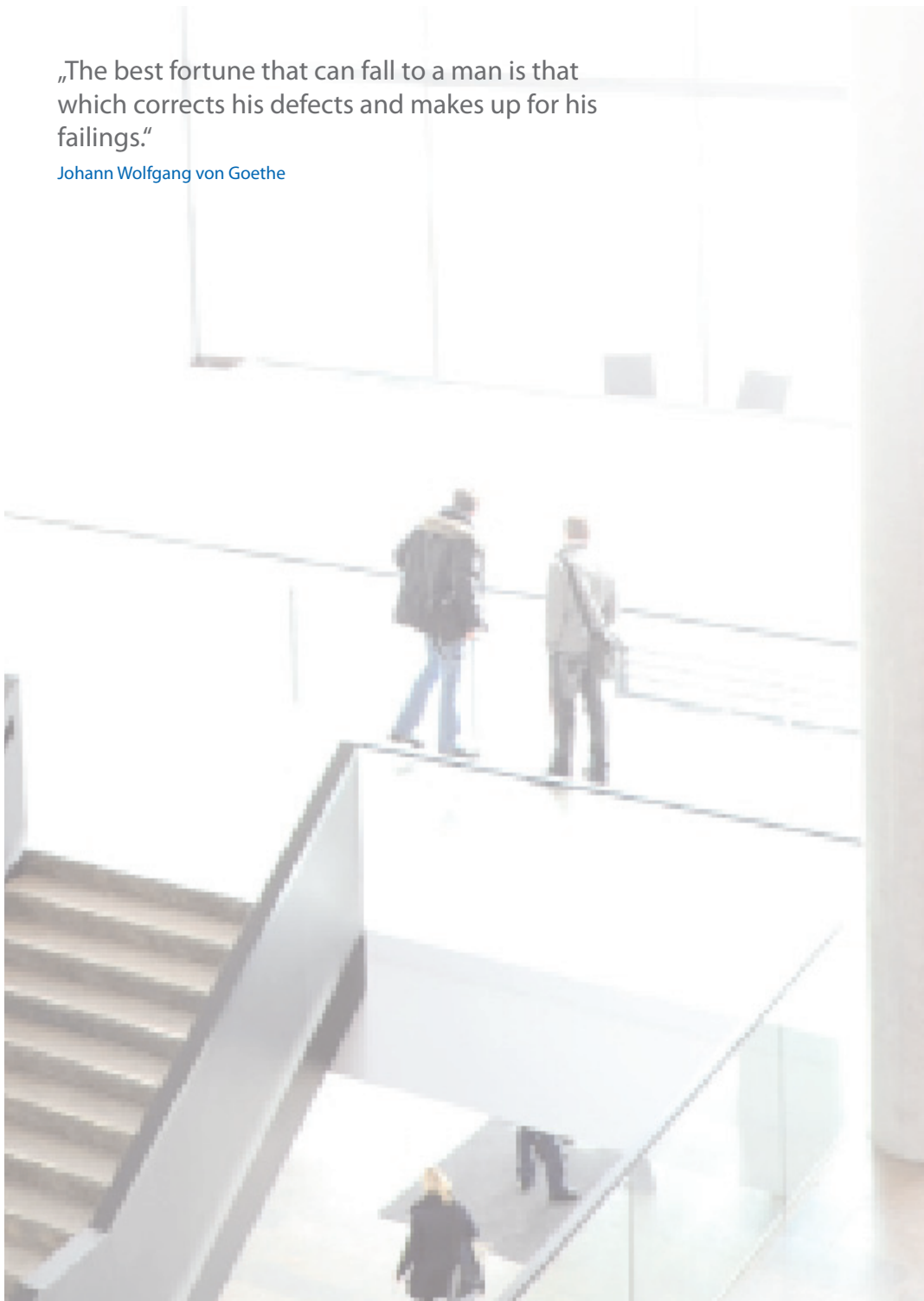


# DEVELOPING NEW PERSPECTIVES

STAFF AND ORGANISATIONAL DEVELOPMENT  
AT GOETHE UNIVERSITY FRANKFURT

„The best fortune that can fall to a man is that which corrects his defects and makes up for his failings.“

Johann Wolfgang von Goethe



# INHALT

Developing New Perspectives..... page 4

Great Organisation – Great Challenges.....page 6

Meeting Increased Demands  
with Specialised Services..... page 8

Current Examples ..... page 10

Experiences and Views of our  
Participants..... page 12

Contact & Credits ..... page 18

# DEVELOPING NEW PERSPECTIVES

Recognising interconnections,  
supporting change





Your team in the Department for Staff and Organisational Development: (left to right) Bettina Klassen, Sandra Benecke, Christiane Wittmar, Monika Herr

Supporting transformation processes lies at the core of the work of the Department for Staff and Organisational Development (Personal- und Organisationsentwicklung) at Goethe University Frankfurt. We integrate staff development with the development of organisational units and the development of the organisation as a whole. Organisational development at Goethe University is a continuous process,

which aims to improve university performance and maintain and enhance employees' career prospects and development opportunities.

