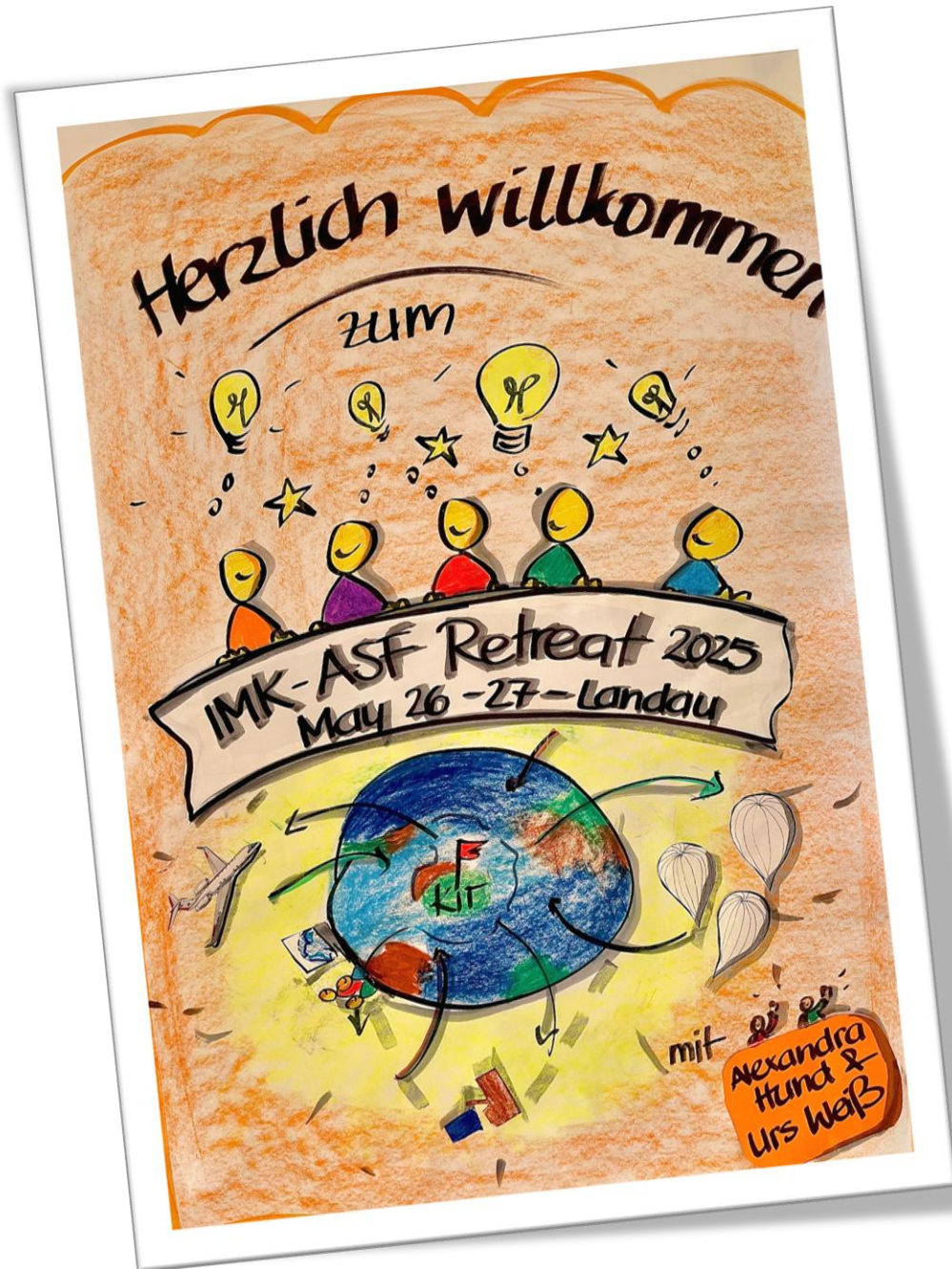


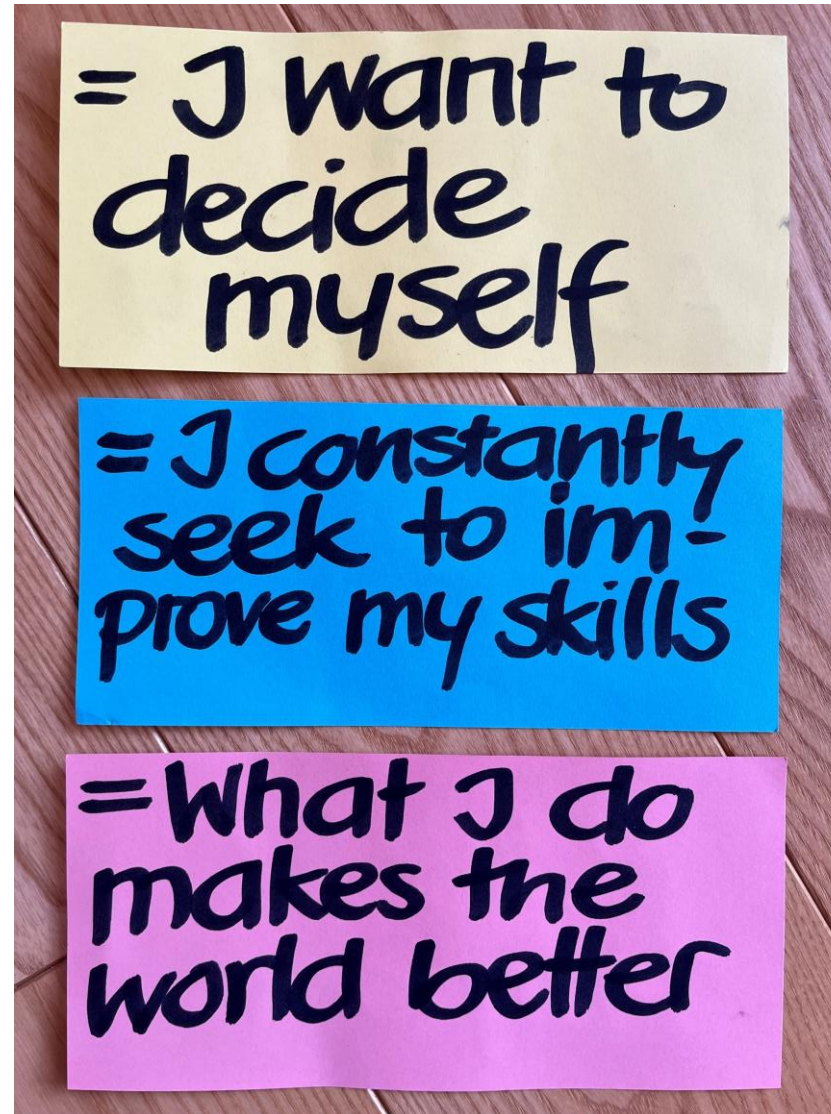


Photominutes

IMKASF-Retreat
May 26-27, 2025

mit Alexandra Hund (PEBA)
und Urs Weiß

Warm up - Stay connected to your motivation...



Source: [Daniel Pink](#)

Agenda

Agenda	
11 a.m.	◦ Welcome !  ◦ Expectations & Connecting - Motivation ◦ Input & Dialogue with Head of Institute
12.45	Lunch break 
1.30 pm.	◦ Warm up ◦ How to improve trust? Vertrauen weiter stärken ◦ Input Persönlichkeitstypen Types of personalities - a model
4 p.m.	Coffee break 
4.30 p.m.	◦ Collaboration perspectives - Perspektiven der Zusammenarbeit ◦ Feedback
6.15 p.m.	End of session

Appreciation Talk Wertschätzungs- Gespräch

- ♥ What I really like about being here – Warum ich wirklich gerne hier bin...
- ♥ What I really appreciate at IMKASF – Was ich am Institut wirklich schätze...
- ♥ What I really like about being part of my team – Was ich wirklich daran schätze, Teil des Teams zu sein...

