Personality and Social Psychology (SPSP) fellow and an American Psychological Association (APA), Division 8 fellow, honored for her extraordinary, distinctive, and longstanding contributions to the science of personality and social psychology. In 2018, 2019, 2020, and 2023, she has been named one of the 50 most influential living psychologists.

03.04.	11.00 - 13.00	<u>Career and Academic Landscape – Role Model</u> <b>Navigating (Toxic) Academic Leaders: Managing Career Challenges and Lessons Learned</b> Professor Jon Gruda	Online
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## **Navigating (Toxic) Academic Leaders: Managing Career Challenges and Lessons Learned**

### **Session 1 - Identify, Avoid, and Manage Toxic Academic Leaders: Research Findings Duration**

#### **Objectives**

To educate attendees about toxic leadership behaviors in academia and their impact.

To equip participants with tools to identify, avoid, and manage toxic leadership.

#### **Structure**

##### **1. Understanding Dark Triad Leaders**

###### **o Introduction**

- ☐ Framing the issue of toxic leadership in academia and its effects on early career academics.

###### **o Key Characteristics of Toxic Leaders**

- ☐ Definition of narcissistic, Machiavellian, and psychopathic leaders in academia

###### **o Avoiding and Managing Toxic Behaviors**

- ☐ Identifying red flags during interactions or collaborations.
- ☐ Setting boundaries and knowing when to escalate issues.
- ☐ Building networks to support and counteract toxic dynamics.

###### **o Becoming an Inclusive Leader**

- ☐ Importance of transparency, empathy, and collaboration.
- ☐ Strategies to foster a psychologically safe academic environment.
- ☐ Practical tools for promoting equity and inclusion in leadership roles.

##### **2. Small Group Reflections and Q&A**

### **Session 2 - How to Have a Successful Career: Lessons Learned Duration**

#### **Structure**

##### **1. Career Path & Work-Life Balance**

###### **o Introduction**

###### **o Leadership in Academia**

- ☐ Personal lessons from navigating academic leadership roles.
- ☐ Recommendations for career progression.
- ☐ Emphasizing authenticity: "There is no one way to be a successful academic."

###### **o Redefining Work-Life Balance**

- ☐ Importance of balance
- ☐ Strategies to manage competing demands
- ☐ Recognizing and respecting boundaries.

##### **2. Q&A and Interactive Discussion**

###### **o Open floor for questions on career challenges, work-life balance, and leadership.**

###### **o Encourage participants to share their own experiences and tips.**

**Speaker**

Dr. Jon Gruda is an invited Associate Professor at Católica Porto Business School and a Lecturer at Maynooth University. He specializes in leadership, personality, and organizational behavior, specifically the impact of dark triad personality traits—narcissism, Machiavellianism, and psychopathy—on workplace dynamics. His interdisciplinary approach combines psychological theories with advanced data analytics, providing a comprehensive understanding of leadership behaviors. Dr. Gruda's expertise is further demonstrated by his contributions to high-impact journals and collaborations with international scholars. He has published three pieces in *Nature* on how to improve academic careers and several empirical publications on the role of dark triad traits in higher education. In his academic career, Dr. Gruda has led research teams and mentored countless early-career academics, highlighting his ability to balance research excellence with effective team leadership. His dedication to advancing knowledge in leadership and organizational behavior makes him a valuable resource for those seeking to navigate the complexities of academic careers.





15.05.	9.15 - 16.15	<u>Advanced Leadership – Workshop</u> <b>Communicate to succeed: Discover the power of insightful feedback</b> Speakers: Gisela Zimmermann (PhD) and Denise Fichter from Radi- callInclusion	Berne
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### Communicate to succeed: Discover the power of insightful feedback

Can you imagine how much more effective your work would be if misunderstandings and conflicts were minimized, allowing you to focus on innovation and success?

In today's diverse and ever-evolving world, effective communication and the ability to take constructive action in challenging situations are not merely skills but essential tools for fostering collaboration and building inclusive, high-performing teams.

This workshop offers researchers practical strategies to lead diverse teams with confidence, empathy, and purpose.

#### This immersive session explores:

**Practical communication techniques:** Master the art of expressing yourself clearly and confidently, supporting others, and empowering your team to excel. Explore appreciative and nonviolent communication approaches that build clarity, trust, respect, and mutual growth—fostering understanding and collaboration, even in challenging times.