Our goal is to devise and implement procedures for organisational and individual development that are mutually beneficial.

GREAT ORGANISATION –  
GREAT CHALLENGES

Fierce competition amongst universities and other higher education institutions in Germany has led to increasing diversification within the system of higher education.

University autonomy, the establishment of a distinct institutional profile, and internationalisation are of central importance today. Universities are undergoing major structural reforms, which are leading to the introduction of new control systems with a new set of requirements. Fortunately, Goethe University has largely been able to retain its autonomy due to its status as a foundation university. The federal government of Hessen no longer has significant control over important activities in research, teaching, and administration. These changes have opened the door to new opportunities and freedom for Goethe University. Important tasks such as appointment procedures, the selection of students, employment law, real estate, and the diversification of funding streams can largely be

managed autonomously. This increased autonomy brings with it new challenges including, for example:

- **Determining the appropriate level of regulation**
- **Developing new procedures, processes, and decision-making methods**
- **Creating functional structures**
- **Developing new distribution models**

The Department for Staff and Organisational Development supports and encourages staff at all levels, from administrative to academic staff, to further develop the skills and abilities needed to meet these challenges, e.g. creativity, process expertise, communication skills, as well as management and leadership capabilities.

# MEETING INCREASED DEMANDS WITH SPECIALISED SERVICES





The success of Goethe University essentially depends on the skills and abilities as well as the adaptability of its academic and administrative staff.

To be effective and to create lasting change, the services of the Department for Staff and Organisational Development must be personalised and tailored to individual requirements.

This means understanding individuals and their specific capabilities, as well as taking account of their roles, job profile, and the structural framework within which they function. In addition, interactions with other people and areas are considered. Thus, our team takes into account overall transformation processes and works to integrate all the essential factors affecting each and every employee.



# CURRENT EXAMPLES



Current examples for integrated staff and organisational development at Goethe University include:

- Workshops and discussion meetings for deans and deans of students, which focus on strategic issues as well as issues related to their specific tasks and roles.
- Leadership seminars and coaching sessions available to professors, focusing on questions concerning management responsibilities, the management of research groups, the complexities of being a professor, self-management, and role definition.
- A programme for newly appointed professors, supporting them throughout their first 100 days at the university. It is designed to both improve their leadership and management capabilities and to facilitate their induction at Goethe University – within their respective academic faculty and amongst colleagues – and to ease their integration into the university environment. Services include seminars, peer group session, and coaching sessions.

- A leadership development programme for administrative employees and scientific managers, concentrating mainly on their roles with regard to control mechanisms and management tools.
- Regular meetings between the executive directors of the various dean's offices (Dekanatsleitungen forum). This cooperative group meets to discuss changes and developments in their particular responsibilities.
- Modular secretarial/administrative seminars, which provide information about modern office management, teach communications skills, and examine the difficulties of working in university administration given the diverse and often divergent expectations.
- Networking meetings of technical assistants to discuss issues arising daily in the working environment, to increase knowledge transfer, and to strengthen mutual support among work colleagues.
- Staff Development Dialogues (Mitarbeiter-Entwicklungsgespräche), which serve to create a link between developments and changes in specific administrative or academic areas, future responsibilities, and the potential, capabilities, and expectations of staff members regarding their professional development.

The range of services available from the Department for Staff and Organisational Development is regularly updated and upgraded in conjunction with developments at Goethe University.

## EXPERIENCES AND VIEWS OF OUR PARTICIPANTS



“The Leadership Development service provided by Department for Staff and Organisational Development has helped me enormously. It was structured in such a way that I was able to apply the topics in practice immediately.”