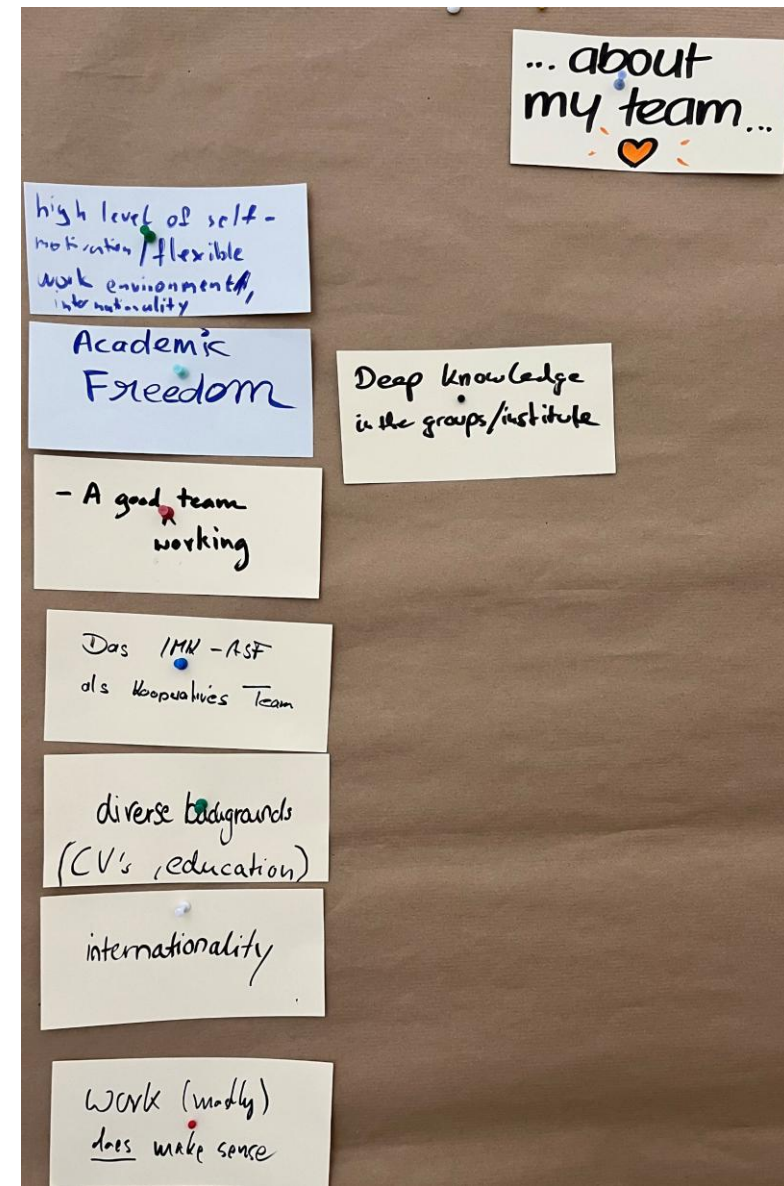
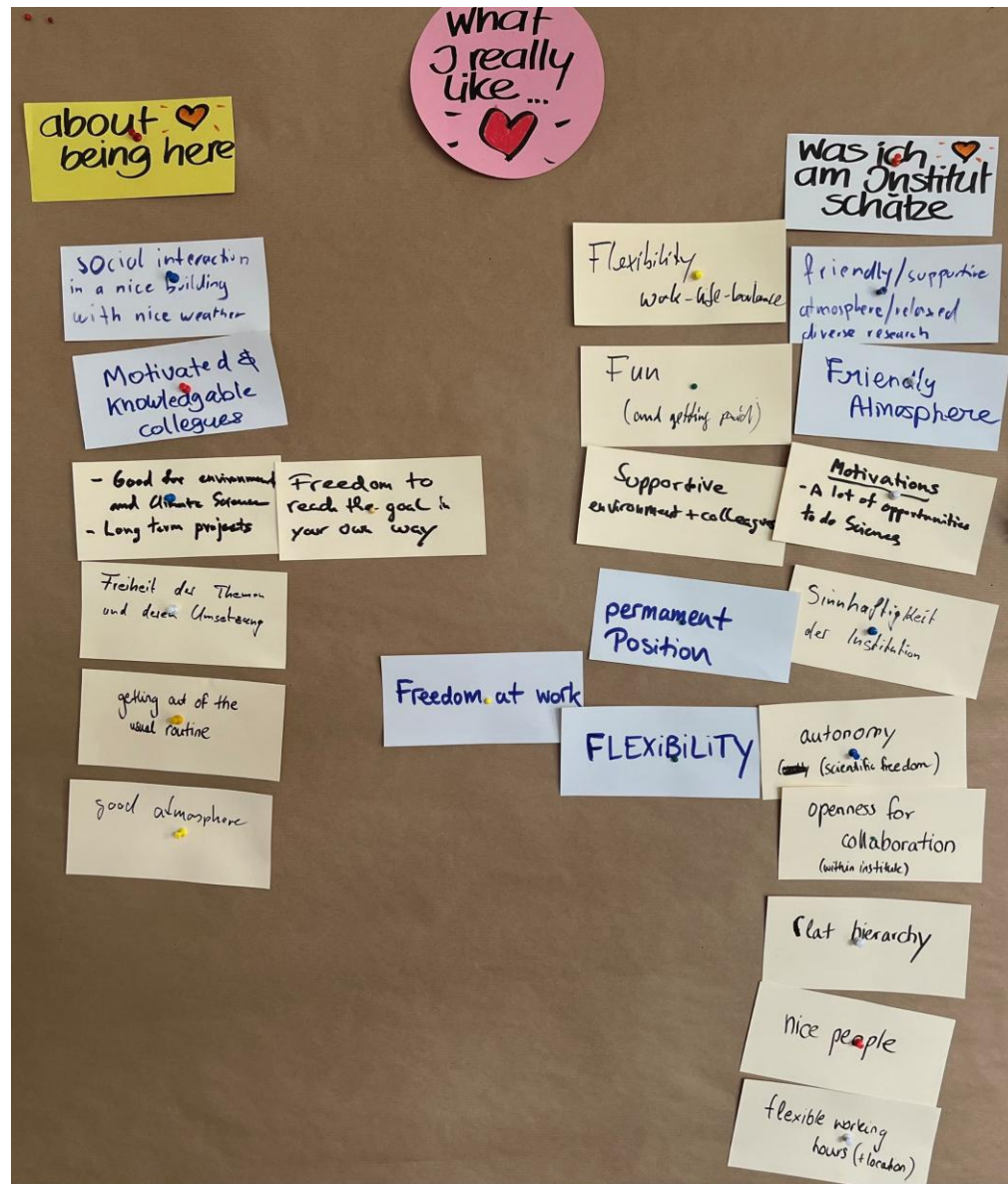


Build a pair with someone you don't know yet

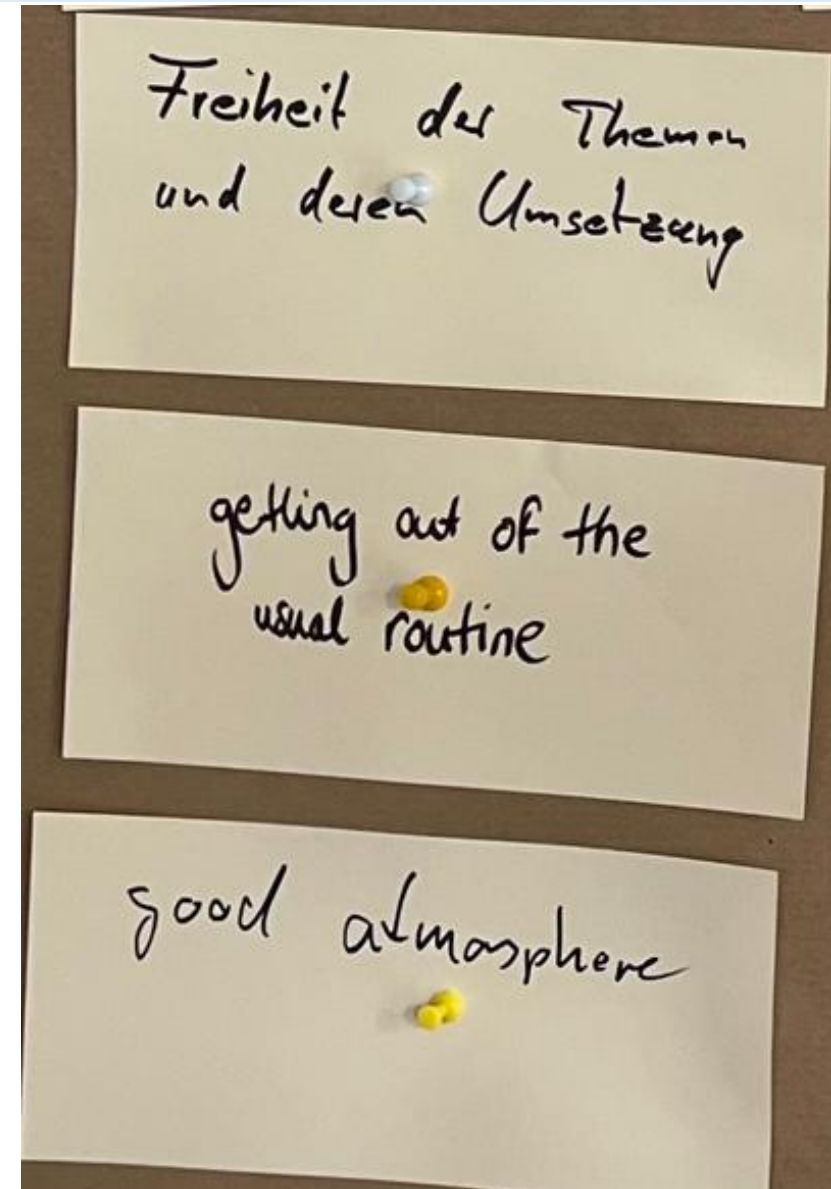
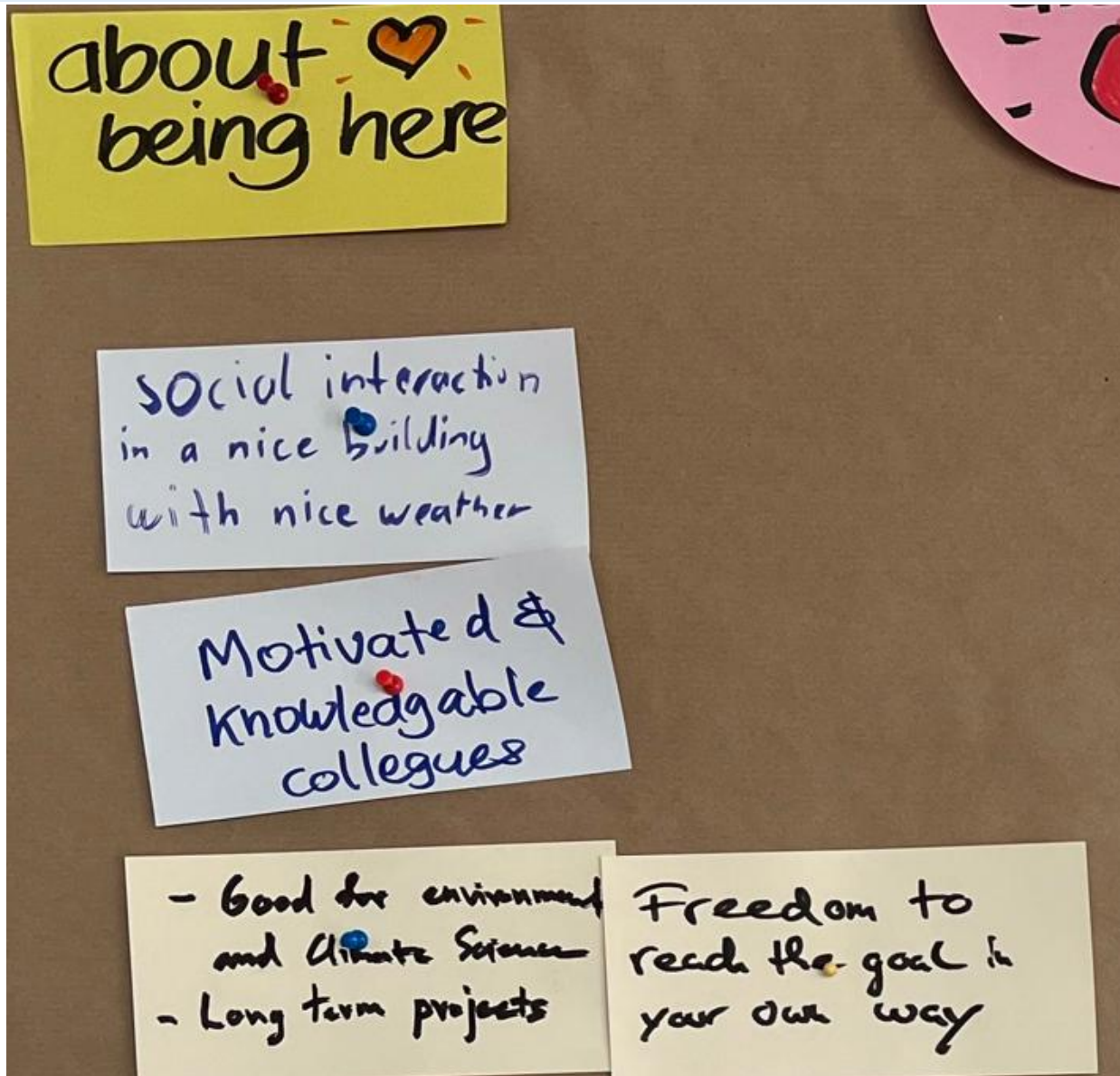