**Impactful feedback methods:** Discover techniques for providing constructive feedback that resonates across diverse backgrounds. Master transformative questioning strategies to unlock your team's potential and drive exceptional performance. Develop the ability to identify and address inequities with confidence, while fostering civil courage to champion fairness, equity, and inclusion. Create a collaborative environment where every team member feels valued, supported, and inspired to contribute their very best.

#### What will you gain from this workshop?

By the end of this engaging session, you will have your own **personalized communication playbook**, empowering you to:

- Resolve conflicts effectively and with compassion.
- Lead diverse teams with confidence and inclusivity.
- Enhance team collaboration and productivity by reducing miscommunication.
- Advocate for fairness and justice in any situation.

This workshop is an opportunity to transform your communication style and step into your inclusive leadership potential.

*Participants are encouraged to bring their own communication challenges to the workshop, providing a tailored experience where current issues are addressed with practical solutions.*



## Speakers



**Dr phil. Gisela Zimmermann** studied popular cultures in Zurich. She completed her doctorate in Empirical Cultural Studies at the University of Freiburg im Breisgau. As part of an interdisciplinary research programme, she investigated how digital communication influences experiences in intercultural pilgrimage contexts. She has extensive experience in intercultural skills training. She shares her expertise through interactive workshops in which she actively involves participants.

**Denise Fichter, BSc**, is a passionate leader and leadership development expert dedicated to transforming team collaboration and unlocking their full potential. With over a decade of experience in the tech industry, including serving as Country Manager, she co-founded RadicalInclusion to help organizations achieve excellence through inclusive team dynamics, strong cultures, and high-performance environments. Having lived and worked in eight countries, she brings a global perspective to building diverse, effective teams.

16.06.	9.30 - 16.30	<u>Advanced Leadership – Workshop</u> <b>Slow is the new fast – Leading project teams to success</b> Speaker: Professor Frank Habermann	Berne
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### **Slow is the new fast - Leading project teams to success**

Unclear goals, unrealistic assumptions, conflicting expectations: these are the most frequently named reasons for project failure. In other words, projects do not fail because the topic is too complex or complicated. They fail because of errors in perception, and poor communication. In our seminar, you will learn why misunderstandings are the natural starting point of every project and how good leadership can help create a common understanding in a diverse project team – and thus strengthen both, individual motivation and team spirit.

The first stage of the seminar is about "thinking better". You will learn the famous concept of "thinking fast and thinking slow" and how you can use it in practice for your project purposes. After that, we will apply the "Project Canvas", a well-known tool for thinking through a project. This means we will run a live Project Canvas workshop using some of your current projects. These can also be projects that are already running since some time, as the tool is very helpful in different phases of a project lifecycle. After the lunch break, we reflect on the morning's experiences and go into more detail as well as practical tips and tricks. In small groups, we work out how you can best use the new concepts in your particular projects – depending on where your project is at the moment and what it needs most.

There will be plenty of hands-on exercises, interaction and discussion throughout the seminar. All participants will receive a free digital copy of the book "Over the Fence", which contains the complete Project Canvas methodology.

#### **Speaker**

Frank Habermann is a professor, entrepreneur and author of several groundbreaking books on leadership and decision-making. Frank received his PhD from the German Research Center for Artificial Intelligence and has a scientific track record in the areas of project management, change and leadership. As a member of the management board of IMC AG (im-c.com), he co-headed the consulting unit and was responsible for the company's international business. After 10 years of management and leadership experience, Frank decided to return to academia and founded the open innovation community "Over the Fence" (overthefence.com.de). Since 2010, Dr. Habermann has been a permanent professor of management at the Berlin School of Economics and Law (hwr-berlin.de).



05.09. and 12.09.	9.00 - 12.00	<u>Career and Academic Landscape – Workshop</u> <b>Gaining leadership in your career</b> Speaker: PhD Verity Elston	Online
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### **Gaining leadership in your career**

This workshop is designed for researchers seeking to find and maintain professional balance as they grow in their career: for themselves and for their teams. We will explore how each individual can understand leadership within the context of their own development, acting with confidence and clarity in their purpose. We will further consider how, as we take on greater responsibility, we can build supportive frameworks for those we lead to grow as research professionals.

