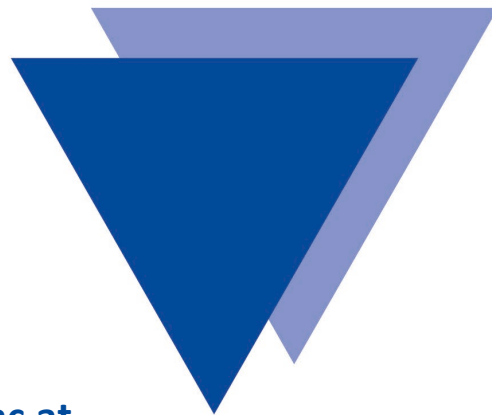
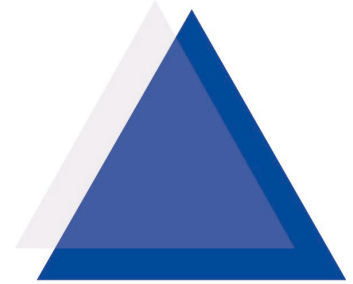




LUDWIG
BOLTZMANN
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Career Center

LEXA- AWARD

NOMINATION GUIDELINES



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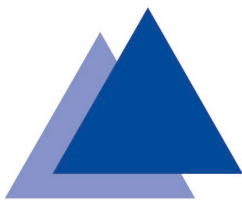
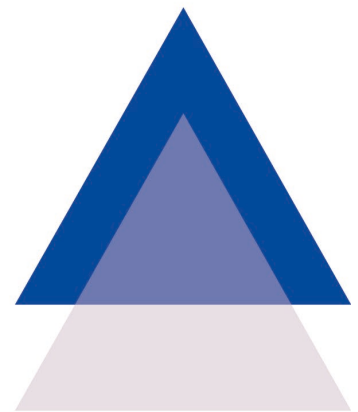


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LEXA AWARD – NOMINATION GUIDELINES

BACKGROUND

The step to leadership can be a real challenge for scientists. For many years, it was more about proving oneself in the respective field of research by acquiring professional knowledge and a very high level of commitment. Thus many have not been prepared how to lead a team, and often do not specifically strive for leadership responsibility as the next career step. (Sapienza,2004).

This is also due to the competitive environment of the scientific system, in which primarily those persons are promoted to leadership positions who demonstrate the greatest scientific impact and success, i.e. subject expertise (e.g. publication output). Thus, many researchers attain leadership positions without having the required leadership skills. (Bronner, 2018, Buller, 2015). In contrast to industry, where strategic talent management and leadership training have long been in place, this is still largely neglected in academia (Buller, 2015).

In addition to generally applicable leadership requirements, leaders in R & D are confronted with specific challenges that arise from the working and structural conditions of the research environment. High performance pressure, uncertain output (research generates new knowledge and is not comparable with calculable and plannable industrial processes, for example), uncertain working conditions, complex and changeable organizational structures (due to dependence on third-party funding, etc.), and hierarchies make leadership tasks in the scientific environment more difficult. (Rehbock, 2020). At the same time, leaders in the scientific environment are expected to meet high professional standards (Welzig, 2021).

Last but not least, the challenge for a modern leader is to not only to advance their own research career, but also to take responsibility as a mentor for the career development of young researchers and for the transfer and sharing of knowledge (e.g., by teaching, supporting open innovation in science, or science education). The responsibility to act as mentor as stated by the Reform on Research Assessment (2021), is often not (sufficiently) perceived.

For this reason, the Ludwig Boltzmann Gesellschaft, already formulated "Modern approaches to leadership & management and individual career paths" as one of the strategic goals in its strategy paper (Ludwig Boltzmann Gesellschaft, 2017) in 2017. The Career Center of the Ludwig Boltzmann Gesellschaft, has been supporting scientists in Austria for years to support leaders in developing modern leadership skills within the framework of tailored programs, exchange forums, mentoring and coaching at the individual level. With the intention to make an important contribution of improving the visibility of leadership and the development of necessary competencies in a structured way. The aim is to bring a sustainable change in the system in the long term.