Join in groups of 4-5 and collect the three most important items...
Findet Euch in Gruppen zu 4-5 Personen und notiert die drei wichtigsten Faktoren

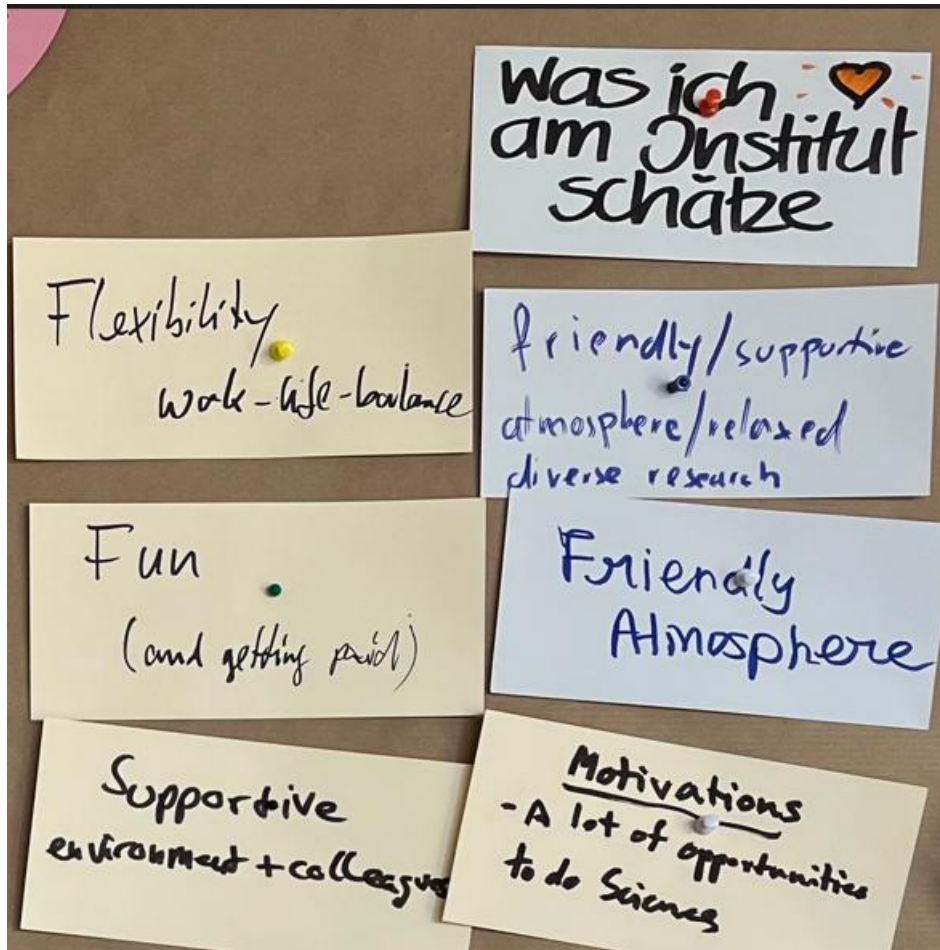
What I really like...



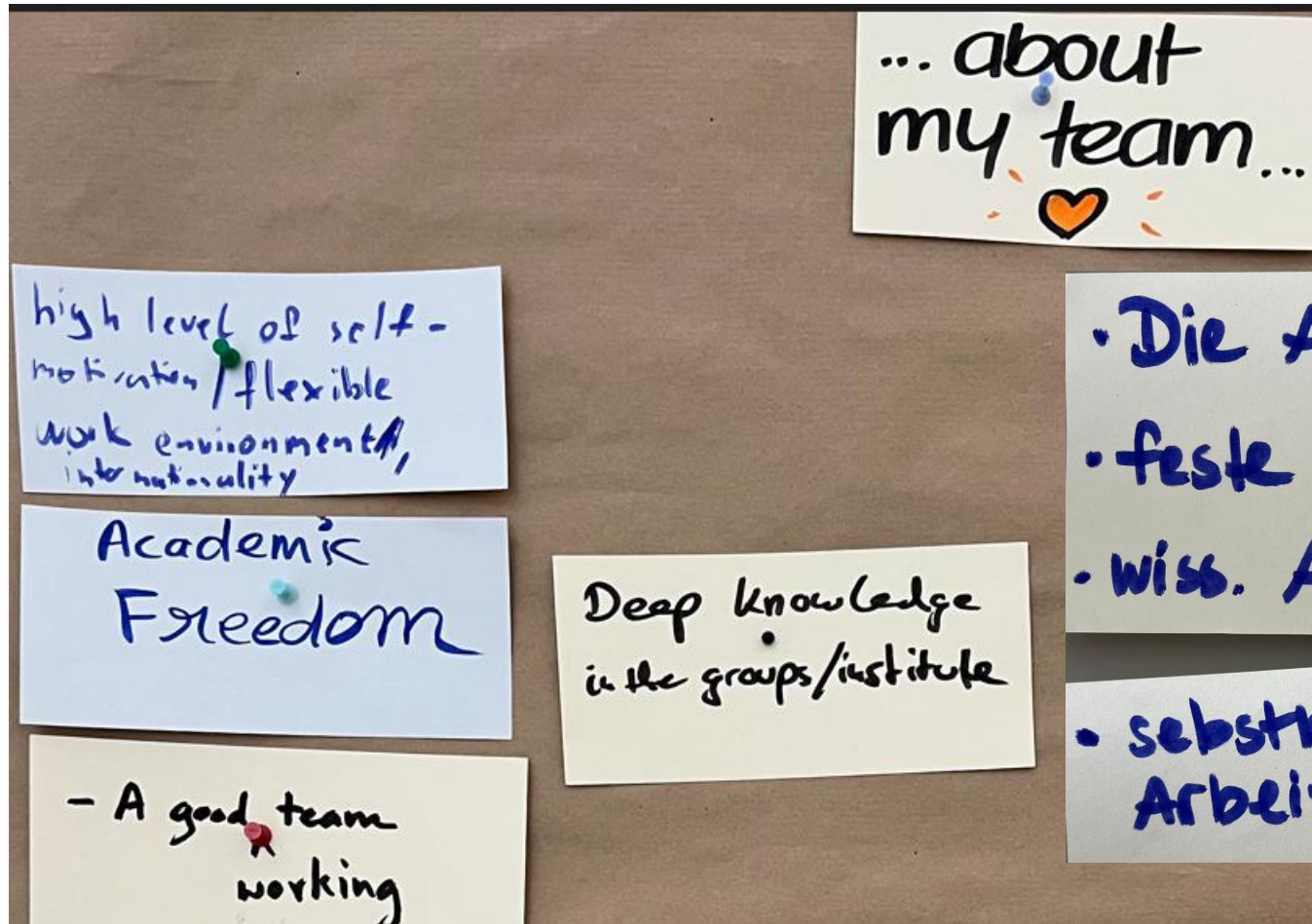
What I really like about being here...



What I really like about the institute...



What I really like about my team...



- Die AG selbst
- feste Stelle
- wiss. Arbeitsweise
- selbstbestimmte Arbeitsweise

Das IMK - ASF
als kooperatives Team

diverse backgrounds
(CV's, education)

internationality

Work (madly)
does make sense

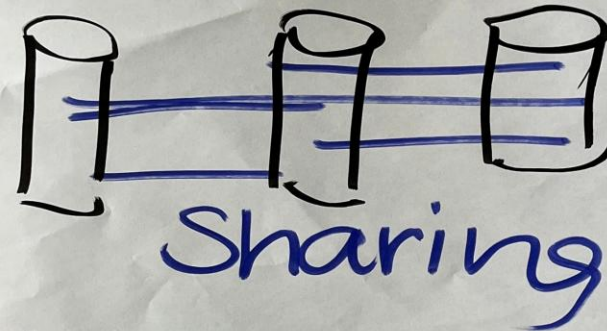
Dialogue with head of institute and group

- Wer sind wir?
- Was zeichnet uns aus?
- Wie stellen wir uns die Arbeit für die nächsten 1-2 Jahre vor?
- Welchen Herausforderungen werden wir dabei begegnen?



Anything more?

flat hierarchies
high self motivation



trust $\leftarrow \times \rightarrow$ control

Dialogue with head of institute and group

- How can we get groups robust on a high-performing team?
- x —
- Inside perspective differs from outside
- It was difficult to decide for just one category, we're a bit of everything
- Stress matters!!!
- The phases of projects matter
- Shifting ^{can cause} conflicts
- Can be really productive to have different people
- Complementary aspects!
- getting more professional
- not all in one sections

- Can we increase scientific output (papers) even more?
- How do we get free more time for that
→ more staff
- More visibility?
- Groups remain the constant
- What perspectives are we keen on working
- New profs should foster the collaboration (Model - ~~Her~~ Data) is a big wish
- How can we cooperate and work together with the new profs?
- Langfristige Infrastruktur mit immer weniger unbefristeten Stellen - Long-term tasks with short-term staff
→ create awareness!

