

# Wissenschaftlicher Nachwuchs und Chancengleichheit



# 11. Biotech NetWorkshop

Networking and lessons for Startup founders and scientists interested in founding a company

TARGET GROUP	<p>Postdocs, Wissenschaftler/-innen, Techniker/-innen Startup founders and scientists interested in founding a company</p> <p>Since 2007 Max-Planck-Innovation GmbH and Ascenion GmbH have organized Biotech Net-Workshop, a networking event connecting scientists interested in starting a company and established life-science startups from the Max Planck Society, Helmholtz and Leibniz Associations, Charité – Universitätsmedizin Berlin, Hannover Medical School and other partner research organizations of Ascenion.</p>
TARGET	<p>Biotech NetWorkshop is a premier networking event bringing together life-science startups young and more advanced with industry experts, investors and entrepreneurs. The event is deliberately structured with the emphasis on exchange and discussion rather than presentation. In a casual and relaxed environment, (to-be) founders can discuss their individual challenges with seasoned entrepreneurs and senior executives, make valuable contacts and gain insights into how to improve their project's chances of success.</p>
TOPICS	<p>Program Highlights Get to know experienced founders and leaders in the biotech field in an informal setting in the heart of Munich</p> <p>Hear about the newest trends in the industry and helpful strategies important for successful product development – the focus for 2017 is 'managing the clinical development continuum'</p> <p>Compact format with presentations, round table discussions and plenty of networking opportunities</p> <p>Biotech NetWorkshop Summer Reception – evening event to be held on the rooftop terrace of MS Weitblick with spectacular views over Munich. This is an invite only event designed to connect startups with CEOs, VCs, and pharma/biotech business developers</p> <p>The full program and detailed information on the event can be found on the website: <a href="http://www.biotech-networkshop.de">www.biotech-networkshop.de</a></p>
SPEAKER	<p>Speakers confirmed so far:</p> <p>Shayesteh Fürst-Ladani, CEO &amp; Founder, SFL Services</p> <p>Steffen Heeger, Head of Clinical Development, MorphoSys</p> <p>Ralf Huss, Chief Medical Officer, Definiens</p> <p>Ramon Mayoral, Regulatory Affairs Manager, F. Hoffmann-La Roche</p> <p>Martin Pfister, Senior Investment Manager, High-Tech Gründerfonds</p> <p>Diane Seimetz, Founder, Biopharma Excellence</p> <p>Pernilla Sörme, Associate Director – Patient Safety Risk Management, AstraZeneca</p> <p>Wolfgang Timmer, CEO &amp; Chief Medical Officer, Inamed</p>
CONTACT	<p>Astrid Giegold <a href="mailto:giegold@max-planck-innovation.de">giegold@max-planck-innovation.de</a></p> <p>Elke Heller <a href="mailto:heller@max-planck-innovation.de">heller@max-planck-innovation.de</a></p>

# 11. Biotech NetWorkshop

Networking and lessons for Startup founders and scientists interested in founding a company

**VENUE** MS Weitblick, Sapporobogen 6, 80637 Munich  
[www.biotech-networkshop.de](http://www.biotech-networkshop.de)

**COSTS** The reduced registration fee for participants from non-financed startups is estimated to be around 150 € (not including VAT) which covers the meeting costs. Accommodation costs are not included in the registration fee and must be booked separately.

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
	28.06.2017	12:00	29.06.2017	14:00	München

## 5. Start-up Days

ZIELGRUPPE	Postdocs, Techniker/-innen, Wissenschaftler/-innen Die Technologietransferstellen der Max-Planck-Gesellschaft, der Helmholtz-Gemeinschaft, der Fraunhofer-Gesellschaft und der Wissenschafts-Gemeinschaft Leibniz laden gemeinsam gründungsinteressierte Wissenschaftler/-innen oder Gründer/-innen aus diesen genannten außeruniversitären Forschungseinrichtungen zu den 5. Start-up Days ein.	
ZIEL	Für Wissenschaftler/-innen der genannten Forschungseinrichtungen, die bereits TARGETstrebig an der Gründung eines Start-ups arbeiten oder eine Idee für eine Unternehmensgründung haben, sind die Start-up Days genau das Richtige! Hier haben Sie die Möglichkeit, sich durch ein umfangreiches Angebot an Vorträgen, interaktiven Workshops sowie Erfahrungsberichten erfolgreicher Gründer/-innen zu den relevanten Themen einer Unternehmensgründung zu informieren und weiterzubilden, sowie sich in der zweitägigen Veranstaltung mit Gleichgesinnten, Vertreter/-innen der Technologietransferstellen sowie weiteren Fachexpert/-innen für Gründungs- und Finanzierungsfragen intensiv austauschen.	
THEMEN	Vorträge, interaktive Praxis-Workshops sowie Erfahrungsberichte erfolgreicher Gründer/-innen vermitteln einführende wie auch vertiefende Kenntnisse gründungs- und finanzierungsrelevanter Fragestellungen. Gleichzeitig bieten die Start-up Days eine hervorragende Möglichkeit der Vernetzung mit anderen Gründungsinteressierten aus der außeruniversitären Forschung.	
ANSPRECHPARTNER	Astrid Giegold Elke Heller	<a href="mailto:giegold@max-planck-innovation.de">giegold@max-planck-innovation.de</a> <a href="mailto:heller@max-planck-innovation.de">heller@max-planck-innovation.de</a>
VERANSTALTUNGSPORT	Die Start-up Days werden voraussichtlich in Dresden oder Berlin stattfinden. <a href="http://www.start-up-days.de">www.start-up-days.de</a>	
KOSTEN	Die Veranstaltung kann voraussichtlich gegen eine geringe Teilnehmer/-innengebühr (bis zu 50 €) besucht werden. Reise- und Übernachtungskosten müssen von den Teilnehmer/-innenn selbst getragen werden.	
HINWEISE	Zu Redaktionsschluss stehen der genaue Termin (Ende September 2017) sowie das Programm noch nicht fest. Die ausführlichen Einladungsunterlagen senden wir Ihnen gerne auf Anfrage zu. Bitte wenden Sie sich hierzu an die o. g. Ansprechpartnerinnen oder besuchen die Homepage.	
MAXIMALE TEILNEHMERZAHL	rd. 20 Teilnehmer pro Forschungseinrichtung	

