

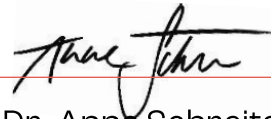
CERTIFICATE OF PARTICIPATION

This is to certify that

Martin Kalb

has attended and successfully completed the

GSO Leadership Academy 2023



Dr. Anne Schreiter

EXECUTIVE DIRECTOR
German Scholars Organization e.V.

CERTIFICATE OF PARTICIPATION LEADERSHIP ACADEMY 2023

We hereby confirm that **Dr. Martin Kalb** was selected as fellow in a competitive reviewing process and successfully completed the GSO Leadership Academy program in 2022/2023.

The GSO Leadership Academy prepares 25 outstanding researchers for their future management responsibilities, both within as well as outside of academia. The program supports the fellows to gain a better understanding of their personal approach to leadership, experience what it means to model leadership in research-related environments, and learn how they can further push their personal development.

The program is a joint project of German Scholars Organization with foundations Klaus Tschira Stiftung and Schader-Stiftung. Associated partners are the German Association of University Professors and Lecturers (DHV) and TU9 – German Universities of Technology.

Dr. Martin Kalb has successfully attended two phases of leadership training, which took place during two five-day-training sessions from April 24 to 28, 2023, in Berlin, Germany, and from September 11 to 15, 2023, in Darmstadt, Germany.

PROGRAM CONTENT

- Identifying core values and leadership style
- Strategic leadership competencies
- Strategic leadership tools
- Leading teams
- Leading projects
- Employee recruiting and employee development
- Leadership feedback tools and target agreements
- Conflict management strategies
- Application strategies for Professorships in Germany
- Self-Marketing, Visibility, and Networking

Berlin, September 15, 2023

**German Scholars
Organization e.V.**

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**We empower researchers
to build careers in Germany.**

In addition, **Dr. Martin Kalb** received a one-on-one career counseling session with one of our career experts.

The **German Scholars Organization (GSO)** was founded in 2003 and is an independent nonprofit in Berlin, Germany, that advises researchers independently and on an equal footing on career questions. It connects peers and experts in all sectors and, together with renowned funding partners, promotes them through programs that help to ensure that researchers can operate effectively within society.

Kind regards,



Dr. Anne Schreiter
Executive Director