Choose wisely

People putting their energy into IMKASF



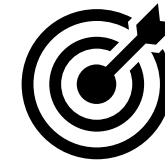
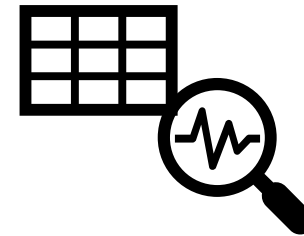
Riemann-Thomann-Type-Model

Appreciate the differences

Proximity/closeness
Nähe
person-oriented



Order / long lasting
Dauer/Ordnung
process-oriented



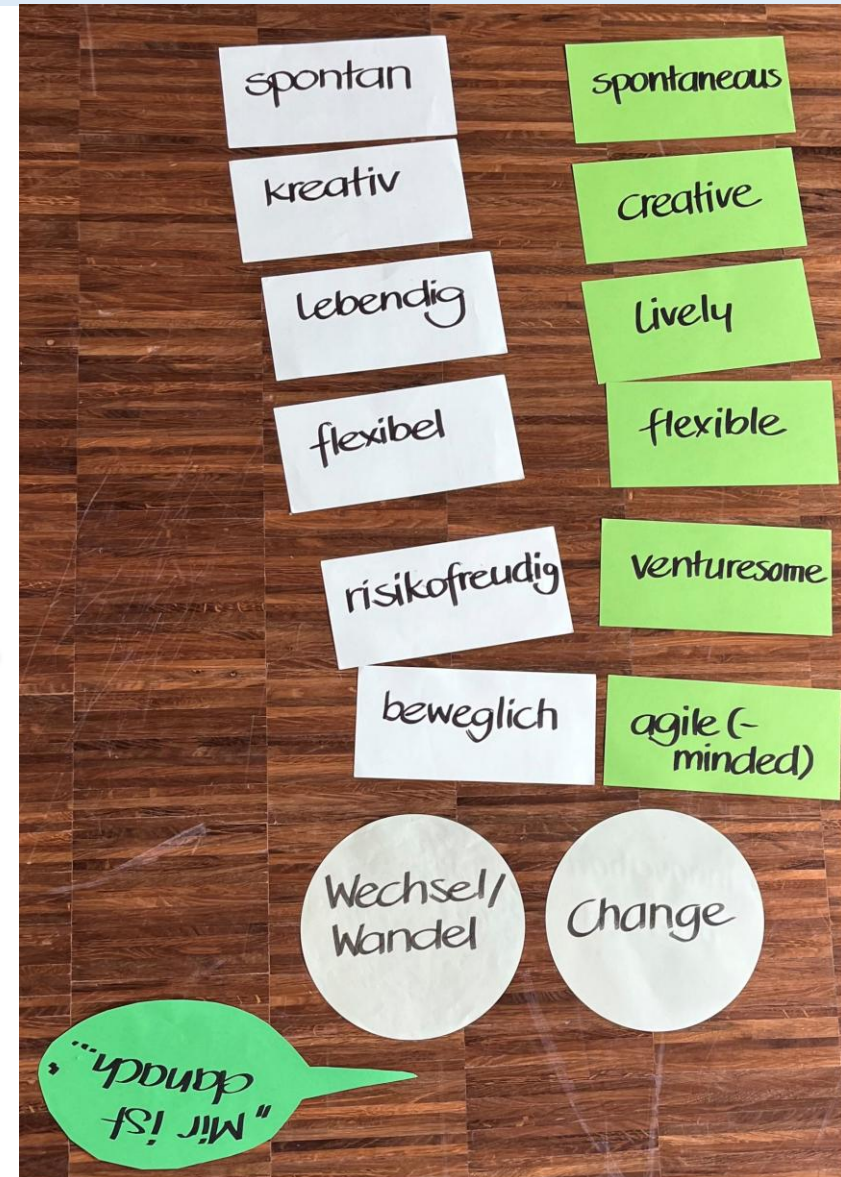
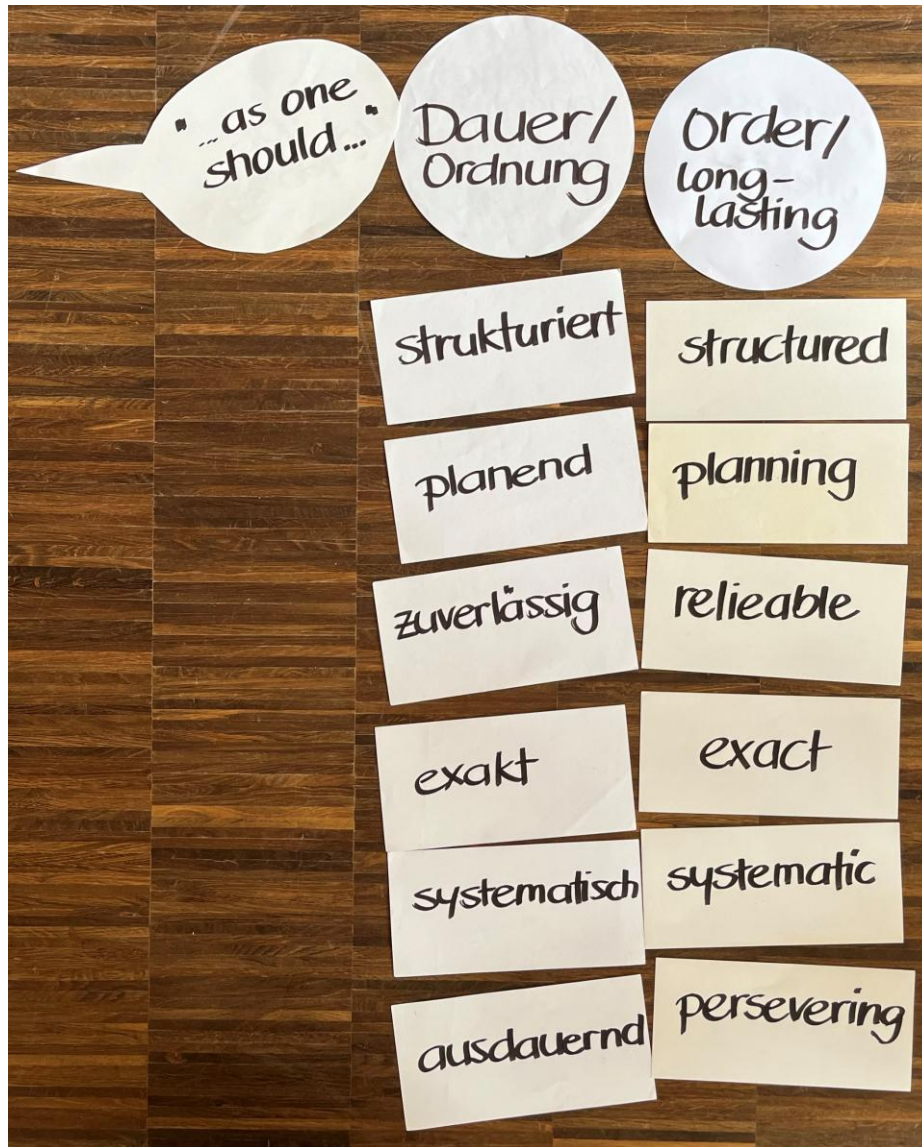
Distance
Distanz
goal-oriented

Change
Wandel/Wechsel
innovation-oriented

Riemann-Thomann-Persönlichkeitstypen-Modell



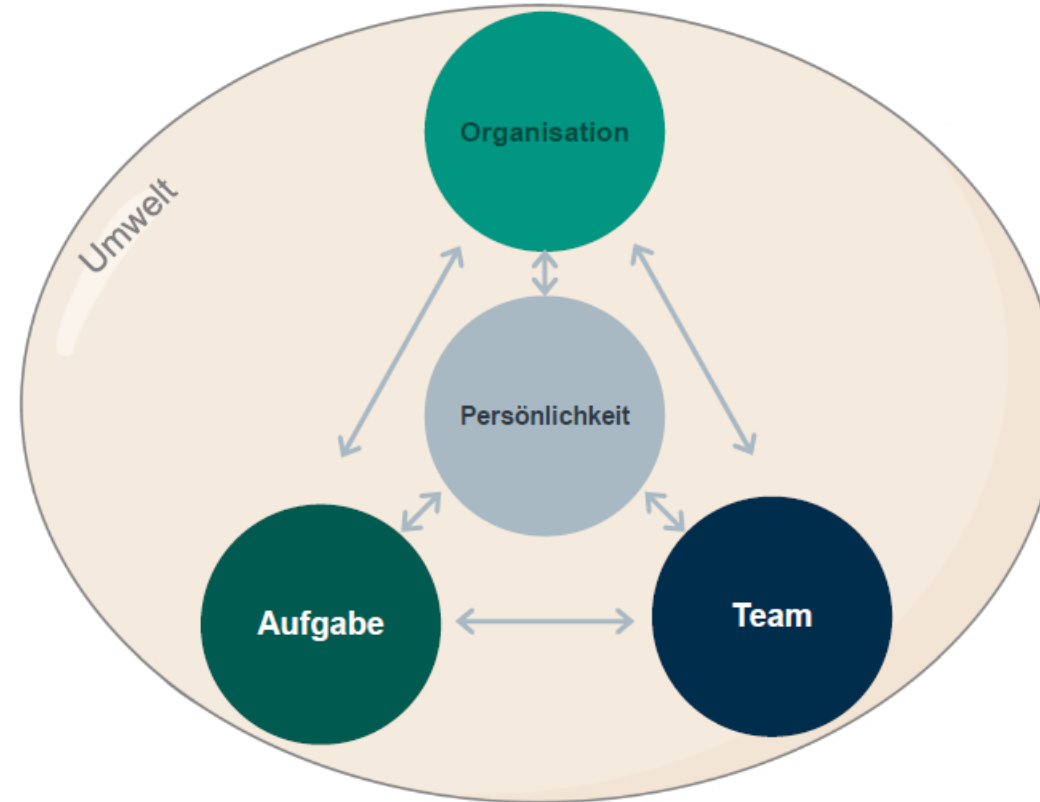
Riemann-Thomann-Persönlichkeitstypen-Modell



Some observations...

- different position individually & as a team
- we have different positions as a team as DM
- Idea to keep the model in mind for hiring staff
- a distinction for scientists is sometimes difficult
- What can we ask to find out in job interview? which aspect is strong?
- „Führen nach oben“ / chiefing
- Wann selbst entscheiden, wann andere einbinden, wann anderen die Entscheidung delegieren?

Einflussfaktoren auf Teams



How can we use the information provided by PEBA in a good way?
Contact PEBA directly

Can we invite PEBA to meetings e.g. with Personal-rat?