# Career Steps Opportunities

Road Show on the Equal Opportunities Strategy of the Max Planck Society

PARTICIPANTS	Scientists, Scientific Members, Research Group Leaders, Postdocs, Research Coordinators, IMPRS Coordinators, Heads of Administration, Gender Equality Officers and other interested persons
TARGET	<p>The diversity of our scientists is the foundation for cutting-edge research.</p> <p>The Max Planck Society relies on extraordinary academic and scientific aptitude, creativity and passion. Expert stimuli, excellent equipment and an inspiring network are not the only factors enabling our researchers to develop and realize these competences. Equally, the importance we attach to the design of a gender and diversity-friendly work and cultural environment enables researchers from all backgrounds to realize their aims and projects within the Max Planck Society.</p> <p>Career Steps Opportunities will not only provide you with comprehensive information on our programmes and activities in the areas of career development and reconciliation of work and family. We also welcome your suggestions to expand our portfolio based on your requirements regarding the development of your career. Additionally, you will have the opportunity to learn more about Equal Opportunities in research institutions throughout Europe and reflect on your own perceptions and attitudes on the subject.</p>
TOPICS	Work life balance, Gender Awareness, Science Career
SPEAKER	Employees of the Human Resources Department, The Central Gender Equality Officer, Politicians, Research Group Leaders.
VENUE	Berlin, Harnack-Haus Göttingen, MPI für Sonnensystemforschung Tübingen, MPI für biologische Kybernetik München, MPI für Innovation und Wettbewerb/Generalverwaltung
NOTE	Career Steps OPPORTUNITIES is organized by the Central Gender Equality Officer and Unit "Support of young scientists and equal opportunities" of the Max Planck Society and under the patronage of the Vice President Prof. Dr. Dr. h.c. Angela D. Friederici.
REGISTRATION	<a href="https://www.mpg.de/career/careersteps/opportunities">https://www.mpg.de/career/careersteps/opportunities</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSSORT
07/2017	10.03.2017	10:00		18:00	Berlin
08/2017	21.03.2017	10:00		17:00	Göttingen
09/2017	06.04.2017	10:00		17:00	Tübingen
10/2017	23.05.2017	10:00		17:00	München

# Career development through research funding

TARGET GROUP	Postdocs (approx. 1st - 3rd Postdoc year)	
TARGET	<p>Researchers are increasingly faced with expectations to raise third-party funds if they want to pursue a successful research career. Yet, applying for third-party funds is not an end in itself and could even be detrimental to research careers, if disconnected from own scientific or life plans or scientific goals. This workshop, thus, aims to clarify which kinds of funding opportunities are suitable for the participants' respective purposes. In addition, it offers insights into the objectives and practices of research funding institutions and peer review procedures.</p>	
TOPICS	<p>Individual self-positioning and look ahead: Analysis of current status and (career) goals            The research system in Germany and Europe            Typology of research funding and career development schemes            Basics of grant applications &amp; peer review perspectives            Essential elements of successful project proposals and the review process            Additionally: Short individual coaching sessions via Skype/telephone</p>	
SPEAKER	Dr. Beate Scholz, consulting training coaching, Bonn	
CONTACT	Dr. Christiane Haupt	<a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für Hirnforschung, Max-von-Laue-Str. 4, 60438 Frankfurt am Main <a href="http://www.brain.mpg.de">www.brain.mpg.de</a>	
COSTS	The Administrative Headquarters will bear the fees for the speaker.	
NOTES	<p>The selection of programmes is based on the participants' CVs which need to be provided collectively no later than 21 days prior the workshop. Confidential treatment will be guaranteed.</p> <p>Our participation conditions apply, they are included at the end of the brochure for further training.</p>	
MAXIMUM PARTICIPANTS	8	
REGISTRATION AND CANCELLATION	Angelika Molkenthin	<a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
941	12.10.2017		10:00	17:00	Frankfurt/Main

# Effective Proposal Writing

How to get your research funded

**TARGET GROUP**

Postdocs

**TARGET**

This in-depth class over two full days brings you the much needed insights into the mechanisms of research funding, as well as hands-on practice with real application formats from a variety of funding organizations (private foundations, DFG, EU).

**TOPICS**

Introduction to the general principles, tools and methods for proposal writing, concept development and overall design of proposals, basic components of proposals, development of a workplan, introduction into the perspective of funders and evaluators, understanding of the process from idea to funding.

