Entwicklung durch Vielfalt

Wenn Sie und Ihr Team nicht (mehr) darauf verzichten wollen, Ihre Arbeit mit mehr Kreativität, einer erweiterten, flexiblen Perspektive und befriedigender persönlicher und professioneller Entwicklung aller Teammitglieder anzugehen – dann sind Sie richtig bei Diversity@TUM.

Unsere Angebote geben Ihnen einen fundierten Überblick über den aktuellen Forschungsstand rund um das weite Themenfeld von Vielfalt und Chancengleichheit mit speziellem Fokus auf Forschung, Lehre, Transfer und Administration an der Universität.


Der erste Jahrgang von Diversity@TUM ist unseren (neuberufenen) Professor*innen sowie den Abteilungs- und Referatsleiter*innen unserer Verwaltung vorbehalten – und für alle Teilnehmenden kostenlos.

Growth through Diversity

Do not miss out on increasing creativity, enhanced performance through widened perspectives and satisfying personal as well as professional development for yourself and your team: do not hesitate to join Diversity@TUM. Our virtual workshops offer a well-grounded overview of up-to-date diversity research with a special focus of the university working spaces in science, teaching, technological transfer and administration.

We recommend Diversity Basics for a well-informed start into the topic, followed by brief impulse workshops with particular relevance for your current working situation. All our instructors are well established experts in their various fields and will provide ample opportunity to discuss and exchange ideas with your fellow peers.

The first year of Diversity@TUM is dedicated exclusively to department heads of our TUM administration as well as (newly appointed) professors. As part of TUM’s Strategy for Excellence all offered programs are free of charge.

Diversity@TUM workshops are outlined in blue and labelled D@T.
Complementary TUM programs are outlined in white.
**Diversity Basics (T1)**

**How multifaceted Teams best thrive at University**

Prof. Dr. Isabell Welpe & Team  
Diversity Basics: How multifaceted Teams best thrive at University

19.05.2021, 9:00 am - 12:00 noon

“Our Diversity of faiths and colours and creeds – that is not a threat to who we are. It makes us who we are.” Michelle Obama

**Content**

While innovations resulting from the STEM fields have touched nearly every aspect of human life, the lack of diversity in these fields has limited the ability to create innovation for everybody. Innovative teams must not miss out on the extra creativity and the broader problem-solving perspective that comes with diversity.

**Your takeaways**

- You can explain the importance of equal opportunities in the workspace based on up-to-date diversity research results.
- You can name concrete measures to foster diversity in your team
- You are able to discuss the potential of diversity to enhance your teams efficiency, perseverance and ability to adapt to challenging situations

**Methods**

Based on the TUM Diversity Code of Conduct you will gain an overview of research and good practice examples. Key aspects of (a lack of) diversity will be discussed in order to raise your awareness of how to best overcome a lack of diversity in your team.

**Seminar date**

T1: 19.05.2021, 9:00 am – 12:00 am

**The instructor/s**

Prof. Dr. Isabell Welpe & Team

**Your contact**

Dr. Annette Spiekermann

**Registration**

Please register by using the [online registration form](#)

<table>
<thead>
<tr>
<th>19.05.2021</th>
<th>LGBT*IQ Awareness Workshop (DE)</th>
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<tr>
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<td>Aljona Merk und Anja Quindeau</td>
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<td>LGBT*IQ Awareness Workshop</td>
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Infos und Anmeldung [hier](#) auf den Seiten der TUM Stabstelle Chancengleichheit.
Finding the best Talents

Employee Selection and Diversity
Finding the Best Talents: Employee Selection and Diversity

“Human communities depend upon a diversity of talent, not a singular conception of ability.” Sir Ken Robinson

18.06.2021, 11:00 am - 5:00 pm

Content

The university workplace reflects an increasingly diverse and global society. Science and research institutions in Germany are recruiting talents not only domestically but also globally. As such, it is central to the success of these science and research institutions to find and support the best talents. Regardless, the challenge remains: How to select personnel so that employees with diverse cultural, personal and professional backgrounds can work together effectively? In this workshop, we will communicate how universities can benefit from the latest research in diversity and multiculturalism in personnel and staff selection.

Your takeaways

- You receive a compact overview of the current scientific evidence on the success factors of recruitment, selection, and retention of talent.
- You understand the practical implementation of established selection and recruiting methods as it applies to your own examples.
- You know about best practice examples of recruitment and retention of diverse talents.

