



Hertie School of Governance
Executive Seminar

Leadership and Personnel Management

Seminar Programme
(Draft version)

30 January – 1 February 2012

Convener:

Professor Dr. Wolfgang Mayrhofer
WU Vienna University of Economics and Business

Venue:

Hertie School of Governance
Friedrichstraße 180 • 10117 Berlin
Room 3.32

The capability for successful leadership is not something you are “born” with, albeit this will be no disadvantage. Leadership can be learned and acquired. Professionalisation of management must not be limited to technical/instrumental professionalisation through increasingly applying management concepts and instruments (e.g. strategic development and controlling). Above all, it also means professionalisation of leadership, be it establishing appropriate structural arrangements or interpersonal leadership and improving it through training and learning.

Top-leadership skills at first are related to knowledge and behaviour of top executives. How they can influence their employees’ behaviour but also their ideas, emotions and values, their attitude towards organisational goals and strategies, their commitment and identification as well as the more general organisational culture.

Today, leadership more than ever means leading in and with teams; the leader as “lone wolf” or “great person”-theories are outdated already for long. The focus now is on social processes within teams. Leaders will continuously have to prove themselves within teams and to be prepared for the dynamics of such teams.

Central learning objective of this course is to get a conceptual as well as practical understanding of modern leadership theories and concepts. Leadership behaviour and its impact on organisational success have a prominent position within theoretical and empirical management research. These concepts and empirical findings of leadership-research will be conveyed to the participants. A main focus will also be on the strength and weaknesses of team work. Teams are often regarded as a universal tool, and drawbacks and malfunctions of teams in organisations are rarely discussed.

Professor Dr. Wolfgang Mayrhofer is Professor of Management and Organisational Behaviour at the Department of Management, WU (Vienna University of Economics and Business), Austria. He previously has held research and teaching positions at the University of Paderborn, Germany, and at Dresden University of Technology, Germany, after receiving his diploma and doctoral degrees in Business Administration from WU. He conducts research in the area of comparative international human resource management and leadership, work careers, and systems theory and management and has received several national and international rewards for outstanding research and service to the academic community. He has had many international teaching assignments and regularly consults to both private and public sector organisations, with an emphasis on leadership, team and self-development by outdoor training/sailing.



Monday, 30 January 2012

- 9.00 Introduction & Kick Off
- 11.00 The Anatomy of Teams
- 13.00 Lunch Break
- 14.00 Team Roles
- 16.00 Team Learning and Creating High Performance Teams
- 18.00 End of the Seminar Day

Tuesday, 31 January 2012

- 9.00 Power and Leadership
- 11.00 Approaches Towards Leadership
- 13.00 Lunch Break
- 14.00 Leadership Styles – Diagnosis and Development
- 16.00 Participants' Cases
- 18.00 Evening Speaker (tbc)
- 20.00 End of the Seminar Day

Wednesday, 1 February 2012

- 9.00 Leadership in Public Management Practice
- 11.00 Conclusion and Wrap-Up
- 13.00 End of the Seminar

The **Hertie School of Governance** is the professional school for public policy and public management in Berlin. It is an accredited and state-recognised institution of higher education. The School educates highly-qualified students, as well as professionals and executives, for public leadership positions.

Executive Seminars provide professionals with the additional qualifications needed for the modernisation of public administration and for the cooperation of the public sector, business, and non-profit organisations. Participants acquire additional qualifications in management, make contacts with participants from other sectors, and profit from the experience of an international team of teachers from academia, the public sector, and the business world. By attending a series of three seminars and a skills training, participants can also obtain an academic **Certificate** that allows for a true specialization. Professionals interested in a thorough post-graduate training can enroll in the **Executive Master of Public Management** that can be completed full- or part-time within one or two years.

Contact and Registration:

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