Weitere Themen, die wir voranbringen wollen- Other topics we want to tackle



Other topics we want to tackle – Create social activities

What	Where	For whom	Organizer
• Ping pong	ok 2nd floor	ASF or groups	2-3 persons
• Book exchange		or groups ASF TRO	self-organized
• "Summer party"	CN	ASF	each group circulating (Valentin has experience)
• BBQ or salads or picnic		ASF and groups	Tabias, Alexandra
• Yoga	CN		
• Retreat	away outdoor	ASF group	task force → groups (internally)
• Group events	(hiking/cycling...)		
• daily lunch	picnic tables or before seminar	ASF	
• blind lunch	random choice pick	ASF or other IMKs	
Mailing list			Begegnungsraum disco pause

Create
social
activities

Reflect on Home Office

- ⇒ The Idea is Basically good!
- ⇒ IT has to make sense:
- If I work in the Lab ⇒ hard
 - If I have to work with others ⇒ hard
- (Hybrid is healthy)
- ⇒ To let the colleagues to know about your day!
- ⇒ At least 1-2 times to meet!
- ⇒ For new colleagues we ^{and Phil's} recommend to come to the office and you have to organize it.
- ⇒ Productivity it depends on every home conditions.
- ⇒ 2 Channel to reach them.
- ⇒ Flexibility was mandatory (Family)
- Reflect on Home Office

- ⇒ Communication again!
- ⇒ Response times (teams, emails)
- ⇒ What are you doing Home?
- share your [↓] Itinerary
- ⇒ What's your work time?
- ⇒ Flexibility!
- ⇒ You working from home makes me write more emails!!!
- ⇒ 1-Channel to be sure I will reach you (100%)
- ⇒ "emoji in your name" to know where are you today
- mattermost
TeamSpeak - Discord
or

Informationsfluss gestalten

Informationsfluss gestalten

① Info / Materials ^{+ beyond} **KIT general**

ASF intranet → Hinweise / link PEBA etc. Onboarding

Project news to consortium

② IMK (ASF) developments

GL meeting
Informal: Tee runde

To groups: GLs

Science: Seminar: all

~~Institute assembly~~

Info ma? meeting

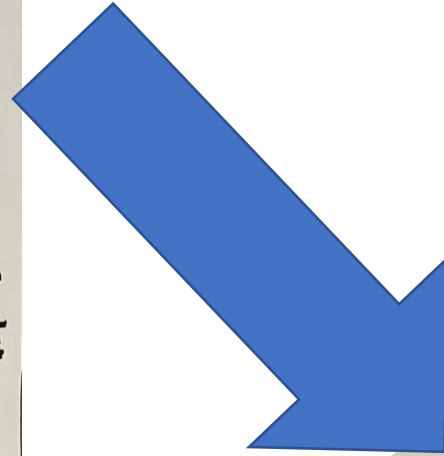
③ Gruppen developments ... all?

IMK ASF newsletter ← GL

Direct exchange within groups

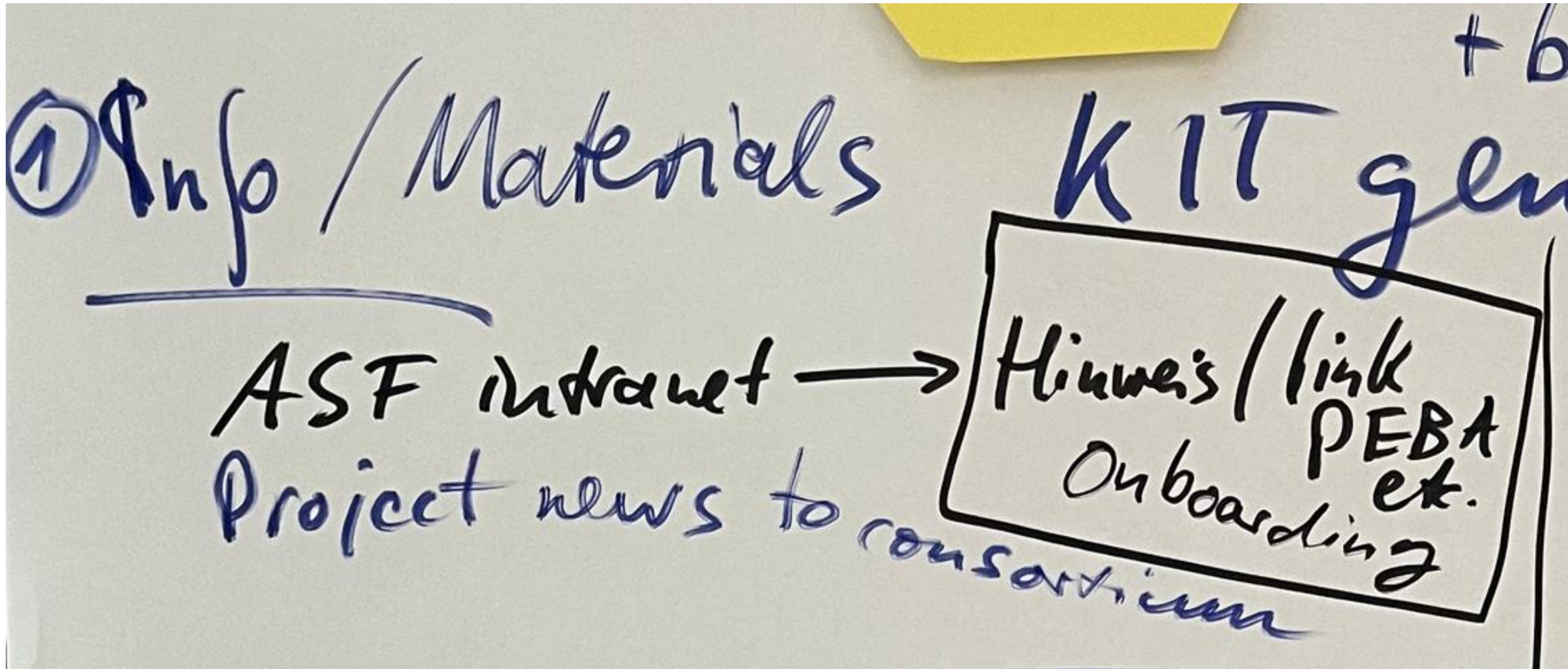
All: Take responsibility to read available info / listen (repeat info?)

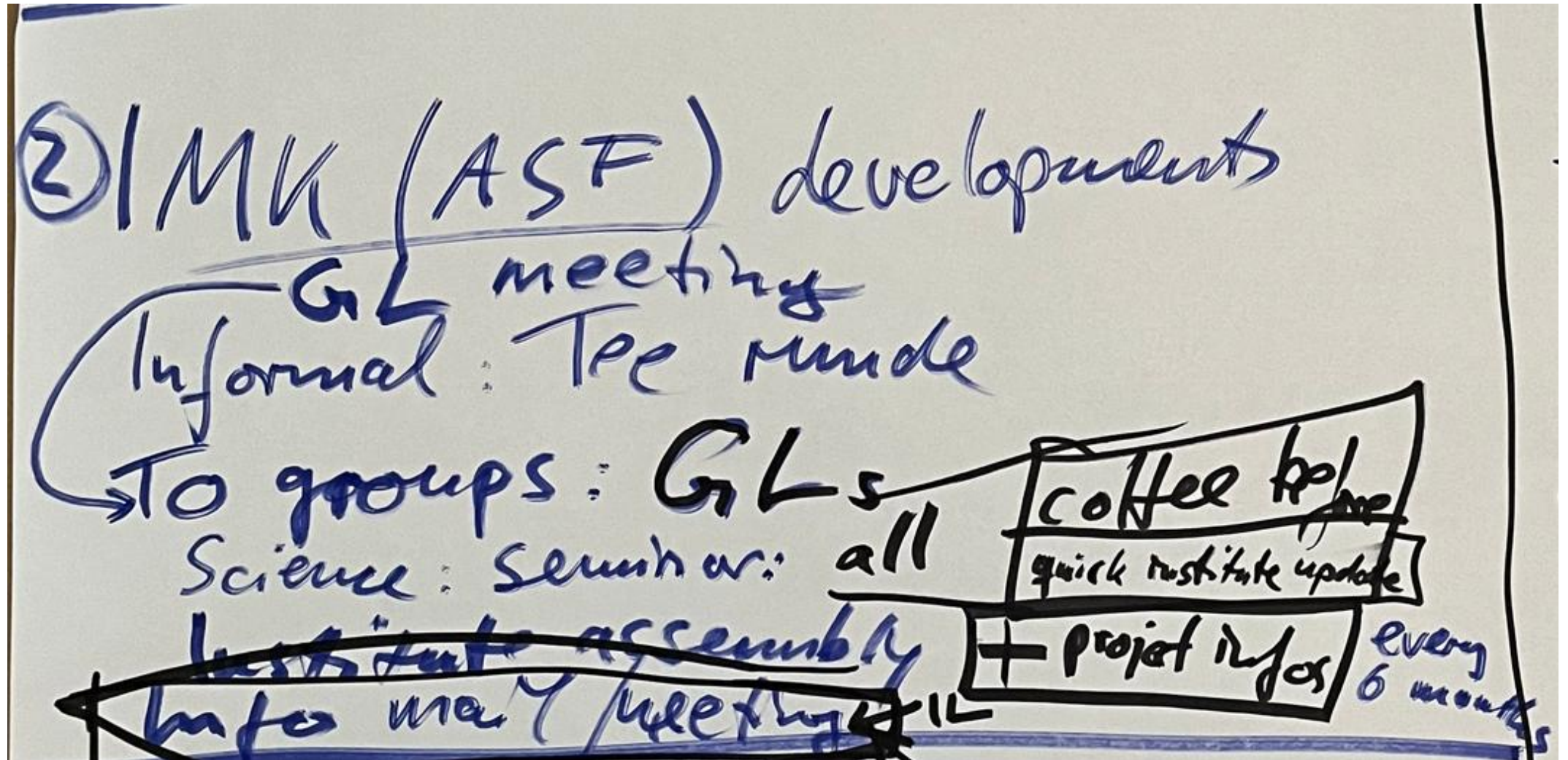
All: Communicate without being asked if relevant to others (repeat info?)

