GEFÖRDERT VOM
Bundesministerium für Bildung und Forschung
ESF Europäischer Sozialfonds für Deutschland
EUROPÄISCHE UNION
Zusammen. Zukunft. Gestalten.

Certificate Course Concept - eLLa4.0: "Leadership Strategist in Digitized Working Environments*"

FIR e. V. at RWTH Aachen University and Fraunhofer IAO

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Overview eLLa4.0 Project

Modification of Leadership Models

- Scenarios and options
- Skill requirements
- Interactional skills

Qualification in the Labs

- Development of specific qualification offers
- Interactional skills for leaders in the DFA Demonstration Factory Aachen and the Future Work Lab in Stuttgart

Specific Solutions for Companies

- Individual leadership concepts and interactional skills in the course of socio-digital transformation within the 4 use cases

- **Implementation of use cases**
- **Development of a new format for cross-company oriented demonstration factories (Labs) with main emphasis on interactional skills**
- **Continuing education offer for excellent interactional leadership**
- **Practically proven transfer instruments (learning events and workshops)**

Demonstrators		Dissemination	
E-Learning	Learning Labs	Action Guide	Book Publications
Social Simulation	Multimed. Learning Offers	Publications & Conferences	Learning Events & Workshops

Duration of project:
01.09.2019 - 31.08.2022

Volume of project:
3,9 Mio. Euro (70% funding)

Network partners

technische universität dortmund · Sozialforschungsstelle Zentrale Wissenschaftliche Einrichtung · fir an der RWTH Aachen · Fraunhofer IAO · DMG MORI · BEUMERGROUP · WBS TRAINING · BELFOR DeHaDe

Associated partners

FVI DAS NETZWERK · ND DER SERVICE-VERBAND · MTM · DGB · LAPP · wilo · HELLA

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Cluster Leading Institute FIR e. V. at RWTH Aachen University

Motto	Research – Innovation – Realisation.
Mission	Research of practice-relevant challenges and transfer of innovative solutions for the digital integration of the economy.

> 80
Industry consulting projects / year

> 25
Industry research projects / year

> 20
Publicly funded research projects / year

founded
1953

> 70
Employees

Qualification of
> 110
managers in eight RWTH certificate courses / year

88 %
loyal customers
(Net Promoter Score)

Managing Director
Prof. Dr. Volker Stich

Director
Prof. Dr. Günther Schuh

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FIR Mission Statement

FIR is a non-profit, cross-sector ***research and training institute at RWTH Aachen University*** *in the field of* ***business organization, information logistics and corporate IT****. FIR aims to create the organizational principles for the* ***digitally integrated industrial company of the future****.*

Through the development and transfer of innovative solutions, FIR contributes to enhancing the ***competitiveness of companies****. This is undertaken within an infrastructure that is ideally suited for experimental organizational research – methodologically sound, scientifically rigorous, and conducted in close collaboration with experts from business and industry.*

Our activities focus on the application of research to industry verticals. Currently these include ***Future Logistics, Smart Services, Smart Maintenance, Smart Commercial Buildings, and Smart Mobility****.*