Over two three-hour sessions, along with some individual reflection in between, we will take an active and participatory approach to identify, among others:

- how we can build our self-leadership, to (re)define ambition, recognition and success in coherence with our personal values and vision
- how we apply the same principles to act with authentic leadership in the academic and scientific community, especially for those we supervise and mentor

### **Speaker**



The workshop is led by Verity Elston PhD. Alongside her work as an independent trainer and coach for the SNSF, ETHZ/EPFL and a number of Swiss universities, Verity is co-director of the Graduate Campus at the University of Lausanne, where she leads career development support for doctoral and postdoctoral researchers. Verity holds a doctorate in Anthropology from the University of Chicago, a CAS in team management, and is a certified coach and trainer. A board member of the PRIDE network of professionals in doctoral education, and a member of the COST CCA on career development of researchers, she was also chair of the OECD STI Expert Group on [promoting diverse career pathways](#) for doctorate holders.

18.09. and 09.10.	9.00 - 12.00	<u>Advanced Leadership – Workshop</u> <b>Mindful Leadership – how leaders learn to pause and develop creative mind-space</b> Speaker: PhD Susanne Skandera, Trigon Entwicklungsberatung	Online
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## Mindful Leadership – how leaders learn to pause and develop creative mind-space

*Increasing workloads, interpersonal tensions or complex decision-making processes often push leaders to their limits. The associated stress narrows awareness and perception and strengthens the power of habitual patterns of behavior. A training to stop these automatisms, to pause and reflect can help leaders to act more consciously, communicate more clearly and to make better decisions.*

Today many leaders reach the limits of their capacity and find themselves in a **chronic stress situation**. The impression to be ahead of things and to control the situation vanishes. Instead, the organization's many tasks, deadlines and requirements make them feel like they are constantly working their way through a hamster wheel. Instead of getting things done, it feels like every action they take entails a new workload and makes them run only faster.

In many leadership situations, this dynamic can be devastating. In today's organizations, **leaders have to be adaptable, collaborate with others in teams, find creative solutions and make targeted decisions**. Stress narrows awareness and blocks skills of teamwork and creativity. Stress solidifies the power of reactive behavior. Reactive behavior consists of personal beliefs, internalized laws, habits, routines and experiences. According to the pattern of stimulus and response, in stressful situations **reactive behavior is used as a default mode**. In organizations, in these situations the dominant culture becomes particularly influential.

When leaders are able to **develop the capacity to pause, to listen and to clarify their own awareness**, they are more able to manage and guide situations with others in innovative processes. These requirements are part of all leadership textbooks. However, it is rarely explained how executives can develop these skills under today's stressful conditions. This is the novelty of the leadership approach "mindful leadership". It starts with practicing basic awareness skills. Similar to a physical fitness training, **mental and emotional awareness** will be trained by pausing and focusing on your senses.

**Mindfulness involves a form of attention** that is primarily determined by three factors:

- Awareness: wide awake and alert to detailed perception
- Presence: intentionally relating to the object of attention – moment-to-moment focus
- Acceptance: accepting a person or situation without judgement, an empathic presence

The more awareness, presence and acceptance we bring to leadership situations, the better we understand what is really important. Awareness training reduces prejudices, helps to listen more objectively and to observe the situation more closely. This is not only helpful in conversations but also when taking important decisions. With this in mind, we can develop an attitude that enables us to **honestly assess a relationship or a situation**. We become able to deeply listen rather than rashly assuming how things are. And to thoroughly understand and clearly express our own views and needs in a specific situation. By cultivating mindfulness, **we can develop presence, clarity and focus as a leader**.

In this online workshop you will:

- Practice effective methods and techniques of self- and stress-management, feedback and conflict communication - based on a mindful leadership approach.
- Reflect on own mental, emotional and behavioral patterns as a leader and deal with unproductive patterns.
- Learn how to further develop fundamental leadership skills such as: focus and clarity of mind, presence and determination, dealing with personal stress-reactions.

**Speaker**

Susanne Skandera, M.A. Born in Konstanz, Germany, in 1968, Susanne studied Political Science, English and Romance Languages. She holds a M.A. degree from Leicester University (GB), a PhD from University of Freiburg (D) and was research scholar at Jesus College, Oxford, in 1996. Her work experience includes four years as research and teaching assistant at the University of Freiburg and five years as manager of human resources development at a large German utility company. Susanne has worked as a trainer and consultant in human resources and organizational development for more than 25 years. She was lecturer in HRD at the Management Center Innsbruck, University of Applied Sciences. Susanne joined Trigon consultants as a partner in 2007.