**SPEAKER**

Dr. Babette Regierer und Dr. Susanne Hollmann (SB ScienceManagement UG)

**CONTACT**

Dr. Christiane Haupt [Christiane.Haupt@gv.mpg.de](mailto:Christiane.Haupt@gv.mpg.de)

**VENUE**

VA-Nr. 923: Max-Planck-Institut für Stoffwechselforschung, Gleueler Str. 50, 50931 Köln

VA-Nr. 924: Tagungsstätte Harnack-Haus der MPG, Ihnestraße 16-20, 14195 Berlin

[www.sf.mpg.de](http://www.sf.mpg.de); [www.harnackhaus-berlin.mpg.de](http://www.harnackhaus-berlin.mpg.de)

**COSTS**

The Administrative Headquarters will bear the fees for the speaker.

Delegate rate at Harnackhaus for catering during the workshop is 35,50 € per day and person.

**NOTES**

Our participation conditions apply, they are included at the end of the brochure for further training. VA-Nr. 924: At the Harnackhaus we have a contingent on request from 7.12. to 8.12.2017 for 16 rooms under the reservation number „3113“.

**MAXIMUM PARTICIPANTS**

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**REGISTRATION AND CANCELLATION**

Angelika Molkenthin

[Molkenthin@gv.mpg.de](mailto:Molkenthin@gv.mpg.de)

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
923	30.03.2017	10:00	31.03.2017	17:00	Köln
924	07.12.2017	10:00	08.12.2017	17:00	Berlin

# Exploring job opportunities on the non academic job market

TARGET GROUP	Postdocs
TARGET	After finishing your PhD or a few years of postdoc it makes sense to decide if you want to stay in science or if you look for a job in industry or the public sector. Often scientists do not know enough about their options and the way to find proper jobs. In this workshop you will learn how to find jobs that fit your competencies.
TOPICS	<p>Science careers are challenging: What are pros and cons of science career? What are risks?</p> <p>Until when should I decide to stay or to leave?</p> <p>How are labour markets structured? What are job profiles of scientists?</p> <p>Job search I: How to find out your competencies and how to use them to search for jobs?</p> <p>Job search II: Searching with search engines and why this is not enough – different ways for job search.</p> <p>Founding your own business: How to create your own job and how to earn money with it?</p> <p>The next day a single or small group coaching will give participants the opportunity to talk about specific questions concerning their own situation. Appointments will be made during the workshop.</p>
SPEAKER	Dr. Matthias Schwarzkopf, Coaching und Training, Jena
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für evolutionäre Anthropologie, Deutscher Platz 6, 04103 Leipzig <a href="http://www.eva.mpg.de">www.eva.mpg.de</a>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	12
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
934	10.04.2017	10:00	11.04.2017	17:00	Leipzig

# Faculty recruitment at German Universities

Training for the selection process of professors (Berufungsverfahren)

TARGET GROUP	Postdocs Postdocs (advanced) - Research Group Leaders
TARGET	Participants know the single steps of the selection process of professors in Germany (Berufungsverfahren). They know how to prepare their written application, their presentation, the discussion with the committee and – if needed – the teaching test. We will practice the discussion, the teaching test and the presentation. Therefore you are asked to bring a short presentation (maximum 5 minutes) with you, which shows your actual research.
TOPICS	What is the German way to select professors for universities? What is the legal background for these processes? What is the difference between Juniorprofessor, W2 and W3-professorships? How should I read and interpret job offers for professorships? What are the usual parts of the written application? How could I structure it? How do I prepare the presentation? What are the special difficulties if the audience is composed of professors, students and postdocs? How should I act in the discussion with the committee? How to prepare the teaching test? How could I deal with difficult situations? Outlook: if they take me: how to prepare the negotiations concerning working conditions and salary?
SPEAKER	Dr. Matthias Schwarzkopf, Coaching und Training, Jena
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für Biochemie, Am Klopferspitz 18, 82152 Martinsried <a href="http://www.biochem.mpg.de">www.biochem.mpg.de</a>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	12
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
933	13.06.2017	10:00	14.06.2017	17:00	Martinsried

# From Research to Teaching

## The Basics of Good Teaching

TARGET GROUP	Postdocs, Forschungsgruppenleiter/-innen / Research Group Leaders	
TARGET	This course aims to facilitate your teaching entry by introducing some fundamentals of professional academic teaching and by giving impulses how to transfer them into your teaching.	
TOPICS	Of course, good teaching grounds significantly on teaching experience. As in many other areas, the principle "learning by doing" applies. Nevertheless, research and teaching practice offer important insights how teaching succeeds. For this purpose, we consider the following topics: Students' motivation, skills-oriented conception of teaching, structuring and methodical design of courses. Alongside, the participants will have the opportunity to reflect their individual teaching style.	
SPEAKER	Dr. Daniela Seybold, Würzburg	
CONTACT	Dr. Christiane Haupt	<a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für die Physik des Lichts, Staudtstraße 2, 91058 Erlangen <a href="http://wwwmpl.mpg.de">wwwmpl.mpg.de</a>	
COSTS	The Administrative Headquarters will bear the fees for the speaker.	
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.	
MAXIMUM PARTICIPANTS	12	
REGISTRATION AND CANCELLATION	Angelika Molkenthin	<a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
935	05.10.2017	09:00	06.10.2017	17:00	Erlangen