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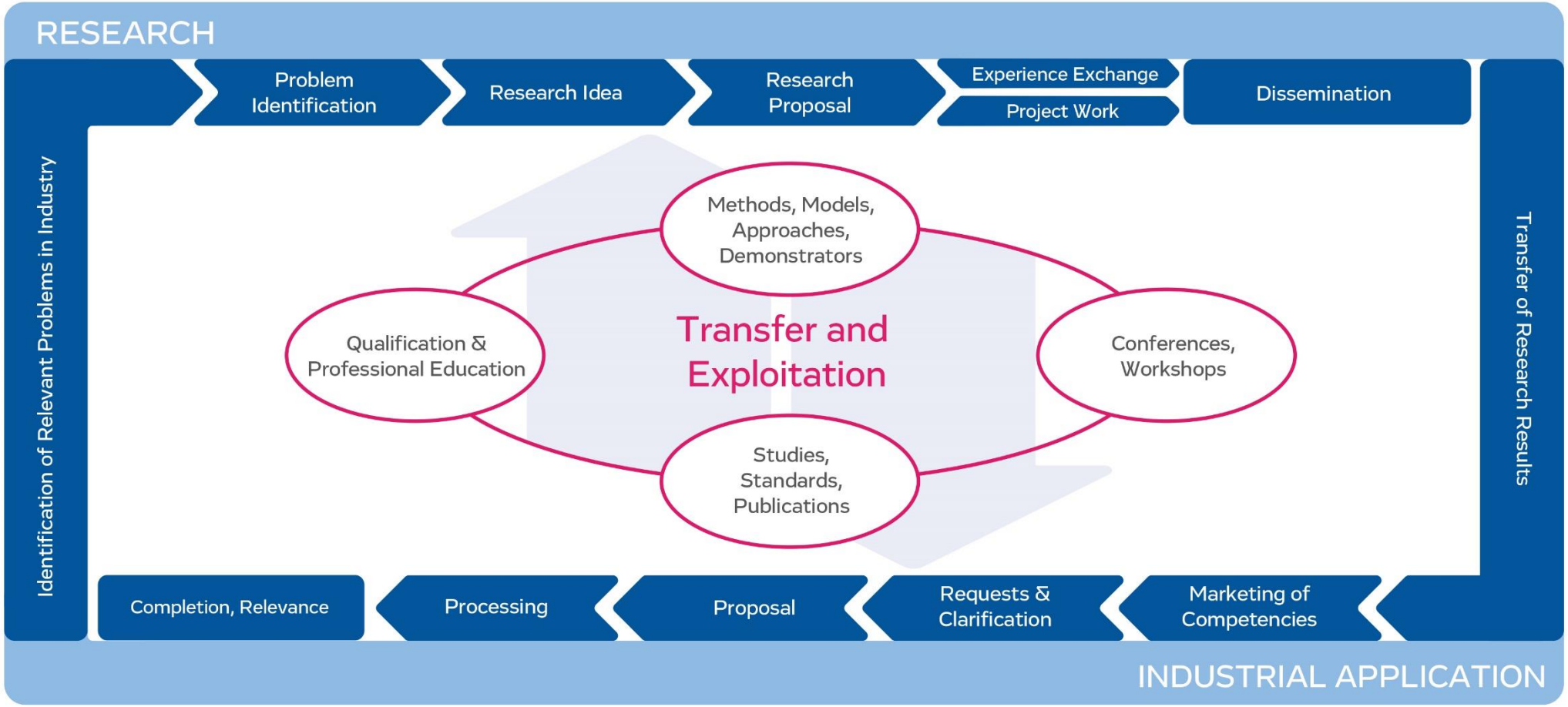
The FIR Business Model: Closing the Gap Between Research and Industry



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Business Development Group (BDG) Smart Work

Smart Work

… implementation of new forms of learning
… implementation of new forms of work organisation
… anticipatory competence assessment
… design of organizational structures, cultural and technology frameworks

Goal

Our goal is the holistic and sustainable design of teaching, learning and working processes in organisations.

Roman Senderek, Head BDG Smart Work

» The "Smart Work" business development group supports companies and their employees in the transformation to the world of work 4.0 with intelligent and flexible solutions for business organization and management. The central focus is on designing innovative teaching and learning processes and embedding them in work environments and workflows that promote learning. «

USP

- Competences in the development and application of **scientific methods**
- Cross-sector insights from our **experiences in projects**
- More than just concepts - support until **implementation and market launch**
- Own **national and international** blended-learning development program

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Fraunhofer IAO and IAT of the University of Stuttgart

Overview

- **Founded:** IAO – 1981
  IAT – 1991
- **Institute management:**
  Prof. Dr.-Ing. Prof. e. h. Wilhelm Bauer (managing)
  Univ.-Prof. Dr.-Ing. Oliver Riedel
  apl. Prof. Dr.-Ing. habil. Anette Weisbecker
  Dr.-Ing. Florian Herrmann
- **Financial volume:**
  €46,7m. *
- **Personal:** 650 workers*

* 2020 Data, inkl. IAT of the University of Stuttgart

www.iao.fraunhofer.de
www.iat.uni-stuttgart.de

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Our vision

Shaping the future of work – for the benefit of people

- We are the leading competence partner **for solving applied research tasks** in the fields of work design and technology management.
- We take a **holistic view of the interaction between work and technology** and thus create practical solutions for our customers.
- We accept our **responsibility towards society and the environment** and advocate **sustainability**.
- We **encourage our employees** in their scientific ambitions and provide **excellent working conditions**.