Methods

We will present the latest research results about recruiting, selecting, and engaging talent. We address questions, such as what makes your unit attractive to diverse talent, how to recruit and select the best employees for your unit and how you can create and maintain a productive work climate in a diverse team.

Seminar Date

18.06.2021, 11:00 am – 05:00 pm

The instructor

Prof. Dr. Brooke Gazdag

Your contact

Dr. Johanna Platter

Registration

This course is part of Faculty@TUM designed for professors of all levels of experience. Please register by using the online registration form.
### Diversity Basics (T2)

**How multifaceted Teams best thrive at University**

**Prof. Dr. Isabell Welpe & Team**

**Diversity Basics: How multifaceted Teams best thrive at University**

> “Our Diversity of faiths and colours and creeds – that is not a threat to who we are. It makes us who we are.” Michelle Obama

#### Content

While innovations resulting from the STEM fields have touched nearly every aspect of human life, the lack of diversity in these fields has limited the ability to create innovation for everybody. Innovative teams must not miss out on the extra creativity and the broader problem-solving perspective that comes with diversity.

#### Your takeaways

- You can explain the importance of equal opportunities in the workspace based on up-to-date diversity research results.
- You can name concrete measures to foster diversity in your team
- You are able to discuss the potential of diversity to enhance your teams efficiency, perseverance and ability to adapt to challenging situations

#### Methods

Based on the TUM Diversity Code of Conduct you will gain an overview of research and good practice examples. Key aspects of (a lack of) diversity will be discussed in order to raise your awareness of how to best overcome a lack of diversity in your team.

#### Seminar date

T2: 07.07.2021, 9:00 am – 12:00 am

#### The instructor/s

Prof. Dr. Isabell Welpe & Team

#### Your contact

Dr. Annette Spiekermann

#### Registration

Please register by using the [online registration form](#)
Typical Female? Typical Male?

Unmasking the Myth of Cognitive Gender Differentiation

Prof. Dr. Isabell Welpe & Team

Content

Social care is typically female? Building blocks is typically male?

We will unmask gender cliches and stereotypes – and ask ourselves: Why are they so persistent in our society? What can we do to avoid tumbling into the „stereotype-trap“ and foster gender diversity at TUM?

Your takeaways

You will be up to date on cognitive gender research and use your understanding in ordet o unmask clichés and stereotypes wherever appropriate and necessary.

Methods

Marveling, smirking, maybe even backpadding – a variety of possible reactions when you are being confronted with research on gender stereotypes. Exchange your ideas and experiences with your peers and develop strategies to avoid counterproductive attributions and clichés.

Seminar Date

14.10.2021, 4:00 pm - 6:00 pm

The instructor/s

Prof. Dr. Isabell Welpe & Team

Your contact

Dr. Annette Spiekermann

Registration

Please fill in the registration form
Erfolgreich ohne auszubrennen

Coaching-Gruppe für Wissenschaftlerinnen

Dr. Dagmar Ruhwandl

Erfolgreich, ohne auszubrennen - Coaching-Gruppe für Wissenschaftlerinnen

Dieser Kurs ist nützlich für:

MINT-Wissenschaftlerinnen, die ihre Performance an der TUM optimieren und dabei gesund bleiben wollen.

Was Sie hier lernen können:

Nach dem Workshop sind die Teilnehmer*innen in der Lage,

- sich als in MINT-tätige Wissenschaftlerinnen besser zu verstehen, die eigene Arbeitsweise zu reflektieren und zu optimieren.
- die Herausforderungen in einem zahlenmäßig männlich dominierten Umfeld zu meistern ohne darin auszubrennen.
- das Potenzial von gegenseitiger Impulsgebung zu erkennen und zu nutzen.
- den selbststärkenden Rahmen eines Coachings zu nutzen.
- sich gegenseitig leichter konstruktives Feedback zu geben und mutiger in Gruppen zu agieren.

Welche Themen wir behandeln:

- Social Skills
- Burnoutprävention
- Gesunde Führung
- Persönlichkeitsentwicklung

Diese Methoden kommen zum Einsatz:

- Gruppen-Coaching
- Fallbesprechungen
- Kollegiale (Fall-)Beratung
- Strukturiertes und spontanes Feedback

Wo Sie weiterführende Infos finden:


Was Sie vorebereiten bzw. mitbringen sollten:

Bringen Sie Themen aus Ihrem Arbeitsalltag mit, die Sie aktuell beschäftigen.

