



Leadership Journey for Leaders of Managers – Germany

Basic Program Information



Who should attend

Leaders leading managers – responsible for a team of managers who themselves lead teams



What you learn

The modules will be composed of the following topics:

- Leading transformation & change
- Engaging communication, providing direction and purpose
- Organizational savvy and stakeholder management
- Strategy implementation
- Deep dive: Delegation and empowerment/coaching
- Managing collaboration and diversity
- Leading innovation
- New Leadership & organizational culture



How you learn

Three, 3-day modules in cohorts that include:

- Insights on modern leadership and management issues
- Highly interactive learning process in a protected environment
- Case studies taken from participants' experience for sustainable transfer of learning into daily practice

Pre/post digital content



Benefits

Participants will:

- Intensely engage with their role as “Leader of Managers” and its role-specific challenges
- Reflect on their personal leadership style and impact on others
- Develop in-depth networks with peers

Key Details

Your contacts



Ines Kuzinna
Program Manager



Martina
Mönninghoff
Program Director

Facilitators / Partners

Prof. Dr. Thomas Schumacher,
osb international

Program language

German

Date and location



[Current
program dates](#)

Various locations in Germany

Duration

3 x 3 days (+ pre-/post digital)

Participants per cohort

Min. 16 participants
Max. 18 participants

Booking information

Nomination by divisional Heads
of HR only



[Current dates of
all nomination
programs on Jam](#) 1/5



Leadership Journey for Leaders of Managers – Germany

Your Learning Experience | Module Overview



Module 1 | Leading Complex Organizations

- Role and task clarification in complex modern organizations
- Dealing with uncertainty, ambiguity and crises
- Role appropriate and authentic communication
- Solution-oriented leadership
- Personal assessment, feedback in groups
- Diversity management as core leadership challenge



Module 2 | Leading Strategy & Innovation

- Basic understanding of strategy processes
- Strategy development:
 - External and internal analysis
 - Design and participation processes
 - Decision, communication and controlling
- Innovation management and design thinking
- Own leadership role in strategy and innovation processes



Module 3 | Leading Organizational Change

- Challenges, management and leadership of change processes
- Dealing with resistance, emotions and conflicts
- Communication, motivation, team leadership and development in a change process
- Health as a leadership task



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Your Learning Experience



Topics & learning goals

- **Personal leadership:** Having a clear view of current role and its challenges and being able to act in line of personal leadership style.
- **Engaging communication, providing direction and purpose:** Understanding the importance of engaging communication in leadership. Being able to communicate purpose, strategy and goals and in a way that motivates and provides direction.
- **Managing the business ecosystem:** Understanding the importance of professional networks and political dynamics in organizations. Identifying and effectively managing stakeholders relevant for current role and function. Building cross-divisional networks.
- **Leading transformation and change:** Understanding the dynamics of the change process and being able to effectively manage all phases of the process for my area of responsibility and myself.
- **Empowering people with accountability:** Understanding the complexity of true delegation in current role. Empowering/coaching team leaders in their leadership role.
- **Collaboration and working in diverse networks:** Understanding the benefits of diversity especially for innovation and business. Embracing differences and creating structures and processes to utilize the spectrum of diversity.
- **Leading in an agile organization:** Understanding the role of leadership in an agile organization and identifying potential applications in own field of responsibility.
- **Leading innovation:** Understanding the role of leadership in innovation/creativity. Creating structures, processes and culture to enable innovation/creativity.
- **Managing strategy for action:** Understanding the role of strategy and the process of strategy development. Perceiving Bertelsmann strategy as well as the strategy of own company and reflect upon its relevance for own area of responsibility.
- **Health/Health management:** Understanding the impact of leadership on individual health and its effects on the organization. Enabling managers for healthy leadership.



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Your Program Experience at a Glance



Impressions and field reports in a short video clip

**Leadership Journey
for Leaders of Managers**

[Video Clip](#)



Testimonials



“The program is exciting, very practical and perfect for networking!”

Ulli Hartmann, Motor Presse, Germany

“Leading leaders was a new situation for me – the program offers very valuable help for these specific requirements.”

Karl Anton Gerber, RTL, Germany





Leadership Journey for Leaders of Managers – Germany



Related Bertelsmann University blog posts

'Leadership Journey for Leaders of Managers' Enters Second Round

[Blog post](#)

The screenshot shows a blog post with the following content:

'Leadership Journey for Leaders of Managers' Enters Second Round

The Leadership Journey for Leaders of Managers, the new program introduced by Bertelsmann University in 2017, is entering its second round. The program is currently active in Germany, France, the UK, and the U.S. It is aimed at managers and entrepreneurs, and it is a great chance for them to meet and learn from each other. The program is a great chance for them to meet and learn from each other.

An overview of the Leadership Journey

In all, about 65 executives from more than ten countries and regions at Bertelsmann are participating in the program. Participants in the Leadership Journey for Leaders of Managers include CEOs from France, Belgium, Hungary, the Netherlands, Spain, and Poland.

During each Leadership Journey for Leaders of Managers, participants examine their role as a leader, the challenges in their industry, and how they can best address them. This is done using case studies, workshops, and networking. During the Journey, they reflect on their own role as a leader, the challenges in their industry, and how they can best address them.