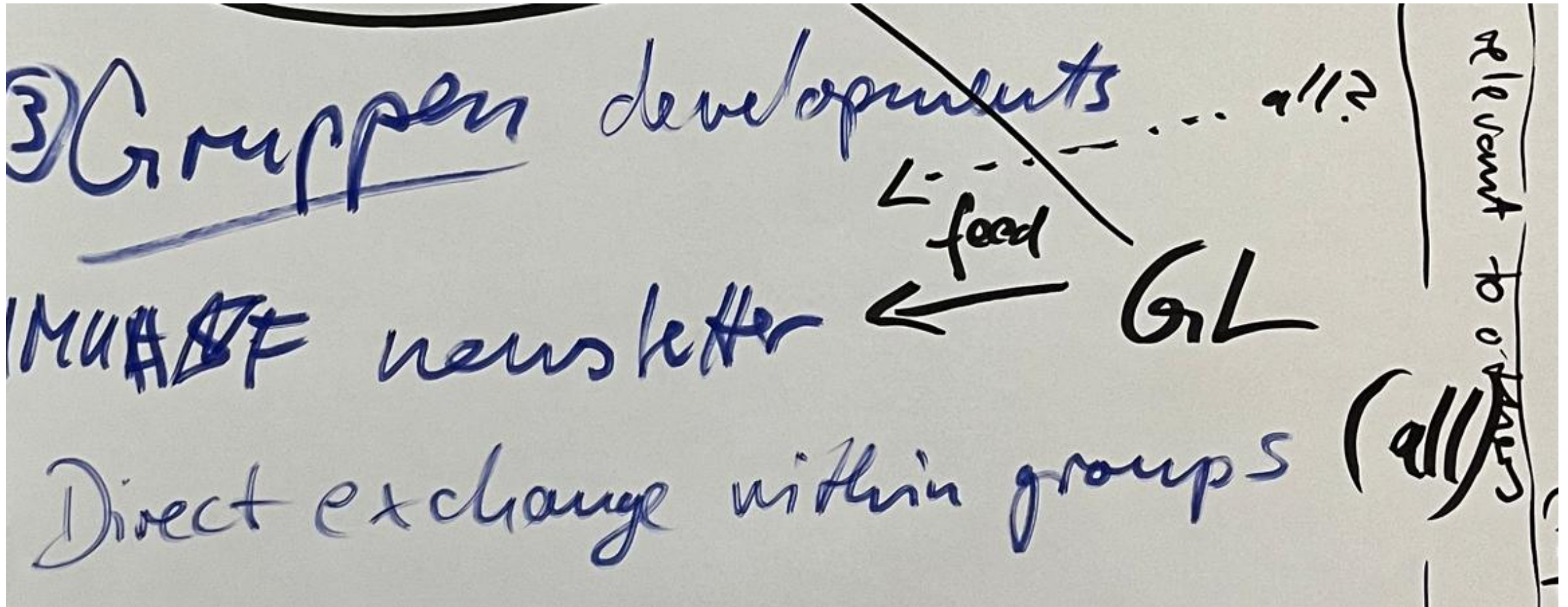


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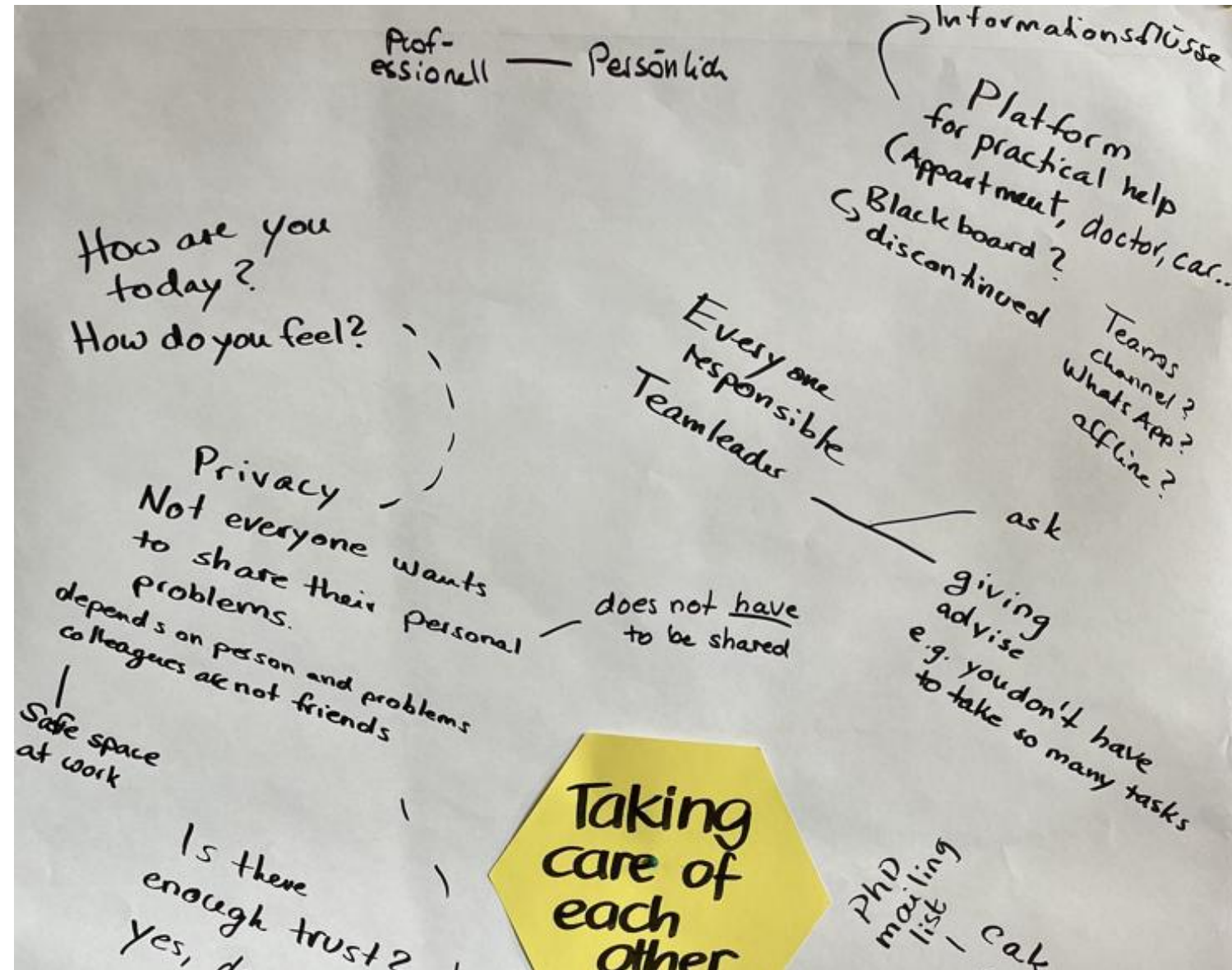
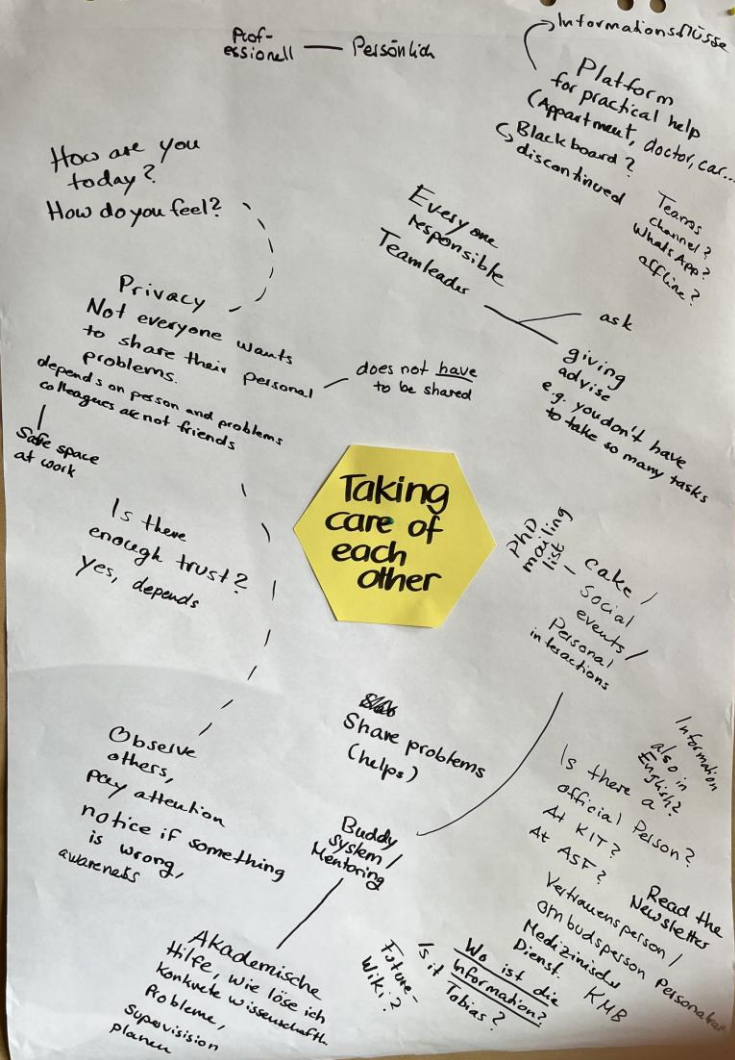
All: Communicate without being asked if relevant to others (repeat info?)