This new award is intended to underline the relevance of leadership in academia.

With LExA Leadership Award, we would like to specifically promote leaders who not only overcame these challenges, but also meet them successfully and positively. Personalities that thus are a role model and inspiration for young researchers and can create better conditions for researchers and research work, and subsequently also achieve better research results. (Sapienza, 2004; Rehbock, 2020; LERU, 2012).

The jury therefore does not focus on management skills (i.e. the ability to manage and control people, processes and resources in an efficient manner), but rather specifically on leadership skills, i.e. influencing and motivating others through one's own vision, a positive attitude and role model effect, to contribute and develop accordingly in line with individual strengths (Kotter, 1990; LERU, 2012).

"A leader is anyone who takes responsibility for recognising the potential in people and ideas, and has the courage to develop that potential" Brené Brown

„A great person attracts great people and knows how to hold them together”—Johann Wolfgang Von Goethe

“The only definition of a leader is someone who has followers.” Peter Drucker

SELECTION PROCESS

WHO CAN BE NOMINATED?

Researchers from the close research environment can be nominated (e.g. universities, non-university research institutions, spin-offs) who have at least 2 years of leadership responsibility.

WHO CAN NOMINATE?

Generally everyone who can make a well-founded assessment of the nominee's leadership work and its effects, e.g. colleagues, team members, superiors. A self-nomination is possible (under specification of 2 referees, not from employees who are directly in the team or are otherwise dependent on the nominee).

JURY

An international jury of experts evaluates the incoming nominations on the basis of specific criteria. The selection is made in a two-step process. In the event of a large number of submissions, the LBG Career Center will pre-select the submissions in advance.

In the first step, the jury members individually review and rank the nominations. This is followed by a joint jury meeting, at which a winner is jointly agreed.

The decision on the award is made at the jury's own discretion and is valid to the exclusion of any appeal.

In 2023, the jury will be composed as follows (in alphabetical order):

- **Dr. Jeffrey Buller:** former Director of Leadership and Professional Development at Florida Atlantic University, expert, author and trainer on Academic Leadership, Senior Partner at ATLAS Leadership Training
- **Kerstin Dübner-Gee:** Head of Department Human Resources Development & Opportunities of the Max Planck Society, co-editor of the professional journal "Developing Personnel in Higher Education and Science", board member at German Scholars Organization
- **Dr. Markus Ebner:** Founder of the Positive Leadership PERMA-Lead Model, Keynote Speaker, Trainer and Coach, Teaching and Research at the Universities of Vienna and Klagenfurt and University of Applied Sciences Vienna
- **Dr. Markus Hammer:** Director of Learning, Functions Leader and Operations at McKinsey & Company, Lecturer at TU Graz, Institute for Innovation and Industrial Management
- **Dr. Vanessa Iwowo:** Leadership Dev. Consultant/Visiting Senior Fellow at the London School of Economics (LSE) and Program Director at Birbeck University of London in Organisational Psychology with focus on Leadership (in the international context, esp. Africa); Expert and Lecturer for Leadership and Decision Sciences at London School of Economics (LSE), Centre for Leadership Studies (CLS), University of Exeter Business School
- **Claire Viney** (CSci CChem FRSC): at CRAC (Careers Research & Advisory Centre), a long-standing independent non-profit organisation in the UK dedicated to career research and advice, focusing on the career development of researchers through the VITAE initiative.

PROFILE

We are looking for inspiring leadership personalities with a vision who proactively fulfil their responsibility as mentor, role model and coach for their team (and other stakeholders) and have a positive influence on their team members so that they can flourish in their respective strengths and develop their full potential.