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Team Competence Management

Work priorities

Competences

- Changing competence and job profiles in and by digitisation
- Digital competence

Learning

- Learning of the future – Future of learning
- (New) Learning formats in and by digitisation

Work design

- Impact of digitisation and AI on work
- Design of work and assistance systems conducive to competences and learning

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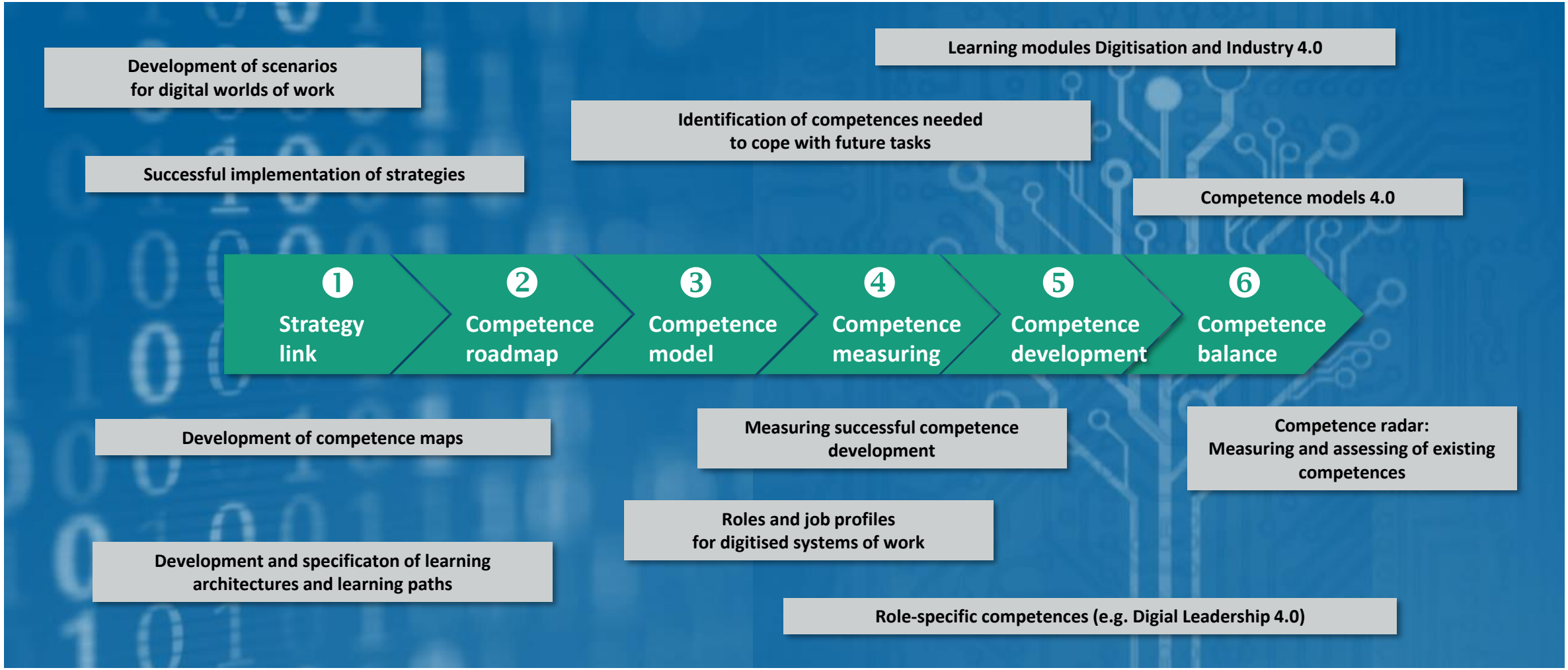
Team Competence Management

Selected products and solutions



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Certificate Course Concept

Target group:

- Members of the management board
- Program manager
- Heads of organizational development
- Professionals and executives
- Project manager
- People who are responsible for or accompany internal decision-making processes and who want to update their management know-how

Central learning goals:

- ✓ Understanding the fundamentals and evolution of leadership
- ✓ Self-awareness and self-regulation
- ✓ Storytelling and embodiment
- ✓ Application or adaptation of the leadership style to deal with specific challenges in the digitized world of work
- ✓ Leadership of people and teams: (intercultural) communication, leadership at a distance, leadership tools, coaching techniques, promoting agility
- ✓ Strategic implementation of digitization
- ✓ Getting to know the latest technology trends in the labs “DFA Fabrik Aachen” and “Future Work Lab” and how to deal with them in a management context
- ✓ Practical examples and "lessons learned" from the eLLa4.0 cases

Specific features:

Blended learning course concept (face-to-face learning, webinars, web-based training (WBTs)), individual and accompanying coaching sessions, learning communities, integration of "DFA Fabrik Aachen" and "Future Work Lab"

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Course Concept – Module Overview

Module 1: Leading Yourself

Interactional skills
on intrapersonal level
(interaction with self)

Module 2: Leading People and Teams

Interactional skills
on interpersonal level
(interaction with employees)

Module 3: Leading Organizations

Interactional skills
at institutional level
(interaction with corporate environment)

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Course Concept – Chronical Overview

eLLa4.0

2 days | E-Learning (Webinars/WBT) | 1 month | Self study | 3 days | Presence | 0,5 days | Assessment

KICK-OFF (Microsoft Teams)
WEBINAR

Webinars
for Modules 1, 2 and 3
(TriCat Spaces)

Accompanying WBTs
for Modules 1, 2 and 3
(Articulate, Ilias)

WRAP-UP E-Learning (TriCat Spaces)
VERTEILUNG Transfer Task (TriCat Spaces)
WEBINAR

PREPARATION
Transfer Task

WELCOME (FIR e. V. at RWTH Aachen University)
VORTRAG

Presence Training
(FIR e. V. at RWTH Aachen University)

PRESENTATION
Storytelling
(FIR e. V. at the RWTH Aachen University)

E-Learning Presence

CROSS-SECTIONAL TOPICS AND ACTIVITIES Storytelling for Managers 4.0, Individual Coaching Sessions, Learning Communities, Adventure Learning

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Course Concept – Webinar and Presence Training Overview

eLLa4.0

MODULE 1: Leading Yourself

Storytelling, Embodiment und Presentation Skills
Presence training

Mindful Self-Leadership
Presence training

Leadership Identity for a Digitalized Working World
Webinar

Motivation to Lead
Presence training

Stress Management, Resilience and Life Balance
Presence training

Growth Mindset and Positive Psychology for Leaders
Webinar

Evaluate yourself: Methods and (digital) Tools for Self Awareness
Presence training

Accompanying Web-Based Trainings
Asynchronous Learning
tba

MODULE 2: Leading People and Teams

Leadership Basics and Interactional Skills [1, 2, 3]
Webinar

Leading with a Coaching Attitude and (digital) Techniques
Presence training

Team Development and Team Leadership [3]
Presence training

Remote Leadership and Leading with Digital Tools
Presence training

Leading in an International Context
Presence training

Agile Leadership and Leading with agile Methods and Tools [4]
Presence training

Transformation of Leadership in the Context of Industry 4.0
Presence training

Accompanying Web-Based Trainings
Asynchronous Learning
[1] Basics for Leaders 4.0
[2] Leadership and Communication
[3] Efficient Communication
[4] Agile Work & Leadership

MODULE 3: Leading Organizations

Knowledge, Competence and Learning in Innovative Working Environments [5]
Presence training

Corporate Purpose – Between Buzzword and Game Changer [6, 7]
Presence training

Ambidexterity – Two-handed Leadership
Webinar

Compass for Digitalization
Presence training

Learning from other Companies – Learning Journey
Presence training/Webinar

Technological Trends – Quo Vadis [8]
Webinar

Process and Data Management
Presence training

Accompanying Web-Based Trainings
Asynchronous Learning
[5] Learning and Error Culture
[6] Identifying and Managing Key Figures
[7] Digital Business Modeling for Leaders
[8] Technological Trends

CROSS-SECTIONAL TOPICS AND ACTIVITIES Storytelling for Managers 4.0, Individual Coaching Sessions, Learning Communities, Adventure Learning

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