# Getting off to a flying start into professional alternatives

Shape one's change project

TARGET GROUP	Postdocs VA-Nr. 925 Postdocs (Humanities and Social Sciences) VA-Nr. 926 Postdocs (Science)
TARGET	The aim of this seminar is to make participants realize what skills they have acquired so far and how to make use of them outside of academic research. To this end they will learn the conceptual vocabulary of a world unknown to them and they will be induced to understand the necessity to transfer their own skills into the respective occupational jargon. In a second step the participants will define their next career step and address open issues. They will stipulate what they need to do in preparation for their next career move. This way, they will gain more control of planning their career and enhance their occupational predictability also for their environment.
TOPICS	The participants of this seminar will get the opportunity for personal self-assessment. They will take stock by looking back on their achievements to date and learn how to set the course for their future career development. This measure is designed for scientists looking for professional alternatives to academic research and also addresses those who are still torn between their opportunities in academia and alternatives.
SPEAKER	Barbara Hoffbauer, Kepos, Mannheim
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	VA-Nr. 925: Max-Planck-Institut zur Erforschung multireligiöser und multiethnischer Gesellschaften, Hermann-Föge-Weg 11, 37073 Göttingen VA-Nr. 926: Max-Planck-Institut für Chemie, Hahn-Meitner-Weg 1, 55128 Mainz <a href="http://www.mmg.mpg.de">www.mmg.mpg.de</a> , <a href="http://www.mpic.de">www.mpic.de</a>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	10
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
925	06.02.2017	11:00	07.02.2017	15:00	Göttingen
926	22.06.2017	11:00	23.06.2017	15:00	Mainz

# Heading for new horizons

How to carry on your career after the PostDoc

TARGET GROUP	Postdocs
TARGET	Your postdoc is about to come to an end. Some of you may energetically search for a new assignment, others may feel irritated and ask themselves if they should carry on with scientific research or should opt for something completely different such as a managerial job in the industry or founding their own start-up business. Without doubt, changeover is a challenge! The Heading for new horizons Workshop will help you to find your way through the transition jungle and will enable you to make a smart and sustainable decision how your career will carry on after your postdoc.
TOPICS	The workshop will help you to find out more about your competencies, capabilities, skills, professional visions, interests and motivation. Furthermore, you will get an idea in which professional sphere of activity you want to carry on your career, what role you preferably thereby play and what values matter to you most and how you can fulfil them in a professional context. Finally, you will get to know hands-on decision guidance tools that will help you in your upcoming career decisions. The workshop is based on self-imagination and -reflection units, partner group-work and psychological tests.
SPEAKER	Dr. Alexandra Nepit, businessargonauten, München
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	VA-Nr. 945: Max-Planck-Gesellschaft - Generalverwaltung, Hofgartenstraße 8, 80539 München VA-Nr. 946: Max-Planck-Haus, Tagungs- und Gästehaus Tübingen, Spemannstraße 36, 72076 Tübingen Reservierungsanfragen für Gästezimmer unter: <a href="http://tuebingen.mpg.de">tuebingen.mpg.de</a> IMMER MIT ANGABE DER VA-NR.
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	15
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
945	16.02.2017	09:00	17.02.2017	16:45	München
946	16.11.2017	09:00	17.11.2017	16:45	Tübingen

# How to give Feedback

TARGET GROUP	Postdocs				
TARGET	This workshops aim is to learn how to give and receive feedback. You will experience the positive effect of a constructive feedback for professional relations.				
TOPICS	<p>The workshop is based on a mixture of inputs, exercises, group work and self-reflection, panel discussions and individual feedback.</p> <p>Contents:</p> <ul style="list-style-type: none"> <li>Some basics of communication</li> <li>The importance of feedback</li> <li>Self-image, perception by others and the blind spot</li> <li>Models of constructive and critical feedback</li> <li>Rules for giving and receiving feedback</li> <li>Feedback as a leadership tool</li> </ul>				
SPEAKER	Barbara Wagner, Führungskräfte- und Organisationsentwicklung c/o unit5, München				
CONTACT	Dr. Christiane Haupt	<a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>			
VENUE	<p>VA-Nr. 942: Max-Planck-Institut für evolutionäre Anthropologie, Deutscher Platz 6, 04103 Leipzig</p> <p>VA-Nr. 943: Max-Planck-Institut für intelligente Systeme, Heisenbergstraße 3, 70569 Stuttgart</p> <p><a href="http://www.eva.mpg.de">www.eva.mpg.de</a>, <a href="http://www.is.mpg.de">www.is.mpg.de</a></p>				
COSTS	The Administrative Headquarters will bear the fees for the speaker.				
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.				
MAXIMUM PARTICIPANTS	12				
REGISTRATION AND CANCELLATION	Angelika Molkenthin	<a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>			

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
942	25.04.2017	09:30	26.04.2017	17:00	Leipzig
943	24.10.2017	09:30	25.10.2017	17:00	Stuttgart

# Improved reading

Changing the way you read

TARGET GROUP	Postdocs
TARGET	Reading is the key qualification for academic work and in professional life - we often spend several hours a day. Yet, reading training usually stops at Primary school, and nowadays we are ill equipped for dealing with the mass of information confronting us. Our priority is text comprehension – which is only possible by increasing speed and developing a flexible reading strategy.
TOPICS	Analysis of existing reading skills, detection of restricting habits Exercises for reducing the three main reading faults, partly supported by specially developed technical devices Introduction and training of new reading techniques and of a flexible reading strategy Demonstration of the relationship between reading technique and concentration/memory retention Motivating reading tests, in which participants ascertain their progress in objective figures (among others the Effective Reading Rate) and learn how to implement their new techniques in their everyday work
SPEAKER	Friedrich Hasse, Improved Reading GmbH & Co. KG, Eppstein
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für molekulare Genetik, Ihnestraße 63-73, 14195 Berlin <a href="http://www.molgen.mpg.de">www.molgen.mpg.de</a>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	12
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
938	11.05.2017	09:30	12.05.2017	17:30	Berlin

