

Program Competence Development for supervisors of PhD candidates

Day 1: Starting up supervision and PhD project monitoring

	<i>Starting up supervision of a PhD project</i>
10.00–10.30	Opening, course information, discussing intakes, share experiences
10.30–11.00	Facts & figures on success factors in supervision of PhD candidates
11.00–11.15	Coffee break
11.15–12.00	Clarifying PhD project conditions (incl. TSP), expressing expectations, making agreements with the PhD student
12.00–12.30	Making agreements with other supervisors: which clarity do YOU need from project partners, first supervisor (' <i>promotor</i> '), industry, funding agency, and graduate schools?
12.30–13.00	Organizing the PhD student's help network & career
13.00–14.00	Lunch break
	<i>Planning & monitoring</i>
14.00–14.15	Project management skills in an academic (changing) environment
14.15–14.35	Setting project goals, milestones, go/no-goes and planning them in a Gantt scheme
14.35–15.15	Defining monitoring parameters: keeping a grip
15.15–15.30	Coffee break
15.30–16.15	Risk management and Plans B: ensuring success
16.15–16.40	Dealing with setbacks: Notes on crisis management
16.40–17.00	Discussing portfolio and home assignments

Day 2: Performance management: Feedback, conflict and negotiation

An academic training actor accompanies this course day

	<i>Performance management: progress meetings and feedback</i>
10.00-10.30	Discussing home assignments
10.30-11.00	The how of feedback
11.00-11.15	Giving feedback
11.15-11.30	Coffee break
11.30-12.00	Supervising the writing process
12.00-12.30	Content and emotion: dealing with emotions
12.30-13.00	Using STAR in progress meetings
13.00-14.00	Lunch break
	<i>Receiving feedback, conflict and negotiation</i>
14.00-14.15	Receiving feedback
14.15-14.35	Exercises: Non-verbal influence
14.35-15.00	Exercises in conflict and negotiation
15.00-15.15	Coffee break
15.15-16.00	Conflict / negotiation model (Thomas-Kilmann, Uri & Fisher)
16.00-16.30	Peer-group coaching carousel on conflict management
16.30-17.00	Reflection and home assignments

Day 3: Supporting cooperation, motivation and wellbeing

An academic assistant-trainer / training actor accompanies this course day

	<i>Supervision and wellbeing of PhD candidates</i>
10.00-10.10	Introduction trainers and topics of today
10.10-10.45	Interactive exercise: how to talk about work pressure with a student?
10.45-11.05	Discussing issues and learning goals
11.05-11.20	The hidden suffering: monitoring stress signals. How to support cooperation
11.20-11.35	Coffee break
11.35-13.00	Practicing with the actor and/or in groups of three
13.00-14.00	Lunch break
	<i>Motivating PhD candidates</i>
14.00-14.10	Energizer
14.10-14.45	Interactive exercise: how to motivate a student? Do's and don'ts.
14.45-15.30	Putting the theory into practice: The work of Carol Dweck, Deci & Ryan, Fred Korthagen and Mihaly Csikzentmihalyi
15.30-15.45	Coffee break
15.45-16.30	Motivation, empowering and coaching – practicing cases with actor and/or in groups of three
16.30-16.50	Embedding behavioral change: personal action plan, reflection, conclusions and portfolio
16.50-17.00	Evaluation

Day 4: Leadership and communication styles

An academic training actor accompanies this course day

	<i>Situational leadership (based on Hersey and Blanchard)</i>
10.00–10.30	Reflection on home assignments
10.30–11.00	Situational leadership: theory and examples, and changing styles during the PhD phases
11.00–11.15	Exercises and applying the 4 styles
11.15–11.30	Coffee break
11.30–12.00	Testing your styles in various scenarios
12.00–12.30	The coaching style
12.30–13.00	GROW coaching (Goal, Reality, Options, Will)
13.00–14.00	Lunch break
	<i>Situational leadership in difficult cases</i>
14.00–14.15	Energizers
14.15–14.35	Cultural differences and their effect
14.35–14.55	Practicing the Selling style (convince and teach)
14.55–15.15	Practicing the Telling style (informing and instructing)
15.15–15.30	Coffee break
15.30–15.45	Practicing how to Delegate
15.45–16.15	Coaching cases in groups of three
16.15–16.45	Finalizing the Personal Action Plan (based on portfolio)
16.45–17.00	Plenary evaluation and certificates