In the past 25 years, Susanne has had further training in systemic consulting, conflict management and mediation, group dynamics, client-centered counseling, intercultural management, mindful leadership and organizational development. She is married, has twin daughters and lives in Innsbruck, Austria. Her interests include hiking, skiing, yoga, literature and theatre. Mail: [susanne.skandera@trigon.de](mailto:susanne.skandera@trigon.de)

16.10. and 17.10.	9.00 -	<b>Foundations of Leadership - Workshop</b>	In person (location tbd)
	18.00	1. <i>Teambuilding &amp; leadership skills</i>	
	(dinner)	2. <i>The fearless organization</i>	
	8.30 -	3. <i>Leading diverse teams</i>	
	16.30	4. <i>Leading transformation</i>	
Speaker: PhD Silvie Klein-Franke			

## Foundation of Leadership Retreat, October 16<sup>th</sup> & 17<sup>th</sup> 2025 – Agenda

### Session 1: Foundational career, teambuilding, & leadership skills

#### Why it matters:

**Teambuilding & leadership:** We accelerate complexity and dynamics through technological developments and social networking every day – often only to move faster into detrimental directions.

To initiate beneficial changes requires orientation on all organizational levels and their context, knowledge of instruments and a deep understanding regarding anxieties predictably involved in career development and change processes. It requires professionalized, evidence-based leadership aiming for constructive group dynamics.

**Career:** In times of growing pressure and precarity individuals might lose sight of what our and others human needs are and what make us happy in life. Great relationships, self-esteem, a clear orientation, and pleasure are core components that matter. Interestingly they also serve our health and resilience in challenging times., e.g. given when you are part of an “out-group”. People consciously navigating their careers, networks and labyrinths of group-dynamics save time, energy and develop better personal coping strategies towards career fulfilment, increasing their career opportunities and successes.

#### Content

- Teambuilding
- Conscious leadership in times of uncertainty, dynamic and complexity
- Meeting culture
- Individual learning, personal growth, purpose, career development, work-life-integration & health

### Session 2: The learning, fearless organization: Diversity in decision making positions is precondition for quality

**Why it matters:** The next centuries will be imprinted by grave unpredictable changes, which will require enormous adaptations on all levels of societies to keep overall stability or at least resilience.

To serve as templates how to deal with these acute and future challenges in society, we as academic leaders need to build diversity-competencies in the sector and in society, as well as a caring partnership attitude for a learning organizations approach, able to draw on the different perspectives of a diverse workforce.

#### Content

**Diversity** is human nature and a precondition

- for excellence on many levels including research
- to achieve a «learning organization», i.e. the ability to innovate in a resilient manner
- to reach (societal) sustainability
- which can all be realized, if we are able to avoid polarization and to deal with conflict successfully



### Session 3: Leading diverse teams

**Why it matters:** A clear picture about deep cultural differences (national, disciplinary, gender etc.) and the large risks and slim chances of diverse teams is indispensable for leaders to steer towards excellence. Participants will become competent themselves and a resource to conceptualize strategies enhancing a diverse workforce's successful contribution.

#### Content

- Chances and risks of diversity
- Developing intercultural sensitivity
- Leading inclusively towards fearlessness

### Session 4: Leading transformation

**Why it matters:** Surprisingly in every phase of change different measures are essential for coordinated, systemic action. Steering our actions based on empirical findings makes us more successful, quicker and underscores authentically our consistent scientific approach – beyond our own field and as convincing, pioneering leaders. The change to improving the status of women and underrepresented groups and getting them into decision making positions is crucial to meeting sustainability challenges.

#### Content

- Change dynamics & leading transformation
- Individual resistance, team and organizational dynamics
- Example: gender & diversity in academia

#### Speaker

Dr [Silvie Klein-Franke](#), Certified Management Consultant: As independent expert I am counselling, process facilitating and capacity building in academia towards individual growth mind-set, integrating and leading diverse teams and realizing learning organizations. I developed, facilitated and implemented impactful diversity programs and trainings among others for the SNSF a division, a research evaluator council and the PRIMA grantees. I further coach and mentor junior and senior researchers.