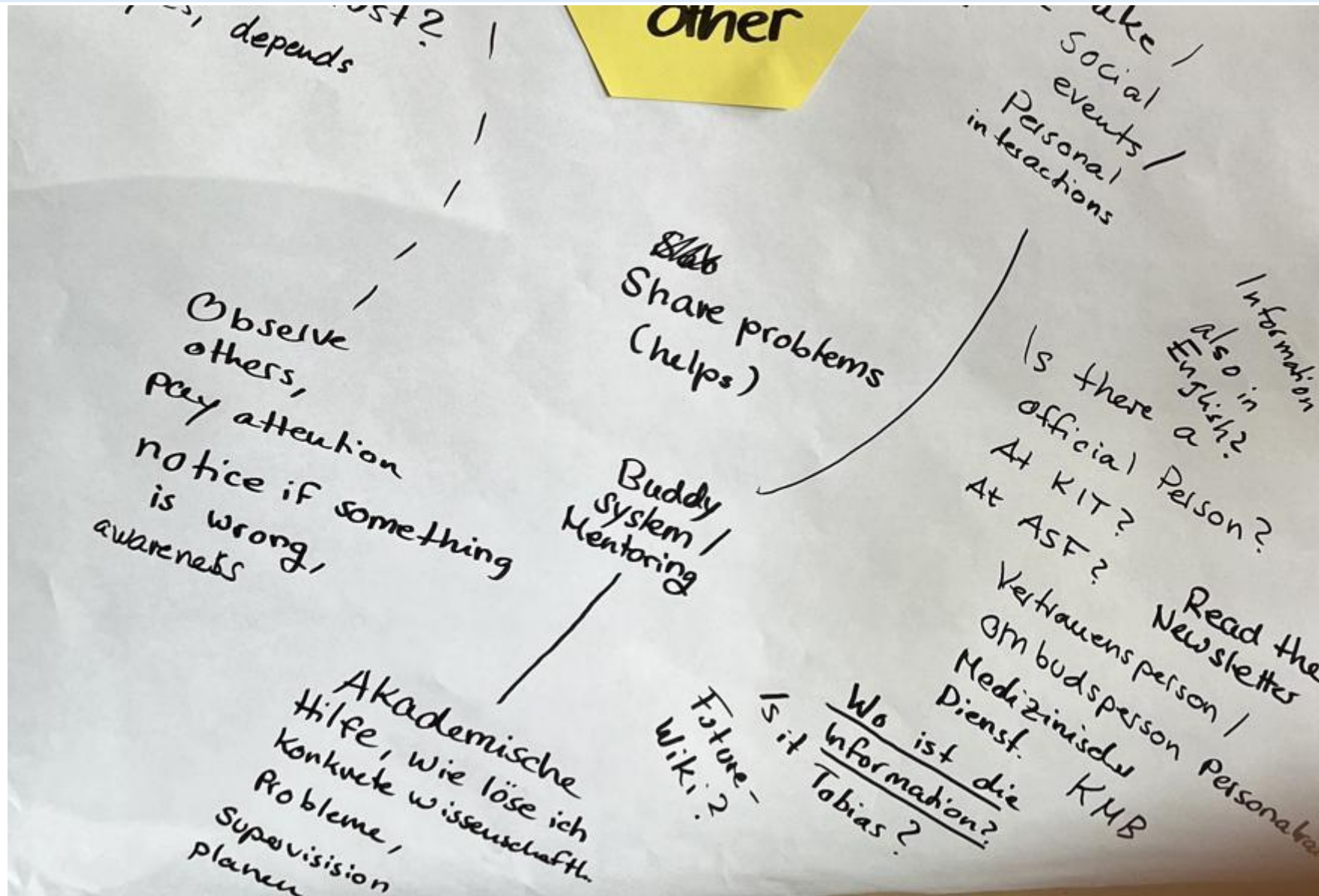




Taking care of each other



Taking care of each other



Agenda Day 2

Agenda

- 9⁰⁰ ◦ Welcome & Warm up
- 5 most important Do's & Don'ts
- Explore what you need on a central / group level
- "home office" (with structure from team charta)
- Define action points for
 - Create Information flow
 - Taking care of each other
 - Onboarding
 - Create social activities

Parallel:

- Topics for Nature papers
- Improve outreach
- New topics for joint PhD's
- Emerging links KIT-Helmholtz
- How to simplify bureaucracy
- ...

10.30 Coffee break

- 10.50 ◦ Presentations of action items to the whole group
- Action planning
 - set plans
 - "trials"

12.00 Lunch break

- 13.00 ◦ Warm up
- Agreements
 - Feedback

14.30 Coffee break

15.00 End of session

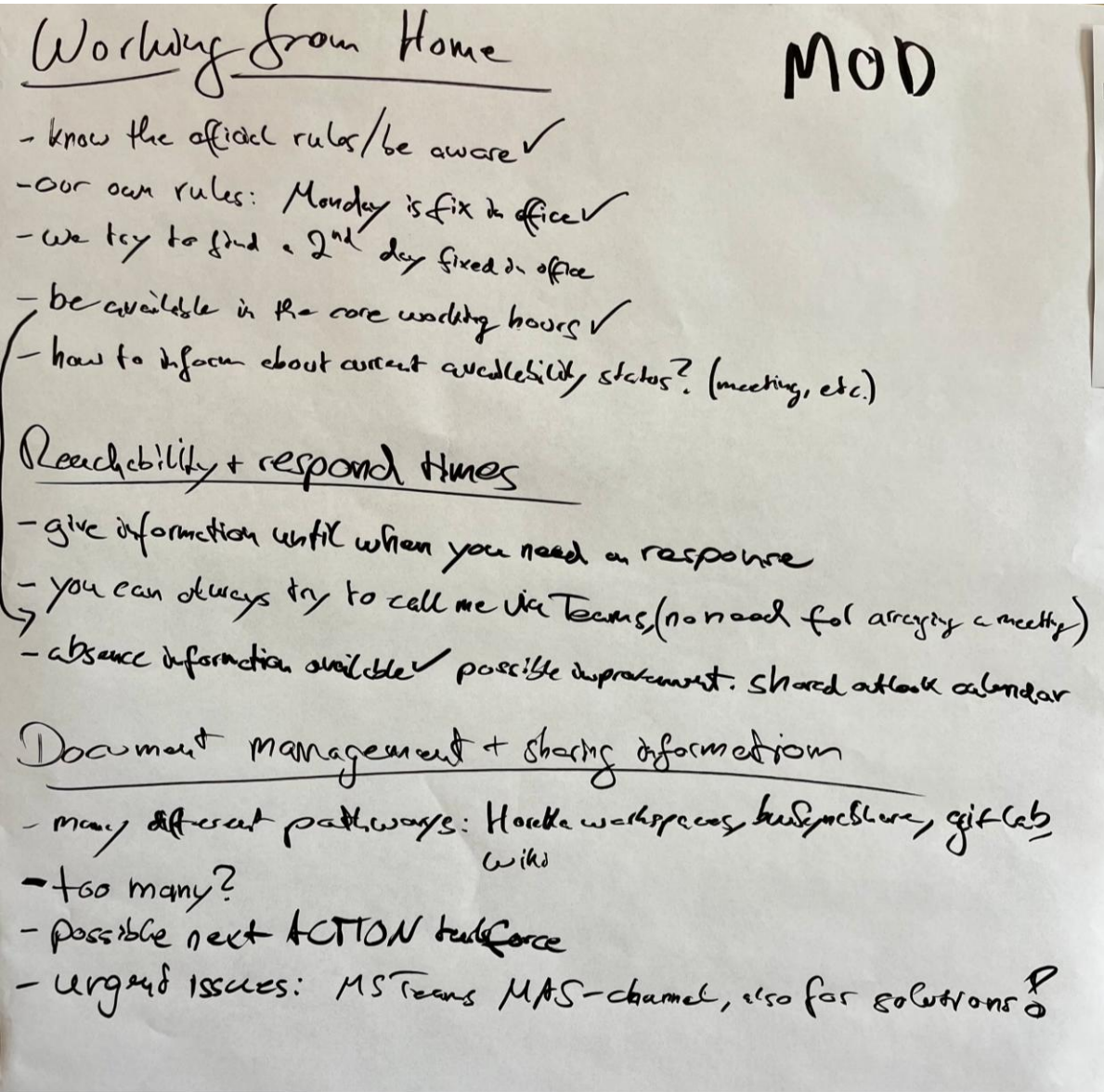
5 Do's and Don'ts

What we need for collaborating smoothly

😊	☹️
◦ meeting structure with time slot	◦ deadlines on short notice (before weekends)
◦ keep be me informed	◦ don't get angry
◦ tell me the why	
◦ listen without interrupting me	◦ don't let me wait too long
◦ stay friendly under stress	◦ don't ignore deadlines
◦ open communication	
◦ take on give responsibility in a good way	
◦ early answer is fine	
◦ be approachable for immediate questions	

😊	☹️
◦ Don't expect expect me to answer your questions at once	◦ My easy way might mean extra work for somebody else
◦ Ask questions	
◦ Be efficient	
◦ Give me time to think	◦ Don't disturb me while having VC
◦ Be respectful	
◦ Be trustful and share confidence	◦ Don't over-control
◦ Greet me!!!	◦ Don't expect me to micro-manage things

Wie handhaben wir den Umgang mit Home Office?



Wie handhaben wir den Umgang mit Home Office?

URS / Stefan

- Mobile Arbeit: > 60% URS, Stefan 20% | Sina 80-100
Präsenz für spezielle Termine
- Erreichbarkeit: MS-Teams für bilateral, Email für many people
(Reaktion) Stefan 24-48h, sonst reminders
ist: Dringlichkeit hinzuschreiben | Nicht: Schweigen = Zustimmung
- Kalender: jeder ist persönlich verantwortlich | auch was Mit mit privaten Terminen
Hunderbird
google calendar
Stefan: Kalender ist offen (Lesezugriff) und iCR aktuell
Expectation: Aufgabe für freie slots
- Dokumente: mehrere Tools, in Abhängigkeit der Leistungsfähigkeit
 - MS Teams Docs
 - google drive
 - bW Sprach & share

Defizit

Wie handhaben wir den Umgang mit Home Office?

DM

Tools: MS Teams Mattermost (Helmkotte)
Telefon Matrix
↳ Rainbow Slack
Rail(-liste) Signal/WhatsApp

→ Wenige Tools z.B. Teams + Rainbow

→ Arbeitszeit & Präsenzzeiten Transparenz → wie?

→ Regelmäßige Präsenzanwesenheit informell & bonding (z.B. Teamfrühstück alle 2 Monate)
Subgruppen regelmäßig & öfter in Präsenz

→ IMKASF: Abwesenheitsnachrichten einrichten

Dokumente: • GWSyncShare
• ITB: Netzanfrage → Ticketsystem?

Generell Dokumentation & Wissensweitergabe ausbaufähig auf IMKASF
→ s. Onboarding

→ Kontakt & Erreichbarkeit IMKASF wichtig
(ITB-Kunden & DM-Kunden)

⇒ IMKASF ^(Charta) Agreement hilfreich

Group TOP

- 60/40 → home
↳ Institute
- Usually 3 common days, but flexible
Mo, ^{Tu}Di, Th
- Teams: common channel
- Hybrid group meeting Tuesday 11:00
- Ask when available, before calling in Teams

Wie handhaben wir den Umgang mit Home Office?

Regelungen zur mobilen Arbeit:

→ Rahmenbedingung der KIT: sehr gut!

→ Zwei Tage/Woche alle
in Präsenz (Mo, Do)

→ Gruppenarbeit wöchentlich hybrid

Kommunikation innerhalb
der Gruppe

→ Email

→ funktioniert für Diskussionen nicht gut

→ Teams für Meetings
Zoom

Kommunikation/Koordination
außerhalb der Gruppe?
→ innerhalb ASF

Wie weiß ich wer wo ist?

→ Häufig gar nicht

Mögliche Lösungen:

→ gemeinsamer Kalender
(Thunderbird)

Wissenssharing:

→ überwiegend mündlich

→ Teams, Wiki, Bwysync

Was?