# Leadership in Science and Performing Teams

TARGET GROUP	Postdocs, Forschungsgruppenleiter/-innen / Research Group Leaders Postdocs (advanced) - Research Group Leaders
TARGET	The aim of this workshop is to provide postdocs within Max Planck Society with an opportunity to build their understanding, skills and confidence in leadership, team performance, communication with their supervisor, their colleagues and coworkers. This will enhance their overall effectiveness as they pursue their research studies and maximize success of their future careers.
TOPICS	<p>The highly interactive workshop trains participants to:</p> <ul style="list-style-type: none"> <li>Adopt a mindset that is self-aware and sensitive to diverse people in various settings</li> <li>Consider alternative perspectives from differing views (from supervisor, coworkers, etc.)</li> <li>Apply sound conflict analysis models, tools and processes</li> <li>Understand system dynamics and complexity of issues and actors</li> <li>Develop a reflective practice of learning</li> <li>Work toward reaching constructive outcomes through the use of collaborative processes in science</li> <li>Use theory to inform their understanding, and apply pragmatic approaches to resolving conflicts in research</li> </ul>
SPEAKER	Prof. Dr. Alexander Schiller (Jun.-Prof.), PD Dr. Daniel Mertens
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für die Biologie des Alterns, Joseph-Stelzmann-Str. 9b, 50931 Köln <a href="http://www.age.mpg.de">www.age.mpg.de</a>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	12
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
928	23.03.2017	09:00	24.03.2017	17:00	Köln

# Making a Lasting Impression in Science through Communication

„Assessment Center“ and „Practice Lab“

TARGET GROUP	Postdocs
TARGET	In this workshop, you are invited to test your own skills and knowledge in experiential processes. The focus lies on performance, delivery and effective messaging of scientific presentations as well as successful communication and self-presentation. As a final product, we will take professional videos of 5 min presentations of your research work – to be used on the MPI website and possibly your own websites.
TOPICS	<p>This “practice lab” is designed to improve the individual performance of good communication and the practice of giving convincing scientific presentations. It focusses on testing your skills in order to develop your individual style and provides a minimum of necessary theoretical input. Active discussion and exercises to try our new behavior and test different skills will be encouraged. These skills will support you to achieve an outstanding performance – in presentation and communication.</p> <p>Content:</p> <ul style="list-style-type: none"> <li>Storyboard – breaking down complex content to a genius simple form</li> <li>The Impact of Body Language and Use of Voice</li> <li>Personal communication and leadership style through role play</li> <li>Communication ,elevator style , - quick, precise and thrilling</li> <li>Assessment Center – Communication, leadership</li> </ul>
SPEAKER	Kathrin Keune, Artsbased Solutions
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für molekulare Genetik, Ihnestraße 63-73, 14195 Berlin <a href="http://www.molgen.mpg.de">www.molgen.mpg.de</a>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	12
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
939	12.09.2017	09:30	13.09.2017	17:30	Berlin

# Negotiation and Conflict Management

TARGET GROUP	Postdocs
TARGET	The aim of this workshop is to provide postdocs at MPG with an opportunity to build their understanding, skills and confidence in negotiating and communication with their supervisor, their colleagues and peers. This will enhance their overall effectiveness as they pursue their research studies and maximize success of their future careers.
TOPICS	<p>The highly interactive workshop trains participants to:</p> <ul style="list-style-type: none"> <li>Adopt a mindset that is self-aware and sensitive to diverse people in various settings</li> <li>Consider alternative perspectives from differing views (from supervisor, coworkers, etc.)</li> <li>Apply sound conflict analysis models, tools and processes</li> <li>Understand system dynamics and complexity of issues and actors</li> <li>Develop a reflective practice of learning</li> <li>Work toward reaching constructive outcomes through the use of collaborative processes in science</li> <li>Use theory to inform their understanding, and apply pragmatic approaches to resolving conflicts in research</li> </ul>
SPEAKER	Prof. Dr. Alexander Schiller (Jun.-Prof.), PD Dr. Daniel Mertens
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	<p>VA-Nr. 930: Max-Planck-Institut für Struktur und Dynamik der Materie, Luruper Chaussee 149, Geb. 99 (CFEL), 22761 Hamburg</p> <p>VA-Nr. 931: Max-Planck-Haus, Tagungs- und Gästehaus Tübingen, Spemannstraße 36, 72076 Tübingen</p> <p>Reservierungsanfragen für Gästezimmer unter: <a href="http://tuebingen.mpg.de">tuebingen.mpg.de</a> IMMER MIT ANGABE DER VA-NR. <a href="http://www.mpsd.mpg.de">www.mpsd.mpg.de</a>, <a href="http://www.tuebingen.mpg.de">www.tuebingen.mpg.de</a></p>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	12
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
930	09.05.2017	09:00	10.05.2017	17:00	Hamburg
931	02.11.2017	09:00	03.11.2017	17:00	Tübingen