#### Work experience:

More than 28 years of leadership and management in universities, taking international and interdisciplinary teams through deep change and reorganization processes. Councilor, trainer, coach & mentor in advanced leadership, diversity and change for [SNSF](#) and [Stifterverband](#), leaders at German and Austrian ministries, funding organizations and companies as well as more than 30 universities and public organizations in D/A/CH. Coordinated with others *International Women's University Technology & Culture* - UNESCO best practice acknowledged. International Constantinus-Award for staff development.



Dr. rer. nat. Max-Planck-Institute for Immunology; Formerly Prof. of applied Sciences for Human Resources, Organizational Development, Leadership & Change at Management Centre Innsbruck, AT.



11.11.	9.00 - 17.30	<u>Advanced Leadership – Workshop</u> <b>Emotional Competence for Constructive Group and Team Dynamics</b> Speaker: PhD Tanja Wranik	Online
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### Workshop Title: Emotional Competence for Constructive Group and Team Dynamics

In today's competitive and collaborative work environments, emotional competence has emerged as a crucial factor for effective teamwork and group dynamics. This workshop aims to provide participants with a comprehensive understanding of emotional competence and its significance in fostering a positive and productive team culture. Through interactive sessions and practical exercises, participants will explore how individual, interpersonal, and team-level emotional phenomena interact to create both virtuous and vicious cycles.

#### Key Topics:

- ✓ Brief introduction to emotional competence
- ✓ The logic of emotions – and how to apply this logic to relationships
- ✓ The influence of language and culture on beliefs about emotions, relationships, and group / team dynamics and how this can support intercultural collaboration
- ✓ The dynamics of “emotional hostage taking” and how to manage it
- ✓ The power of emotions to create and lead stimulating and growth-oriented work environments
- ✓ Disentangling complex emotional situations
- ✓ Questions / cases brought by the participants

By the end of the session, participants will be equipped with the skills to navigate emotional complexities, foster a supportive team environment, and drive collective success.

*Note: For participants who attended my emotional competence workshop in 2024, this is a complementary workshop and will focus more on the interpersonal and dynamic aspects of emotional competence rather than on the intrapersonal topics we addressed in part 1.*

#### Speaker

Tanja Wranik is a global leadership professional with over thirty years of experience. She started her career working for international organizations in Germany and Belgium before obtaining a scholarship to pursue a doctoral degree. During the PhD, she specialized in business psychology, emotional competence, and behavioral economics, while teaching and conducting research at the Swiss Center for the Affective Sciences, Switzerland and Yale University, USA. Since 2011, she has been advising corporations, family businesses, and government institutions on a wide range of questions pertaining to leadership, team, and organizational development. As an academic, she coaches professors and senior scientists and teaches in several executive and leadership programs. Tanja is a certified work and organizational psychologist, FSP and certified systemic leadership and team coach, PCC, ICF; SP, EMCC. She works in English, German, and French.



25.11.	13.30 - 16.30	<u>Advanced Leadership – Workshop</u> <b>Paths to inclusive leadership</b> Speaker: Professor Tomas Brage	Berne
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### **Paths to inclusive leadership**

Leadership in academia, on all levels, is a complex task and often we don't have the chance to prepare. We want to work for a more inclusive environment and to support equality and diversity, but we are often bewildered on what to do and we meet subtle (or not so subtle) resistance.

In this workshop, we will discuss how to avoid common traps in leadership. We will also identify resistance to change - both from colleagues and from "within" - and how to counteract it. One important aspect will be bias, both cognitive and systemic, and its threat to core values for academia. Another focus is how to create support and mentoring for young researchers.

The workshop is both "theoretical" and interactive and one of the important deliverables is a set of possible actions that would work in the participants' context.

### **Speaker**

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Professor Brage obtained his PhD in Atomic Physics in 1988 and has since then had positions as a Research Assistant Professor in Computer Science at Vanderbilt University and Research Associate at the NASA Goddard Space Flight Center, working on the Goddard High Resolution Spectroscopy mission on the Hubble Space Telescope. For the last twenty years he has been a Professor of Physics at the Division of Mathematical Physics, the Department of Physics, Lund University in Sweden, and until 2018 the Director of Education in Physics at Faculty of Science.