Organisatorisches:
Zielgruppe: alle Mitarbeiter*innen der TUM
Kursgebühr: 30 €
Kursort: virtuell

Kontakt

Dr. Annette Spiekermann

Registration

Please fill in the registration form (to follow soon)
Lost in Translation...?

Dealing with resistance, ignorance, challenging situations and authentic appreciation

Dr. Duygu Brandstetter

Lost in Translation...?

"Der Geist einer Sprache offenbart sich am deutlichsten in ihren unübersetzbaren Worten" Marie von Ebner-Eschenbach

Content

Have you ever seen a yakamoz" or have you ever felt like mbuki-mvuki"?

We can only achieve effective communication in a diverse workplace if we know about the cultural & language barriers and chances. In our course we will mentally walk in someone else's shoes and take on their different perspectives.

Your takeaways

• You will get a feeling for the communicative change of perspective
• You will become aware of hidden barriers as well as invisible opportunities to be gained from immersing yourself into a foreign culture and language

Methods

Participants will have ample opportunities to explore, experiment, discuss and evaluate the various fields of intercultural communication.

The language of our online workshop is flexible. If you like, alternately in English and German (and perhaps Turkish).

Seminar Date

27.10.2021, 3:00 pm - 5:00 pm

The instructor/s

Dr. Duygu Brandstetter

Your contact

Dr. Annette Spiekermann

Registration

Please fill in the registration form
Typical Female? Typical Male?

Unmasking the Myth of Cognitive Gender Differentiation

Prof. Dr. Isabell Welpe & Team

Typical Female? Typical Male?

Unmasking the myth of Cognitive Gender Differentiation

Content

Social care is typically female? Building blocks is typically male?

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Your takeaways

You will be up to date on cognitive gender research and use your understanding in order to unmask clichés and stereotypes wherever appropriate and necessary.

Methods

Marveling, smirking, maybe even backpedalling – a variety of possible reactions when you are being confronted with research on gender stereotypes. Exchange your ideas and experiences with your peers and develop strategies to avoid counterproductive attributions and clichés.

Seminar Date

28.10.2021, 12:00 noon - 2:00 pm

The instructor/s

Prof. Dr. Isabell Welpe & Team

Your contact

Dr. Annette Spiekermann

Registration

Please fill in the registration form
How to choose Diversity? - Finding the best Talents with a special focus on Diversity issues

Regina Dutz
How to choose Diversity - Finding the best Talents with special focus on diversity issues

Content
Diversity can foster team flexibility, creativity, and innovativeness. This workshop focuses on a systematic personnel selection process, which lays the foundation for diversity and equal opportunities in research and administration.

Your Takeaway
Evidence-based best practice examples and tools for a fair and diversity-oriented personnel selection process, to recruit the best talents for your team and the TUM.

Method
You will learn more about the different steps of a systematic personnel selection process, and will practice tools for a fair and diversity-oriented personnel selection. You will discuss their implementation based on own examples and exchange ideas with other participants.

The Instructor
Regina Dutz

Your contact
Dr. Annette Spiekermann

Registration
Please fill in the registration form
07.12.2021

**Professionelle, diversitätsgerechte Personalauswahl: So finden Sie die besten Talente für Ihr Team**

“Human communities depend upon a diversity of talent, not a singular conception of ability.” Sir Ken Robinson

**Die Inhalte**

Die besten Talente zu finden und zu fördern ist zentral für den Erfolg von Wissenschaftseinrichtungen. Aber wie gelingt es Ihnen, die Personalauswahl so zu gestalten, dass Personen mit unterschiedlichem kulturellen und fachlichen Hintergrund für Ihr Team gewonnen werden und gut zusammenarbeiten? In diesem Workshop vermitteln wir Ihnen, wie Sie professionelle Personalauswahl betreiben und dabei von Erkenntnissen aus der Forschung profitieren.

**Der Nutzen für Sie**

- Sie erhalten einen kompakten Einblick in die aktuelle Forschung zu den Erfolgsfaktoren der Rekrutierung, Auswahl und Bindung von Talenten.
- Sie erproben die praktische Umsetzung etablierter Methoden der Personalauswahl für erfolgreiche Einstellungsprozesse und zur Förderung von Diversität.
- Sie diskutieren in der Gruppe an Ihren eigenen Beispielen, wie Personalauswahlprozesse professionell gestaltet werden können.

