

The impact of *impact* on talent management strategy and practice

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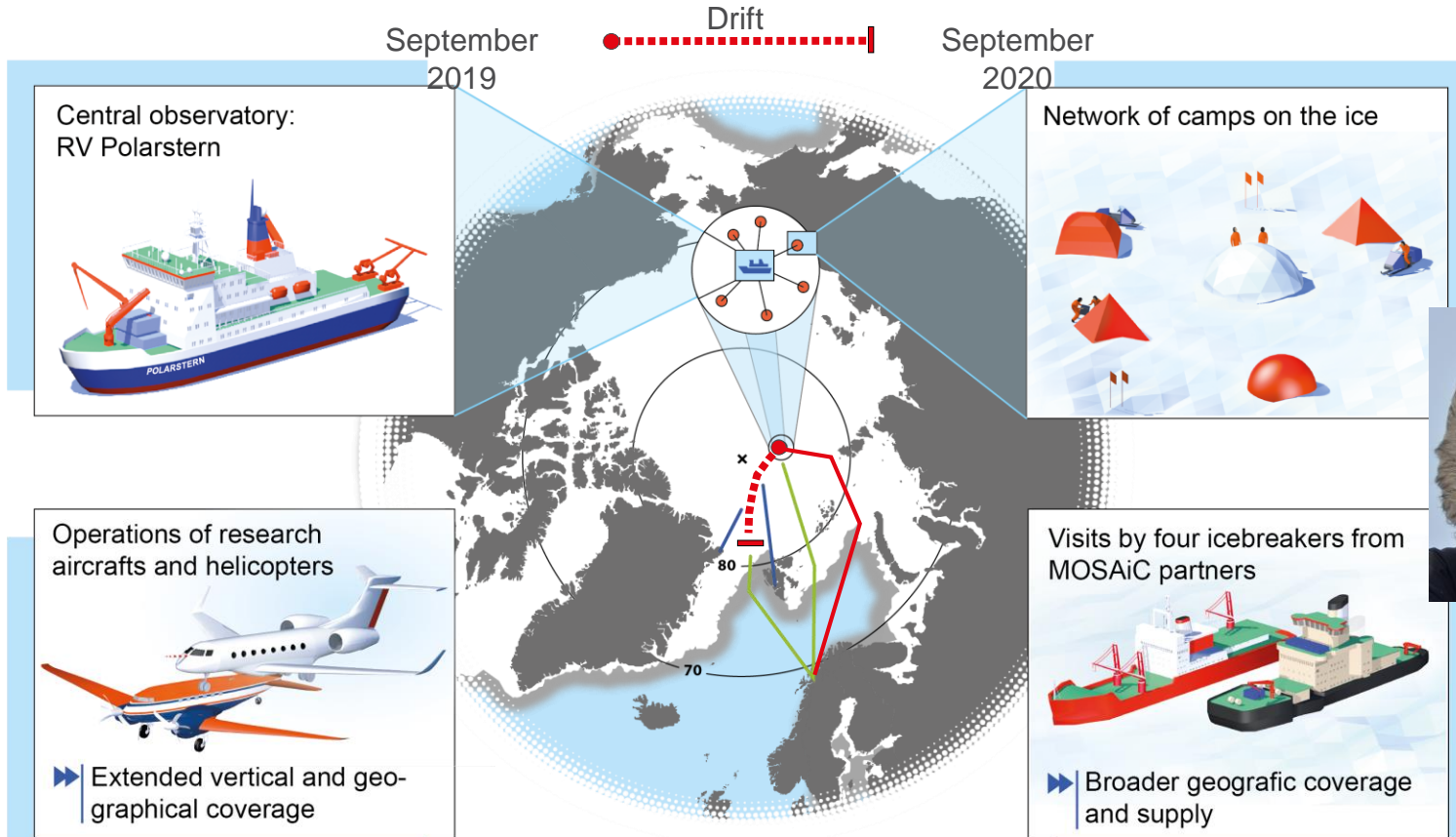
This is Helmholtz

Research for grand challenges



- Germany's largest research organization
- Annual budget of ~ €4,7 billion
- ~ 40,000 employees
- 18 independent research centers all over Germany and one research university, KIT
- Six research fields
- World-Class science infrastructure

For instance: The MOSAIC-Expedition



An Alumnus of the Helmholtz Leadership Academy:



Markus Rex
Professor for
Atmospheric
Physics

A revised agenda for talent management:

Entrepreneurship as a career track

External pressure

- More spin-offs
- More collaboration with industry



Ph.D. candidates



Postdocs



Young Investigator
Group Leaders



Senior Scientists

Internal dynamics: need for

- Leadership
- Managerial skills
- intrapreneurship

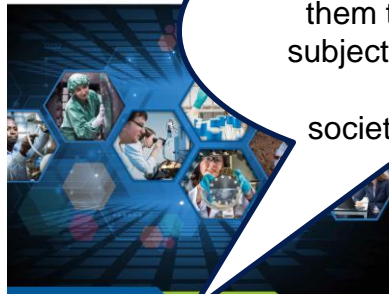
- Impulses embedded in general career development
- Generic skills approach: iterative problem solving, user-oriented thinking...



Ph.D. candidates

Updated policy ('guidelines') in 2019

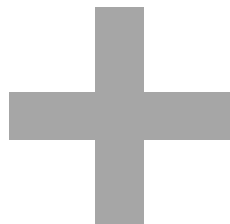
HELMHOLTZ RESEARCH FOR GRAND CHALLENGES



GUIDELINES

for the completion of PhD projects
within the Helmholtz Association

"Supervisors should also [...] motivate them to scrutinize the subject of their research from a societal perspective."