His main research interests in Physics are Laboratory Astrophysics and Computational Atomic Physics, and he has published over 100 articles in refereed journals. Until 2019 he was a visiting Professor at the Fudan University in Shanghai in China, where he spent a few months each year at the Institute of Modern Physics.

For the last 20 years he has been strongly involved in work on Gender and Science, where he is active in several European networks, e.g. as a group member of the policy group for equality, diversity and inclusion of the League of European Research Universities (LERU) and a chair of the GENERA network for Gender and Physics. He has served as an expert in several Horizon-2020 projects and until 2023 a member of the GenderEX project. He has led or co-led several projects at Lund, e.g. the Gender Certification project, the Antidiscrimination education, the core-value in academia project, the mentoring for change program and the Unconscious Bias Observer training (in collaboration with LERU).

04.12.	9.30 - 12.30, 13.30 - 16.30	<u>Advanced Leadership – Workshop</u> <b>Develop your Growth Mindset Edge “Master Negotiation, Strategic Risk and Effective Action”</b> Speaker: Gabriella Mueller Mendoza	Berne
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### Workshop Description

Leading in academia requires not only research excellence but also the ability to navigate complex institutional dynamics while maintaining authenticity and driving innovation. This interactive session provides practical strategies for developing a growth mindset approach to academic leadership, focusing on negotiation skills, personal branding, and strategic risk-taking. This workshop is designed for academic leaders who want to transform fixed mindset patterns into growth opportunities while developing key leadership competencies for success in research environments. Through interactive exercises and evidence-based frameworks, participants will explore how to leverage growth mindset principles to enhance their leadership effectiveness and advance their academic careers.

### Key Topics:

- Transform fixed mindset into growth opportunities
- Master bias management for inclusive leadership
- Create safe space for innovation and risk-taking
- Enhance strategic negotiation skills as a professional in academia
- Develop authentic personal brand and impact
- Navigate high-stakes career moves and strategies

### Objectives:

- ✓ Identify and transform fixed mindset patterns that may limit leadership potential in academic contexts
- ✓ Practice research-specific negotiation techniques for managing teams, resources, and institutional relationships
- ✓ Develop an authentic personal brand that aligns with academic values while enhancing visibility and impact
- ✓ Create strategies for calculated risk-taking and high-aim goal setting in research leadership.

The workshop combines individual reflection, group exercises, and real-case scenarios from academic settings to ensure immediate practical application. The course is dynamic, interactive and uses a hands-on approach. Participants will leave with concrete tools and frameworks to enhance their leadership effectiveness.

### Who Should Attend

University professors and academic leaders who want to develop growth mindset-based approaches to leadership challenges and career advancement in research environments.

### Speaker

[Gabriela Mueller Mendoza](#) brings a unique perspective to academic leadership development as a computer engineer turned executive coach and strategy advisor. With over two decades of experience transforming technical expertise into leadership impact, she combines rigorous analytical thinking with dynamic, experiential learning approaches. Her work spans 80+ countries, where she has guided leaders in research institutions, technology organizations, and Fortune 500 companies to navigate complex organizational dynamics while maintaining authenticity.

As the author of "How to be a Smart Woman in STEM" and an award-winning speaker, Gabriela creates highly interactive learning environments that challenge traditional academic leadership paradigms. Her Latin Swiss style infuses evidence-based leadership frameworks with practical applications, moving beyond theoretical concepts to actionable strategies. Holding an MBA in Global Leadership and a BA in Information Systems and Technology, Gabriela is a Master Certified Coach (MCC) who has guided technical experts into influential leadership roles since 2002.

Based in Berne, Gabriela is known for creating transformative workshop experiences that push participants beyond their comfort zones while building practical leadership capabilities. Her approach combines analytical rigor with high-energy facilitation, ensuring participants not only gain insights but develop the confidence to implement them in their academic leadership roles.

Join us to unlock your leadership potential and develop practical strategies for success in academic leadership.



All grantees who belong to groups underrepresented in science			
28.04.	9.30 - 12.30	<u>Meet the Coaches</u> <i>Get to know the coaches, their approaches and specific expertise to identify the best match for you.</i> Moderated by Dr Silvie Klein-Franke	Online

**Meet the coaches** is a unique opportunity to get to know the different coaches that are part of the PRIMA Leadership Programme and with whom you can sign up for individual coaching sessions. All the participants are entitled to take up individual coaching sections. During this session, you will be divided in small groups and discuss with different coaches.