**Der Ablauf**


**Der Veranstaltungstermin**

07.12.2021
09:00 – 17:00 Uhr

**Die Referentinnen**

Regina Dutz, M.Sc.
Dr. Biljana Rudic

**Ihre Ansprechperson**

Dr. Johanna Platter

**Zur Anmeldung**
Dieser Kurs ist nützlich für:
Weibliche (Nachwuchs-) Führungskräfte, die sich intensiv mit ihrem Führungsverhalten auseinander setzen und konstruktives Feedback trainieren wollen. Das Training legt dabei einen Schwerpunkt auf das Thema „Frauen in Führung“.

Was Sie hier lernen können:
Nach dem Workshop sind die Teilnehmerinnen in der Lage,

- ein ausführliches persönliches Führungsprofil zu erstellen und ihre persönlichen Werte in die Leitungsarbeit einzubauen.
- ihre soziale Intelligenz als Schlüsselkompetenz bei ihren Führungsaufgaben aktiver einzusetzen.
- die Notwendigkeit, empathisch und authentisch zu führen zu erkennen.

Nach den ersten beiden Kurstagen haben Sie die Gelegenheit, das Gelernte in Ihrem Alltag zu erproben; beim abschließenden Transfertag tauschen wir unsere Erfahrungen aus, sammeln besonders erfolgreiche Strategien und finden Lösungen für ggf. auftretende Probleme.

Welche Themen wir behandeln:

- "Frauenquote", "Geschlechterquote", "Frauenförderung" – mehr Durchblick im Begriffswortdschungel
- Reflexion der eigenen Wirkung
- „Mein Rollenverständnis und meine Rollenbilder“: Ihr Rückblick nach vorn
- Ihr Kommunikationsstil und Ihre persönlichen Stärken
- Der Zusammenhang zwischen Organisationserfolg und Anteil der weiblichen Führungskräfte
- Was passiert, wenn nichts passiert? – Führung und Konsequenzen

Diese Methoden kommen zum Einsatz:

- Impulsvorträge
- Plenumsdebatten
- Einzel- und Gruppenarbeit
- Portfolioarbeit
- Fallbesprechungen
- Soziometrie
- Problemlösenaufgaben

Zielgruppe: Mitarbeiter*innen mit Projekt-/Führungsverantwortung  
Kursgebühr: 75 € (2 Kurstage plus Transfertag)

Termine
16.12.2021, 9:00 bis 17:00 Uhr
17.12.2021, 9:00 bis 17:00 Uhr
12.01.2022, 9:00 bis 13:00 Uhr (Transfertag)

Ihre Referentin
Dr. Duygu Brandstetter

Your contact
Dr. Annette Spiekermann

Registration
Please fill in the registration form (to follow soon)
The 'normal' Student?!

A creative Approach to Diversity in Teaching and Learning

Dr. Andreas Fleischmann

The "normal" Student

Content

Is there anything like "a normal or standard student"? Diversity in the lecture hall – who, what, why? How to best deal with it? And: does it affect my teaching, may I even use it in a beneficial way?

Your takeaways

You will deepen your focus on your students' potentials and needs. A variety of tools and handouts will provide you with strategies in order to better use diversity in your teaching (and your students' learning).

Methods

You will gain an overview of up-to-date research on diversity in study and teaching. You will try out tools to foster diversity in your lectures/seminars and to handle challenges due to "not-standardized" students. By exchanging ideas with your peers you may broaden your strategic portfolio to best embrace diversity while teaching at university.

Seminar Date

17.01.2022, 3:00 pm - 5:00 pm

The instructor

Dr. Andreas Fleischmann

Your contact

Dr. Annette Spiekermann

Registration

Please fill in the registration form
Gender and Diversity Training for Reviewers

A close look at faculty recruiting processes

Prof. Dr. Ruth Müller

Gender and Diversity Training for Reviewers - details to follow soon!

Content

This workshop aims to help researchers who are active in peer review to cultivate gender awareness in performing in these tasks:

Your takeaways

You will be able to consider if a proposal addresses issues of sex/gender appropriately with regard to its research questions, study design, and methodology

You will be able to consider if a proposal addresses issues of gender appropriately in its team structure and its training and mentoring plan for junior researchers

You will recognize how and when gender bias might come into play during peer-review processes and minimize its impact

Methods

Based on research findings and examples from a variety of fields, we will discuss how and why gender awareness is an important skill for peer reviewers.