# On the way to Professorship

Strategic career planning for PostDocs

TARGET GROUP	Postdocs (approx. 1st - 3rd Postdoc year)
TARGET	There is a lot of insecurity about the way to professorship in Germany and in other countries. In this workshop we will talk about the main aspects of science career. Participants will learn how to strategically structure their career.
TOPICS	<p>Selections of new professors (Berufungsverfahren) are somehow special and difficult ways of recruitment: how are they structured and what should applicants prepare for them?</p> <p>What is a scientific profile and how could I develop my profile?</p> <p>Market analysis: how could I find out how many open positions there will be in the time I need them and how high my risk not to get one is?</p> <p>Check list: what is really necessary to gain before I am able to apply, what did I gain already and what are my next steps? We talk about publications, 3rd party funding, teaching, networks, international research stays, talks etc.</p> <p>Risks and challenges: what are risks of research careers and how could I minimize them?</p> <p>Next steps: science careers look different. It makes sense to ask for your specific strengths in research and to develop your career based on these strengths. We develop some ideas for this strategy.</p> <p>The next day a single or small group coaching will give participants the opportunity to talk about specific questions concerning their own situation. Appointments will be made during the workshop.</p>
SPEAKER	Dr. Matthias Schwarzkopf, Coaching und Training, Jena
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für Sonnensystemforschung, Justus-von-Liebig-Weg 3, 37077 Göttingen <a href="http://www.mps.mpg.de">www.mps.mpg.de</a>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	12
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
932	29.05.2017	10:00	30.05.2017	17:00	Göttingen

# Peer review – an introduction for early-career researchers

TARGET GROUP	Postdocs (approx. 1st - 3rd Postdoc year) - Humanities and Social sciences	
TARGET	<p>This introductory workshop is designed to de-mystify peer review in the humanities and social sciences, examining it in a broad context, and analysing and developing the necessary critical skills. It highlights the reviewer's ethical responsibilities, and offers a range of practical guidance on the principles and standards involved in making a constructive contribution to the advancement of others' research and the integrity of the discipline.</p>	
TOPICS	<p>Peer review is a vital element of the scholarly system, central to academic publication, funding awards, institutional research assessment, and many conferences. It exists in many forms, with evaluative criteria and practical processes subject to wide variation. There will be a mix of presentation, discussion and exercises, and handouts will be supplied for reference, including sample guidelines for peer review.</p> <p>and evolution. Understanding peer review is important for an academic career, in the course of which researchers can expect to find themselves on both sides of the process, subject to others' expert scrutiny and consulted for their own.</p>	
SPEAKER	Josie Dixon, Lucian consulting, Winchester, UK	
CONTACT	Dr. Christiane Haupt	<a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Gesellschaft, Generalverwaltung, Hofgartenstraße 8, 80539 München <a href="http://www.mpg.de">www.mpg.de</a>	
COSTS	The Administrative Headquarters will bear the fees for the speaker.	
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.	
MAXIMUM PARTICIPANTS	12	
REGISTRATION AND CANCELLATION	Angelika Molkenthin	<a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
937	16.05.2017	09:30		16:30	München

# Presentation Skills for Postdocs

TARGET GROUP	Postdocs	
TARGET	<p>Science is mostly production of high quality data. However, presentation of data is arguably of similar importance: after generation of results, you want to convey the information to your fellow scientists, be it in the form of manuscripts for publication, abstracts and posters at conferences and last but not least to convince reviewers to grant you additional funding for continuing your research!</p>	
TOPICS	<p>In a very practical compact course we will address these issues and discuss examples from participants on a point-by-point basis:</p> <ul style="list-style-type: none"> <li>Focusing the key message for a title</li> <li>Presenting data in figures: common errors</li> <li>Writing a concise and informative abstract</li> <li>Producing an outline, improving clarity in text</li> <li>How to please reviewers and how to displease them</li> <li>Understand the audience: How do we learn? When can I expect greatest attention?</li> <li>How to develop convincing talks</li> <li>Making a poster that attracts interest</li> <li>Writing a successful grant application</li> </ul>	
SPEAKER	Prof. Dr. Alexander Schiller (Jun.-Prof.), PD Dr. Daniel Mertens	
CONTACT	Dr. Christiane Haupt	<a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für Chemie, Hahn-Meitner-Weg 1, 55128 Mainz <a href="http://www.mpic.de">www.mpic.de</a>	
COSTS	The Administrative Headquarters will bear the fees for the speaker.	
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.	
MAXIMUM PARTICIPANTS	12	
REGISTRATION AND CANCELLATION	Angelika Molkenthin	<a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
929	21.09.2017	09:00	22.09.2017	17:00	Mainz

# Strategic job hunting outside Academia

Much more than writing nice CVs and cover letters

TARGET GROUP	Postdocs	
TARGET	The workshop enables the participants to present their individual highlights in application documents as well as in personal presentations.	
TOPICS	The CV as core piece of every application file should show the determination for a specific career path convincingly. According to the participants' interest differences between Academia and other sectors (public, private, non-profit) will be discussed as well as differences between Germany, CH, UK and US. What is possible beyond advertised positions and traditional cover letters? We will discuss how to network and how unsolicited applications work. The focus of the second part lies on the oral self-presentation in different situations and on typical interview situations that should be prepared.	
SPEAKER	Barbara Hoffbauer, Kepos, Mannheim	
CONTACT	Dr. Christiane Haupt	<a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für Mathematik, Vivatgasse 7, 53111 Bonn <a href="http://www.mpim-bonn.mpg.de">www.mpim-bonn.mpg.de</a>	
COSTS	The Administrative Headquarters will bear the fees for the speaker.	
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.	
MAXIMUM PARTICIPANTS	10	
REGISTRATION AND CANCELLATION	Angelika Molkenthin	<a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
927	21.07.2017		09:00	17:00	Bonn