SELECTION CRITERIA

- Candidate is a **role model** for others and demonstrates a high level of professionalism and integrity
- Candidate has a clear **vision** and makes it comprehensible to team members how their work relates meaningfully to the mission, vision and goal of the university/institution
- Candidate **inspires** others to work collaboratively and creatively to advance the research mission.
- Candidate creates a work environment that promotes **equality and diversity**
- Candidate focuses on their **strengths** and those of the staff and supports them to develop these strengths further and to specifically bring them to use
- Candidate strives to build **positive relationships** with staff/colleagues, supervisors, subordinates and stakeholders to promote engagement, cooperation and knowledge sharing
- Candidate is **accessible** to their team and creates an environment of trust where employees are encouraged to show ownership and initiative and are not afraid to make mistakes (error culture)
- Candidate fulfils their **coaching and mentoring role** and supports staff in their career development and in building sustainable professional networks

The defined selection criteria were formulated on the basis of extensive literature and background research on current leadership models and approaches; Additionally discussions with experts in leadership were taken into account for the specific requirements for leaders in the academic environment.

General models such as *full-range leadership*, *management roles* according to Mintzberg (2010) and *positive leadership* (Cameron, 2013; Creusen et al, 2011; Seliger, 2020), which developed from positive psychology (Seligman & Csikszentmihalyi, 2000) and gave rise to further approaches such as the development of the *PERMA model* (Ebner, 2019) and subsequently developed for the academic background (Buller, 2013).

The results of the Research Assessment Project (ERA, 2021) were also considered which include proposals for the introduction of more qualitative criteria (peer review, social engagement, mentoring, teaching, etc.) when discussing leadership in academia.

In addition, other documents and guidelines from the research environment were taken into account, such as the Charter and Code for Researchers or the Researcher Development Framework /Lens for Leadership by Vitae (2011), an organisation in the UK that has been conducting research and providing advice on career support for researchers for 50 years. Finally, specific leadership models from universities were used for comparison (LERU, 2012).

SUBMISSION

Here please describe clearly and comprehensibly, using specific examples (e.g. everyday life, situations, projects, processes, measures, etc.), why you consider the nominee to be an exemplary leader.

Why do you consider them to have exemplary leadership skills? What positive changes do the nominee's leadership skills bring to the performance of the research team?

- Submission via the LBG platform, Crossfound (upload possible approx. from the beginning of April, link will be available on the homepage: cc.lbg.ac.at/lexa).
- Document, 2-4 pages with max. 13,000 characters incl. spaces
- The nomination must contain sufficient information so that no additional inquiry is required

- The selection criteria serve as orientation and describe in more detail the facets in which outstanding leadership can be demonstrated. Please try to address the criteria whenever possible.

ADDITIONAL EVIDENCE

Necessary:

- CV of the nominee
- Declaration of consent of the nominee(s) / submitter(s) / reference(s) (form).
- If necessary, the jury may request additional recommendations from other persons who can support the nomination.

Optional:

- Completion of leadership training or conflict management training (to be credibly demonstrated)
- Taking up executive coaching sessions (to be credibly demonstrated)
- Conducting appraisals/ development conversations and regular feedback discussions with the team during the year (to be credibly demonstrated)
- Activities as a mentor (mentoring talks, participation in mentoring programmes, active commitment and promotion of junior staff, etc.), to be credibly demonstrated
- Involvement and engagement in networks (to be credibly demonstrated)
- Videos (e.g. by the team), photos (e.g. of team events), etc.
- Additional information that supports the application (optional)

AWARD

The winner will receive the LExA Award and prize money of € 5,000, which should be used for team development measures.

AWARD CEREMONY

The award ceremony will take place in a festive setting on 27.09.2023, LBG's annual autumn event. Numerous stakeholders from the RTI system will be guests. During the award ceremony, short films about the three finalists will be shown and finally the winner will be announced. The award will be ceremonially presented by the BMBWF (Minister Polaschek).

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