"Tailored support for personal and career development prepares Ph.D. candidates to take on responsibilities within and beyond the scientific community."

13 Graduate Schools



POLMAR courses 2019

Month	Date	Course topic
January	17 (Helgoland)	Visibility and impact of research



Beginning collaboration:

YOUNG ENTREPRENEURS IN SCIENCE



Postdocs

New strategic framework & measures established in 2017/18

As a general rule, a basic decision about the postdoc's future career should be made within four years after they received their doctorate"

HELMHOLTZ RESEARCH FOR GRAND CHALLENGES

Guidelines for the Postdoc Phase within the Helmholtz Association

Working Group Postdoc Guidelines
adopted by the Assembly of Members of the Helmholtz Association on April 18, 2018

"Postdocs are expected to develop interdisciplinary skills that are crucial for careers both within and outside academia"

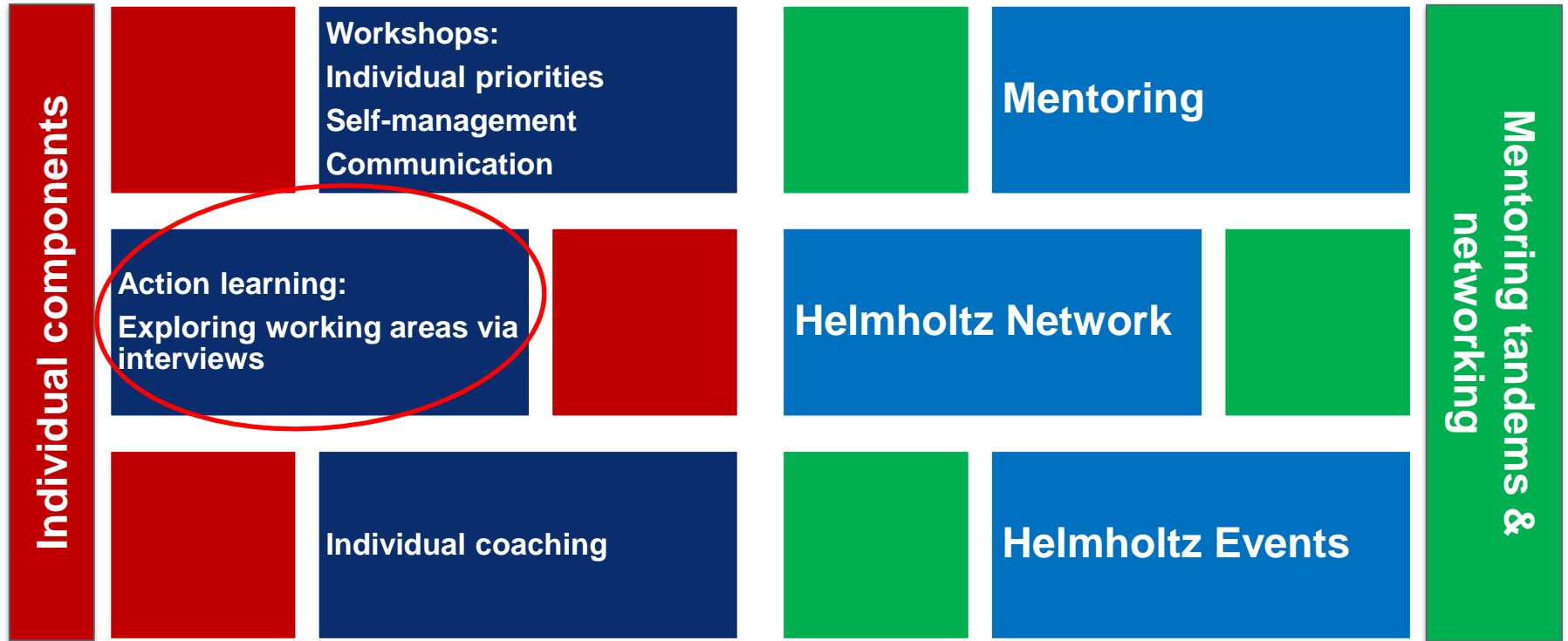
14 Career Centers for Researchers

- Career counseling and coaching
- Career events and trainings
- Networking
- Support for supervisors

Cross-center HiPo Programme „Helmholtz Avance“:
Career orientation and mentoring

Helmholtz Advance

“A year for your career“ (established 2018)





Young Investigator Group Leaders



Senior Scientists

The Helmholtz Leadership Academy – mission:

- to foster a **shared understanding and professional practice of leadership**;
- to **support leaders in their responsibility for their team members' career development**
- to provide a **platform for continued learning and experience sharing** – across centers, disciplines and functions.



Interim results

General impression:

- Orientation towards outreach and transfer activities varies a lot among Helmholtz Centers
- Resonance from Helmholtz Advance participants shows that entrepreneurial careers lack attractiveness – 50-60% of Helmholtz postdocs strive for an academic career!
- Supervisors are important actors but tend to feel incompetent or overburdened with the task of fostering entrepreneurial careers
- Preoccupation with academic impact leaves very little space for outreach and transfer

What we might do in the future:

- Engender cultural change via role models and ‘uses and gratifications’ of transfer-related activities
- Address younger target groups and team up with universities
- Establish a career track for business developers within Helmholtz