# Strategic networking for young scientists

TARGET GROUP	Postdocs
TARGET	This workshop aims at promoting awareness of the importance of networks for the own career in academia or industry. Participants get to know specific methods, instruments and tools for building up and maintaining networks.
TOPICS	<p>The participants will learn tools and methods to build up their own network strategy and how to use it proactively to create their next career step. Intensive discussions and self reflection will support the process.</p> <p>Content:</p> <ul style="list-style-type: none"> <li>Using networking tools for your own career steps</li> <li>Developing a network map</li> <li>Working out a network strategy</li> <li>Making an action plan</li> </ul>
SPEAKER	Barbara Wagner, Führungskräfte- und Organisationsentwicklung c/o unit5, München
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für die Biologie des Alterns, Joseph-Stelzmann-Str. 9b, 50931 Köln <a href="http://www.age.mpg.de">www.age.mpg.de</a>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	12
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
944	14.03.2017	09:30	15.03.2017	16:30	Köln

# Strategic planning of research careers

TARGET GROUP	Postdocs
TARGET	<p>As competition continues to increase both in Germany as well as internationally, scientists and the institutions they work at are pressed to submit more and more applications for project funding. However, not all funding programmes may be suitable to realise the goals of an individual researcher or the plans of a working group or institute. The aim of this workshop is to enable the participants to act strategically with regards to their middle- or long-term career goals and scientific ambitions resp. the goals their institution is pursuing.</p> <p>Individual short coaching sessions on a further optional day will help the participants pave their way towards successful applications in view of their needs and ambitions.</p>
TOPICS	<p>Definition of short-, middle- and long-term individual or institutional goals</p> <p>Overview of selected funding programmes</p> <p>Analysis of criteria and perspectives of decision making bodies and reviewers</p> <p>Individual draft, short presentation in the plenary, and discussion of a grant summary or strategic concept</p> <p>Additionally: Short individual coaching sessions via Skype/telephone</p>
SPEAKER	Dr. Beate Scholz, consulting training coaching, Bonn
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für Hirnforschung, Max-von-Laue-Str. 4, 60438 Frankfurt am Main <a href="http://www.brain.mpg.de">www.brain.mpg.de</a>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	<p>The selection of programmes is based on participants' CVs which need to be provided collectively 21 days prior to the workshop. Confidential treatment will be guaranteed.</p> <p>Please take care of accommodation very early, because of book fair in Frankfurt. If you can not find an accomodation, please contact us.</p> <p>Our participation conditions apply, they are included at the end of the brochure for further training.</p>
MAXIMUM PARTICIPANTS	8
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
940	11.10.2017	10:00		17:00	Frankfurt/Main

# Writing Articles for international Publication in Peer-Reviewed Journals

TARGET GROUP	Postdocs Postdocs (advanced) - Humanities and Social sciences The first 10 participants submit their writing samples will get the benefit of a workshop directly tailored to their own writing.
ZIEL	This workshop helps you to develop language skills needed in all forms of academic writing, and is designed to help non-native speakers with the challenges of writing up their research in the English language. It will help you to identify areas for development beyond the PhD.
TOPICS	The first day takes the form of an intensive session on academic writing in English, with the focus on language skills, designed in particular to help with common difficulties experienced by non-native speakers in their writing. The material will be closely tailored to the needs of the group, drawing throughout on examples drawn from the participants' own writing samples. There will be a mixture of presentation, discussion and interactive exercises, including a two-part quiz in which participants work together in pairs to spot errors, identify problem types, and work on ways to correct or avoid them, with group feedback afterwards. Building on the detailed language skills developed in the first day, the second day will focus on the move towards international dissemination enabled by writing in English, and on important differences between writing a PhD and writing for publication. There will be a mixture of presentation, discussion and interactive exercises in which participants are encouraged to consider their projects in relation to the criteria of journal editors and referees in the peer-review process.
SPEAKER	Josie Dixon, Lucian consulting, Winchester, UK
CONTACT	Dr. Christiane Haupt <a href="mailto:Christiane.Haupt@gv.mpg.de">Christiane.Haupt@gv.mpg.de</a>
VENUE	Max-Planck-Institut für Hirnforschung, Max-von-Laue-Str. 4, 60438 Frankfurt am Main <a href="http://www.brain.mpg.de">www.brain.mpg.de</a>
COSTS	The Administrative Headquarters will bear the fees for the speaker.
NOTES	The first 10 to submit their writing samples will get the benefit of a workshop directly tailored to their own writing. Our participation conditions apply, they are included at the end of the brochure for further training.
MAXIMUM PARTICIPANTS	16
REGISTRATION AND CANCELLATION	Angelika Molkenthin <a href="mailto:Molkenthin@gv.mpg.de">Molkenthin@gv.mpg.de</a>

V-NR.	TERMIN VON	UHRZEIT	BIS	UHRZEIT	VERANSTALTUNGSORT
936	06.04.2017	09:30	07.04.2017	16:30	Frankfurt/Main

# TEILNAHMEBEDINGUNGEN

## Geltungsbereich

Diese Teilnahmebedingungen gelten bei Veranstaltungen, in denen direkt darauf Bezug genommen wird. Die Veranstaltungen sind grundsätzlich allen Beschäftigten zugänglich. Es gilt die GBV Nr. 5 der MPG. Assoziierte Einrichtungen und rechtlich selbständige Institute sind zur Teilnahme berechtigt, Externe Einrichtungen und Beschäftigte hingegen nicht. Anmeldungen von Mitarbeitern/-innen, die der empfohlenen Zielgruppen entsprechen werden vorrangig behandelt. Bei Kapazität und wenn das Thema sich eignet, werden freie Plätze auch an interessierte Mitarbeiter/-innen vergeben. Besteht Unsicherheit, bitte kurze telefonische Abstimmung.

