



Co-funded by the
Erasmus+ Programme
of the European Union

LEAD2 Young Academic Leadership Training

Oct.-Dec.2021

Personal Experience and achievements

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中欧 LEAD2 青年学术领导力培训学习体会

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在过去的两个多月，我有幸参加了中欧 LEAD2 青年学术领导力培训，受益匪浅。此次培训内容丰富、形式多样，通过独特的分组治理机制，例如采用轮值班长、记录员和发言人制度，将培训本身作为学术领导力实践活动，设计精良，保障了课程的民主与公平性的同时也能调动学员的积极性。通过此次培训，我结合自身的教育及工作经历，有以下收获与感悟。

In the past two months, I have been fortunate enough to participate in the CEIBS LEAD2 Youth Academic Leadership Training and benefited a lot. This training is rich in content and diverse in form. Through a unique group governance mechanism, such as the use of the rotating monitor, recorder and spokesperson system, the training itself is regarded as an academic leadership practice activity. It can also arouse the enthusiasm of the students. Through this training, based on my own education and work experience, I have the following gains and insights.

首先，此次课程使我对不同的领导力理论与领导风格，例如民主型、魅力型、变革型等，有了一些初步的了解和新的认识。领导风格是领导者行为模式表现出的习惯及特点，与个人经历、领导实践以及工作环境等息息相关。在过往的工作和生活实践中，我经历过较多的是民主型和变革型领导风格。在民主型领导风格下，团队成员能够参与讨论与决策，发挥团队协作；而变革型领导风格则能够在较大程度上调动团队成员的能动性，提高团队凝聚力。然而，

无论是哪一种领导风格，都有自身的利弊，需要结合具体的团队模式以及工作方式不断调整。结合高校背景，我认为学术领导更需要具备变革型领导特质。除推动教学科研创新外，学术领导也应通过整合各方意见，增强组织创新，在提高学校教育和科研能力的同时，提升学校整体的创新行为。也因此，科研能力、管理能力、前瞻性、沟通能力、解决问题的能力以及创新力等对于学术领导而言都是不可或缺的，这些也是每一位青年学术领导及高校工作者应该不断培养的特征。



First of all, this course gave me some preliminary understanding and new understanding of different leadership theories and leadership styles, such as democratic, charismatic, transformational, etc. Leadership style is the habits and characteristics of a leader's behavior pattern, which is closely related to personal experience, leadership practice, and work environment. In the past work and life practice, I have experienced more democratic and transformational leadership styles. Under the democratic leadership style, team members can participate in discussions and decision-making, and play a role in teamwork; while the transformational leadership style can mobilize the initiative of team members to a greater extent and improve team cohesion. However, each leadership style has its own pros and cons, and needs to be constantly adjusted in conjunction with the specific team model and working style. Combined with the university background, I think that academic leaders need more transformational leadership characteristics. In addition to promoting innovation in teaching and scientific research, academic leaders should also enhance organizational innovation by integrating opinions from all sides. Therefore, scientific research ability, management ability, forward-looking ability, communication ability, problem-solving ability and innovation ability are all indispensable for academic leaders, and these are also what every young academic leader and university worker should continuously cultivate. Characteristics.

此外，随着全球化进程不断进程，国际化已然成为国际一流大学的发展路径和重要特征。即使在如今疫情形势下，高校间的国际交流合作依然在多方面多维度展开。在融合创新的基础上，结合自身特色与管理理念，借鉴世界其他高校先进的治理方法，并将中国的教育理念和输出，才能更好推动开放与合作。在同济中德学部工作期间，无论是在策划组织中德文

化活动的过程中，或是与其他中德机构合作时，我不仅提高了自身的跨文化交流能力，对他者文化及自身文化有了更深入的了解，也深刻地认识到，在国际合作地层面下，青年学术领导更应具有全球视野，除了跨文化交流能力外，更应有坚定的信念和价值观，尊重科学和文化的差异性。



In addition, with the continuous progress of globalization, internationalization has become the development path and important feature of world-class universities. Even under the current epidemic situation, international exchanges and cooperation between universities are still carried out in many aspects and dimensions. On the basis of integration and innovation, combined with its own characteristics and management concepts, learn from the advanced governance methods of other universities in the world, and export Chinese educational concepts and methods, in order to better promote openness and cooperation. During my work in Tongji Sino-German Institute, whether in planning and organizing Sino-German cultural activities or when cooperating with other Sino-German institutions, I not only improved my cross-cultural communication skills, but also had a good understanding of other people's culture and my own culture. With a deeper understanding and a profound understanding that at the level of international cooperation, young academic leaders should have a global perspective, in addition to cross-cultural communication skills, they should have firm beliefs and values, respect for differences in science and culture.

最后，在此次培训过程中，其他学员的分享及其工作方式也拓展了我思考问题的角度，让我收获颇丰。同时，我也学得了更多关于团队协作、沟通协调以及工作管理等实用技能，也将结合工作实际，学以致用，例如在未来的工作中科学地进行时间规划，并使用 PDCA 目标管理方式优化目前的工作方式及流程等，完善自己在工作中的不足，努力提高自身素质与业务能力。

Finally, during this training process, the sharing of other students and their working methods also broadened my perspective of thinking about problems, and I learned a lot. At the same time, I have also learned more practical skills such as teamwork, communication and coordination, and work management. I will also apply what I have learned in combination with the actual work. For example, I will scientifically plan time in my future work, and use the PDCA target management method to

optimize. The current working methods and processes, etc., improve their deficiencies in the work, and strive to improve their own quality and business ability.