#### **Five coaches will be present at the event**

Ida Castiglioni: [CASTIGLIONI IDA | Università degli Studi di Milano-Bicocca \(unimib.it\)](#)

Sarah Shephard: [Sarah Shephard – Faculty Developer – ETH Zurich | LinkedIn](#)

Beatrice Sigrist: [Sigrist Coaching | About Me](#)

Lille Springall: [Liferequest | Live your best Life](#)

Tanja Wranik: [www.linkedin.com/in/tanja-wranik-24772b8](https://www.linkedin.com/in/tanja-wranik-24772b8)

#### **Moderator**

Dr Silvie Klein-Franke, Certified Management Consultant (CMC).

Researchers who identify as women			
06.05.	13.00 - 15.00	Career and Academic Landscape – Keynote <b>Power and its dynamics in academic institutions: An introduction for women</b> Speaker: Professor Emerita Janet Hering	Online

## Power and its dynamics in academic institutions: An introduction for women

Because of the low and only slowly increasing representation of women among the tenured faculty in Switzerland, untenured and non-tenure track female professors, as well as women in more junior academic positions, are offered many opportunities for coaching and leadership training. But these offers rarely address the systemic barriers to women's professional advancement, especially the dynamics of power in academic institutions. If women do not understand power and its dynamics in our workplaces, we are ill-equipped to respond when power is used to our disadvantage. Nor are we well prepared to use power for the positive goals of improving academic institutions and providing supporting working environments for all members of the academic community.

### Speaker

Since 2023, Janet Hering is Director Emerita of the Swiss Federal Institute of Aquatic Science & Technology (Eawag) and Professor Emerita at the Swiss Federal Institute of Technology in Zürich (ETHZ) and Lausanne (EPFL). Prior to moving to Switzerland in 2007, Prof. Em. Hering was a faculty member at Caltech and UCLA. She is a former Associate Editor of *Environmental Science & Technology* and former member of the Board of Reviewing Editors for *Science*. She is an elected member of the U.S. National Academy of Engineering and Academia Europaea. In her retirement, Prof. Em. Hering is focusing on diversity in academia, particularly on issues facing women in academic leadership. Prof. Em. Hering was the founding Vice Chair of the ETH Women Professors Forum, serving as Vice Chair from 2012 – 2016 and Chair from 2016 – 2020. In 2015, she received a Distinguished Women in Chemistry or Chemical Engineering Award from the IUPAC.





Researchers who identify as women			
29.09.	14.30 – 17.00	<u>Book launch</u> PRIMA Leadership Programme book launch	Berne

Description of the event available soon.

### Book Synopsis and table of content

This book delves into the experiences of female academics in Switzerland, featuring personal insights from twelve women across various universities and disciplines. Each author shares her unique journey on the pursuit of a professorship, illustrating the diverse paths these scholars have taken. The book not only highlights the rich diversity within the Swiss scientific community but also reveals common challenges faced by these women, shedding light on the persistent structural inequalities, highly competitive work environments, and at times toxic cultures within the academic field. At the same time, the book is a source of hope for those struggling with finding their place in science, showcasing the privileges of an academic career and the passion and perseverance of those pursuing it.

### Part I. Navigating Adversity and Opportunities: Stories of Perseverance and Triumph

1. A Dream of Faith – Catalina Pimiento
2. In Pursuit of Peace – Elizabeth Mesok
3. Navigating the Tides of Academia – Lucia Kleint
4. Chasing that Sparkle of Passion – Annalisa De Cia
5. History and Presence of Motherhood and Academia – Stefanie Mahrer
6. Mums, Academia Needs You! – Macarena Toll-Riera
7. Passion for Parasites – Stefanie Knopp

### Part II. Be(com)ing a Scientist: Key Values and Traits of Academics

1. Key Ingredients for Becoming a Scientist – Petra Vetter
2. Be less Curious about People and more Curious about Ideas – Camilla Jandus
3. Choosing the Game You Want to Play – Meike Ramon
4. Learning to Be a Leader – Gina Garland
5. Take Good Care – Sara Hellmüller