Seminar Date

19.01.2022, 4:00 pm - 6:00 pm

The instructor

Prof. Dr. Ruth Müller

Your contact

Dr. Annette Spiekermann

Registration

Please register here.
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You will recognize how and when gender bias might come into play during peer-review processes and minimize its impact

Methods

Based on research findings and examples from a variety of fields, we will discuss how and why gender awareness is an important skill for peer reviewers.

Seminar Date

16.02.2022, 4:00 pm - 6:00 pm

The instructor

Prof. Dr. Ruth Müller

Your contact

Dr. Annette Spiekermann

Registration

Please register here.
| 23.02.2022 | **Lost in Translation...?**  
**Dealing with resistance, ignorance, challenging situations and authentic appreciation**  
**Dr. Duygu Brandstetter**  
*Lost in Translation...?*  
"Der Geist einer Sprache offenbart sich am deutlichsten in ihren unübersetzbaren Worten" Marie von Ebner-Eschenbach  
| **Content**  
Have you ever seen a *yakamoz* or have you ever felt like *mbuki-mvuki*?  
We can only achieve effective communication in a diverse workplace if we know about the cultural & language barriers and chances. In our course we will mentally walk in someone else’s shoes and take on their different perspectives.  
| **Your takeaways**  
• You will get a feeling for the communicative change of perspective  
• You will become aware of hidden barriers as well as invisible opportunities to be gained from immersing yourself into a foreign culture and language  
| **Methods**  
Participants will have ample opportunities to explore, experiment, discuss and evaluate the various fields of intercultural communication.  
The language of our online workshop is flexible. If you like, alternately in English and German (and perhaps Turkish).  
| **Seminar Date**  
23.02.2022, 3:00 pm - 5:00 pm  
| **The instructor/s**  
Dr. Duygu Brandstetter  
| **Your contact**  
Dr. Annette Spiekermann  
| **Registration**  
Please fill in the registration form
From Affinity Bias to Zero Sum Bias: How implicit Biases are impacting Universities?

Open Talk
Dr. Lisa Horvath

Content

When evaluating people in the university context like students or applicants, we face various challenges when taking tenets like excellence as well as diversity seriously and acting accordingly. One important factor in the process of perceiving and evaluating individuals is how our brain tricks us with implicit biases – on the individual or on the group level. For instance, the more we like people, the better we evaluate them or the likelier we hire them, if they are similar to us (affinity or similarity bias); a lot of information go unrecognized (focus of attention bias), or stereotypes about social groups (women, men, professors, …) can distort the perception and the evaluation of an applicant’s performance record. Additionally, group dynamics and biases can impact team processes and the respective decision making (e.g., authority bias, conformity effects). In this talk, not only various examples of unconscious individual and group biases, as they can happen in the university context, are presented, but also strategies and how these biases can be reduced are offered and discussed.

Methods

This Talk (45 mins plus 45 mins discussion) is aimed at everybody interested in gender and diversity issues at university. Insights from current research will be presented and framed in the university context.

TUM executive leaders (professors and administration department heads) can join the consecutive workshop for in-depth application of the presented concepts in their everyday working and research environment.

Date

03.03.2022, 11.30 am - 1:00 pm

The speaker

Dr. Lisa Horvath

Your contact

Dr. Annette Spiekermann

Registration

Please fill in the registration form
How to manage implicit biases in the university context?

Workshop
Dr. Lisa Horvath

*If you have a brain, you have a bias. (common saying)*

**Content**

In this workshop, we focus on the strategies and possibilities how implicit biases (on the individual as well as on the group level) in the university and research context can be reduced or even prevented. After an introduction to implicit biases and the respective bias management, participants are invited to transfer the presented strategies in relevant contexts, like, for instance, personnel selection, team settings, conferences, etc. This should help to achieve not only (more) excellence in research within a team, but also to achieve diversity in the sense of a working environment in which all individuals involved can fully develop their potential and contribute abundantly.

**Your takeaways**

- You receive a compact overview of implicit biases being especially relevant for the university context
- You understand the practical impact and risks of individual and group level biases
- You know about bias management strategies and how to apply these to relevant contexts

**Methods**

The instructor will present research results on the impact of implicit biases. On that basis, participants learn via university examples to recognize these biases. By means of group tasks and discussions, participants are invited to transfer the presented best practice knowledge and bias management strategies to their very own practice.

**Seminar Date**

03.03.2022, 2.00 pm - 5:30 pm

**The speaker**

Dr. Lisa Horvath

**Your contact**

Dr. Annette Spiekermann

**Registration**

Please fill in the registration form

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We recommend: online Course on Unconscious Bias from Imperial College London