Holger Gottschalk,  
Deputy Vice-Chancellor



„My experience of Department for Staff and Organisational Development has been very good. Working with the technical assistants networking group, the department identified great opportunities to expand the TA network. Thank you.“

Birgit Schäfer,  
Administrative-Technical Assistant,  
Faculty 14 Biochemistry, Chemistry  
and Pharmacy, Structural Biology and  
Solution NMR



„As a staff member within an academic faculty, I had developed a subjective view of the other parts of the university. Based on the exchanges within the group, I am now more aware of the general conditions in other parts of the university. I am now better able to understand some of the processes and reactions I encounter.“

Dr. Sabine Monz,  
Executive Director, Dean's Office, Faculty 14 Biochemistry, Chemistry and Pharmacy



„They always see the big picture. They don't suggest run-of-the-mill solutions, but help improve one's individual perception of how envisaged targets can be accomplished intelligently or more intelligently. The discussions with Staff Development Team have broadened my sense of personnel concerns and helped me in my management role. Thanks!“

Prof. Dr. Anna Starzinski-Powitz,  
Faculty 15 Biosciences, Molecular Cell Biology, and Human Genetics, Dean, Faculty of Biosciences

# EXPERIENCES AND VIEWS OF OUR PARTICIPANTS



„It's good to know that the further development of my various skills is not only important to me but also to the staff development team.“

Prof. Dr. Sonja Rohrmann,  
Faculty 05 Psychology und Sports  
Science, Institute of Psychology, Pro-  
fessorship in Differential Psychology &  
Psychological Diagnostics



„The leadership development programme has given me a valuable push to consider my own role. Management responsibility is not something you can simply carry out parallel to your daily business. I'm glad that the in-house training has provided me with a useful tool set to achieve success in this wonderful and important task.“

Dr. Susanne Pelster,  
Executive Director, Dean's Office, Facul-  
ty 01 Law



„Because I have many international contacts, I receive 1.5 hours of tailor-made training a week at work. Without the Personnel Development team, this solution would not have been possible.“

Valérie Bignon,  
Research Project Assistant “Justitia Amplificata: Erweiterte Gerechtigkeit – konkret und global” (“Justitia Amplificata – Rethinking Justice – Applied and Global”)



„I find the courses provided by the Department for Staff and Organisational Development Department very helpful; training in management skills is the icing on the cake when added to my academic training. It helps me fulfil my management duties more quickly and easily, so that I have more time for research.“

Prof. Dr. Alexander Heckel,  
Faculty 14 Biochemistry, Chemistry und Pharmacy, Cluster of Excellence “Macromolecular Complexes”

# EXPERIENCES AND VIEWS OF OUR PARTICIPANTS



„One can only welcome that university teachers are not only receiving support through didactic training, but nowadays also through training in working with staff and organising research teams.“

Prof. Dr. Stefan Gosepath,  
Faculty 03 Social Sciences, Cluster of  
Excellence “Die Herausbildung norma-  
tiver Ordnungen” (“The Formation of  
Normative Orders”)

„It is positive and important that Goethe University is actively committed to staff and organisational development. The organisation of academic management is a central challenge of the university of the future. Especially in this area, a concerted effort must be made specifically to build up and cross-link the skills and abilities of management staff.“

Peter Siller,  
Scientific Manager, Cluster of Excel-  
lence “Die Herausbildung normativer  
Ordnungen” (“The Formation of Norma-  
tive Orders”)





„In the Office Management seminar, I joined a fantastic group. There was a refreshingly relaxed and open atmosphere among the participants, and we discovered we had much in common. The suggestions from the seminar continue to have an effect to this day.“

Marion Kath,  
Administrative Assistant, Office of the  
President



„We turned to the Department for Staff and Organisational Development for support to create the technical assistants network. They helped us a great deal, beginning with individual meetings and up to the organisation and moderation of the big network meeting.“

Elisabeth Kalden,  
Administrative-Technical Assistant,  
Faculty 14 Biochemistry, Chemistry  
and Pharmacy, Chemical Synthesis  
and Chemical Biology

# CONTACT & CREDITS

## Contact

Goethe-Universität Frankfurt am Main  
Personal- und Organisationsentwicklung  
(Department for Staff and Organisational  
Development)  
Senckenberganlage 31  
60325 Frankfurt am Main

### Monika Herr

Director Staff and Organisational Develop-  
ment  
Tel.: 069 / 798 - 23567  
herr@em.uni-frankfurt.de

### Bettina Klassen

Program Manager Staff and Organisational  
Development  
Tel.: 069 / 798 - 28438  
b.klassen@em.uni-frankfurt.de

### Christiane Wittmar

Program Manager Staff and Organisational  
Development  
Tel.: 069 / 798 - 28439  
wittmar@em.uni-frankfurt.de

### Sandra Benecke

Program Assistant  
Tel.: 069 / 798 - 28003  
Fax: 069 / 798 - 28023  
s.benecke@em.uni-frankfurt.de

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# YOUR NOTES