Researchers who identify as women			
03.11.	13.30 - 16.30	<u>Career &amp; Leadership – Role model</u> <b>Coping Strategies for Women in Academia During Times of Backlash</b> Speaker: Professor Zoe Lefkofridi	Online

### Workshop Description

Blending knowledge from gender-focused research and personal experiences, this workshop discusses approaches for navigating challenging dynamics in the context of the global anti-gender backlash. The goal is to deepen understanding not only of key systemic issues and biases but also of practical ‘coping strategies’. Building on the insights from the keynote on gendered power dynamics in academia, we approach the barriers that women face from an intersectional gender perspective (e.g., gender and migration background). Given gendered and racialized differences in academic performance evaluation (reference letters, student evaluations, citation patterns), the workshop aims to equip you with actionable tools to navigate challenging dynamics in contemporary academia and build resilience.

### What You Will Gain

- A Deeper Understanding of the Challenges Ahead
- Coping Strategies

### Workshop Outline

• **Understanding Systemic Issues & Biases:** The workshop begins with a brief overview of scientific findings on the barriers that women face and highlights gender differences in indicators of performance (peer recognition, student evaluation). Knowledge of the challenges ahead is the first step for developing effective strategies to navigate them.

### Coping Strategies

- **Deploying Job Market Strategies:** We critically reflect on our identity and motivations, as they are essential for identifying opportunities and potential paths.
- **Navigating Institutional Dynamics:** We seek to understand not only power structures but also ways to influence them through strategic engagement.
- **Building Networks:** We examine the role of professional networks in women’s careers and exchange ideas among participants regarding potential alliances at their institutions; We also discuss the value of research networks beyond the hosting department and the university (e.g., teams of co-authors).
- **Building Personal Resilience:** We discuss strategies for maintaining a balanced life—quality time with loved ones, hobbies, and body-focused practices (sports, arts, meditation)—to promote emotional well-being and regeneration.
- **Investing in Authentic Leadership:** We discuss why we need to devote some time to the development of our own authentic leadership style.

### Who Should Attend

Women researchers striving for tenure-track roles, seeking support, strategies, and community.

## Speaker



Zoe Lefkofridi holds the first Professorship in Politics & Gender, Diversity & Equality at the Department of Political Science of the University of Salzburg. This is also the first professorship at the University of Salzburg and in the Salzburg higher education area that represents and promotes the inclusion of gender and diversity themes in research and teaching. Lefkofridi's research and teaching focus on democracy, diversity, and equality, examining the causes and consequences of unequal political participation and representation. She is currently the Coordinator of the Push\*Back\*Lash Consortium (Horizon Europe) and a member of the ActEU Consortium (Horizon Europe), chairing Working Package 4 (Representation). Lefkofridi served on the board of the Austrian Society for Gender Studies (2020-22) and acted as co-convenor of the Political

Representation Standing Group (2019-21) as the founding editor of the section "political participation (2019-2024) of the journal "Frontiers in Political Science." At the University of Salzburg, she is an elected member of the Senate (since 2022) and of the Interdisciplinary Experts' Council Gender Studies (since 2020). In 2023, she received the Käthe Leichter Prize from AK Vienna and the Greek International Women Award (GIWA) in Law and Political Sciences for her contributions to research and teaching on gender, democracy, diversity, and equality. Together with fellow gender-focused colleagues from different faculties, Lefkofridi is currently establishing ATHENA – Salzburg Center for Intersectional Research. Lefkofridi studied at the Universities of Vienna and Athens, the Diplomatic Academy of Vienna, and the College of Europe in Bruges. Her postdoctoral research includes work at the Austrian Academy of Sciences, Stanford University, the University of Vienna, GESIS Eurolab in Cologne, and the European University Institute (EUI) in Florence (Max Weber and Jean Monnet Fellowships).

## Why Attend?

- Gain practical tools for personal and professional resilience.
- Build a supportive network and forge alliances with actors sharing goals and facing similar challenges.
- Develop actionable strategies to enhance your leadership and impact.

Join us for this transformative workshop on navigating gendered academic challenges!

Researchers who identify as women			
21.11.	10.15 - 15.00	<u>Joint event with H.I.T. Alumnae</u> <b>Dealing with pushback and conflict as a thought leader</b> Speaker: tbd.	Berne

Description available soon.