## Veranstaltungsort und Termin

Der Ort und der Termin stehen in der Regel fest, können sich aber im Laufe der Organisation noch verändern. Änderungen werden Ihnen vor der Einladung zum Seminar mitgeteilt.

## Anmeldung

Bitte melden Sie sich per Mail an (akad. Grad, Vorname, Name, Telefon, Mailadresse und die Anschrift des Instituts mit Postfachadresse). Alle An- und Abmeldungen werden schnellstmöglich bestätigt. Bitte klären Sie vor der Anmeldung die Kostenübernahme und Freistellung mit der Personalstelle in Ihrem Institut oder in Ihrer Einrichtung.

## Warteliste

Übersteigen die Anmeldungen die Zahl der freien Plätze, werden diese Anmeldungen nach ihrem zeitlichen Eingang auf eine Warteliste gesetzt und rücken beim Freiwerden von Plätzen nach. Sie werden sofort informiert. Können wir Ihre Anmeldung nicht zum gewünschten Termin berücksichtigen, bieten wir Ihnen nach Möglichkeit weitere Termine an.

## Zusatstermine

Lässt die Zahl der auf der Warteliste befindlichen Anmeldungen es zu, so wird ein Zusatztermin angeboten. Ihre Zusage auf dieses Angebot ist das Einverständnis zur Buchung der Zusatzveranstaltung. Bei einer späteren Abmeldung können Kosten anfallen.

## Einladung zum Seminar

Bis vier Wochen vor Veranstaltungsbeginn erhalten Sie eine Einladung mit Programm und Teilnahmeliste.

## Unterkunft und Verpflegung

Diese Leistungen sind grundsätzlich eigenständig zu buchen. Bei Veranstaltungen in gastgebenden Instituten bieten wir i.d.R. ein Kontingent zum Abruf an. Die Konditionen werden mit der Einladung mitgeteilt. Wir empfehlen eine Kostenübernahmeverklärung vom Institut ausstellen zu lassen.

## Tischkarte und Teilnahmebestätigung

Sie erhalten am Veranstaltungsbeginn eine Tischkarte und am Ende eine Teilnahmebestätigung. Bitte unterschreiben Sie immer auf der ausliegenden Unterschriftenliste.

## Stornierung

Kann eine Veranstaltung nicht wie geplant durchgeführt werden, weil die Mindestteilnehmerzahl nicht erreicht wird, organisatorische Ereignisse es nicht erlauben oder nachträgliche Absagen die Durchführung unwirtschaftlich machen, erhalten Sie umgehend eine Absage, nach Möglichkeit verbunden mit einem Alternativangebot.

## Kosten

Die Kosten (Honorar, Spesen, Raummieten, Medien und Technik und Pausenverpflegung) werden grundsätzlich entsprechend der Teilnehmerzahl geteilt und nach Seminarende auf die Institute umgelegt. Dies gilt nicht für Seminare, bei denen die Kosten zentral getragen werden. Bei Teilnahmen durch das IPP von rechtlich selbständigen Institute oder assoziierten Einrichtungen erfolgt immer eine Kostenumlage (mit Personalkostenzuschuss und Overhead, teilweise auch Mehrwertsteuer). Die Kostenschuld entsteht mit der Anmeldung. Kosten für Unterkunft und Verpflegung sind in der Regel auszulegen und können dann über die Reisekostenabrechnung erstattet werden.

## Abmeldung

Bitte melden Sie sich per Mail bei den Organisatoren ab, sofern Sie an einer gebuchten Veranstaltung nicht teilnehmen können (krankheitsbedingt oder dienstliche Verhinderung). Bitte auch die Hotelleistungen eigenständig stornieren. Bei Abmeldung nach der Einladung behalten wir es uns vor, die für Sie anteiligen Kosten der Veranstaltung zu berechnen. Die Gründe für die Abmeldung sind unerheblich. Bitte versuchen Sie eine Ersatzperson zu benennen, in diesem Fall ist die Abmeldung immer kostenfrei.

## Umbuchung

Bitte informieren Sie uns, wenn Sie in eine andere Veranstaltung umbuchen möchten. Kosten entstehen für Sie nur, insofern Stornokosten entstehen (Catering, Übernachtung oder dgl.). Bitte versuchen Sie Termine zu wahren oder uns eine/-n Ersatzteilnehmer/-in zu benennen.

## Evaluation

Zu jeder Veranstaltung wird ein Fragebogen ausgeteilt. Veranstaltung, Dozenten/-innen, Organisation und Veranstaltungsort werden damit beurteilt. Bitte tragen Sie durch Ihre Beteiligung dazu bei, dass durch die zentralen Veranstaltungen für jede Zielgruppe ein bedarfsgerechtes und erfolgreiches Fort- und Weiterbildungsangebot gemacht werden kann. Ihre Meinung ist uns wichtig.