- Konferenzen
- Konferenzen
- methodische Administration

SKL
(thm 80/20)

o More time in remote locations possible

o Fixed days ~~when~~ @ office + meetings

> nice to see people in the office

> 3 offices too much

> flexibility appreciated

o Most important to say "hi"/"bye" for availability
+ communication in groups

o Phone calls lead to quick solutions

> reachability not always given (phones), but important

> presence fosters communication, removes hurdles

> HO useful for deep focus

> Possibly try out teams

o Google calendar for group

> synchronization, invites do not always work

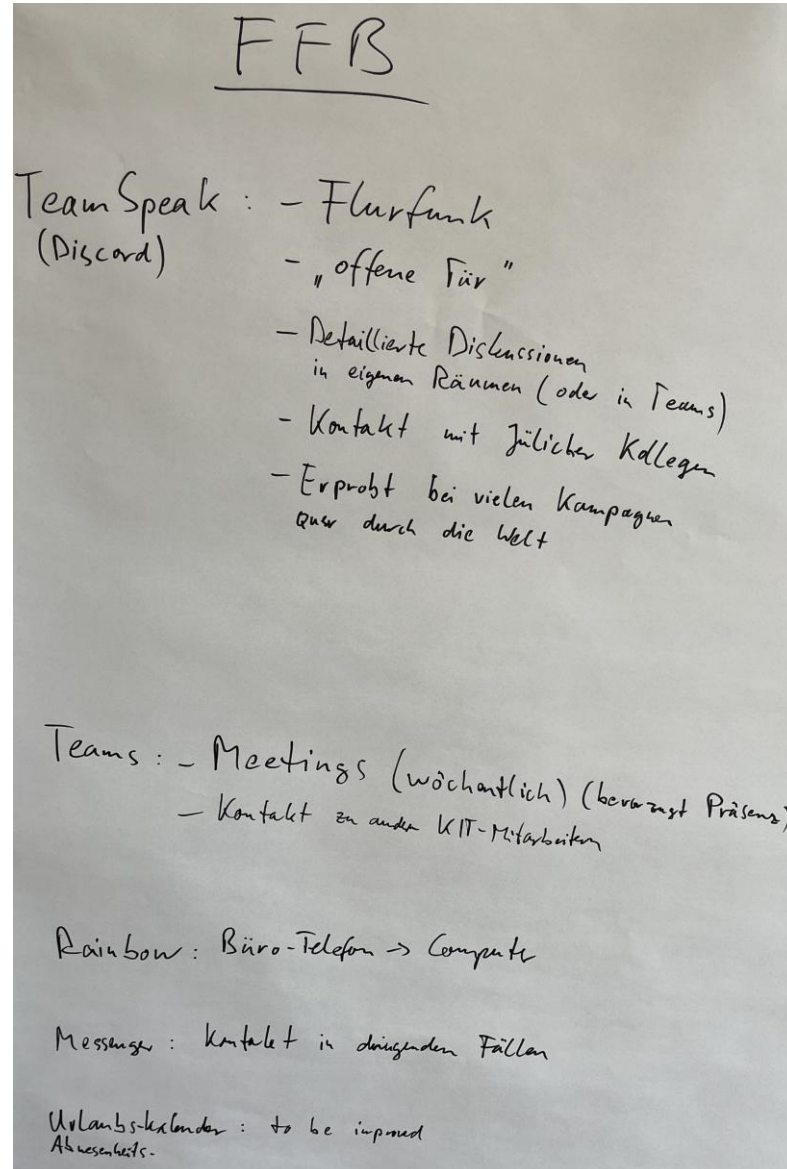
o Gitlab for documents, how to's

o bwysync & share "

o Overleaf for papers

→ Check backup

Wie handhaben wir den Umgang mit Home Office?



Wie können wir die verschiedenen Kanäle möglichst gut nutzen? – Vorschlag Jan

	MS Teams	E-Mail
personal, sensitive info		X (encrypted!)
important info (projects, plans...)		X
discussions	X	
short requests/queries	X	
reports, decisions		X
arrange a quick phone/Teams call	X	

Short, informal quick response
will be forgotten quickly
set status

Structured, more formal, response
can be archived
set out of office reply

	MS Teams	E-Mail
personal, sensitive info		X (encrypted!)
important info (projects, plans...)		X
discussions	X	
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reports, decisions		X
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personal, sensitive info		☒ (encrypted!)
important info (projects, plans...)		☒
discussions	☒	
short requests/queries	☒	
reports, decisions		☒
arrange a quick phone/Teams call	☒	

Short, informal quick response	Short Structured, more formal, response
will be forgotten quickly	can be archived
set status	set out of office reply

MS Teams

Short, informal quick response	Short Structured, more formal, response
will be forgotten quickly	can be archived
set status	set out of office reply

E-Mail

Something to look forward to: more social activities

What	Where	For whom	Organizer
• Ping pong	ok 2nd floor	ASF or runs	wo Michael K. 2-3 persons
• Book exchange		or groups ASF THO	self-organized
• "Summer party"	CN	ASF date pool?	each group circulating (Valentin has experience)
• BBQ or salads or picnic			Stefanie
	Tuesday / Thursday CN	ASF and groups	Tabias, Alexander
• Yoga - 2 Mal / Woche			
• Retreat	away outdoor	ASF group	task force → groups (internally)
• Group events	(hiking / cycling ...)		
• daily lunch	picnic tables or before seminar	ASF	
• blind lunch	random choice pick	ASF or other IMs	
• <u>social</u> Mailing list promote	- swim? - random events unrelated to work!		Bogomir's reunion disco house
• "Bier um 4"	rooftop or picnic-tables		Florian

Danke



Infofluss

Info flow				
What?	Why?	How?	Who?	Until when?
Insta etc. Linked In	Recruiting	Content: Homepage news News letter items	Info from groups → Hiwi?	
News auf Homepage	general outreach	Content: from groups	GLs	already running
Info update 5 min before Seminar	everyone up to date, info directions	spoken word	everyone with info. responsible: IL	immediately
Informal exchange	social coherence	15 min coffee before seminar outside room	everyone communication: IL	immediately
info on science	know about collab potential	limited time at institute assembly dedicated to (new) projects	GLs	immediately
written communication coordination	coordinate	coordinate newsletter homepage social media	totaling team from all sections (3 people) Start: current IL team + Jan	ideally after school holiday

Danke



Potential Nature P.

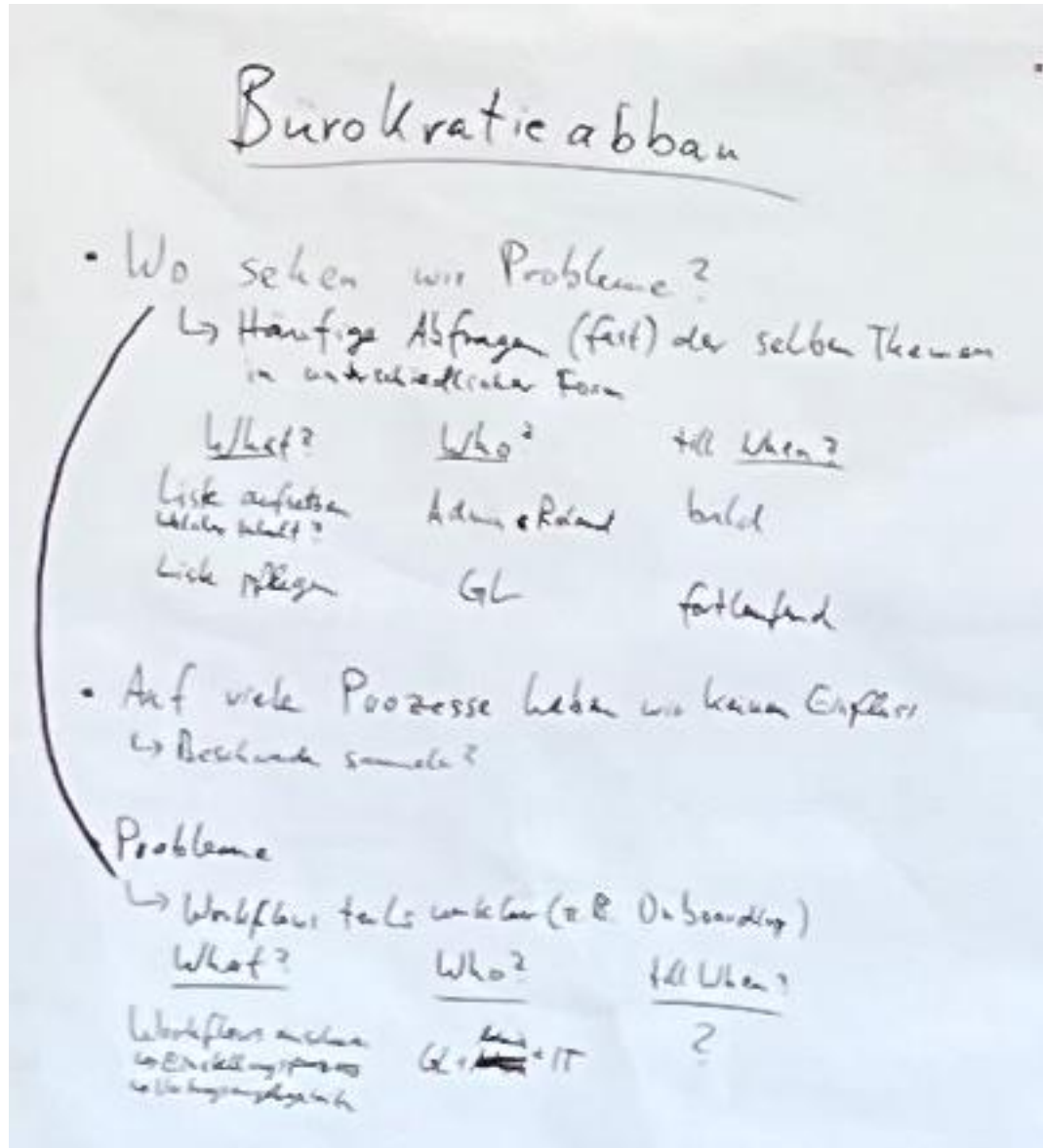
Topic	who/what	plan/schedule	What more to do?
interdisipl. approaches	better connections (CURS?)		
Low Clouds & Climate + Surface	integrate obs. + models, AI		
high clouds + ammonia	Campaign + Model CAIRT + AIDA?	Longer-term focus	
Weather situation specific validation of (climate related) processes	Infrastructure + MOD		

Danke



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Bürokratieabbau



- Wo sehen wir Probleme
 - Häufige Abfragen (fast) der selben Themen in unterschiedlicher Form

What?	Who?	Till when?
Liste aufsetzen	Admin & Roland	bald
Liste pflegen	GL	fortlaufend

- Auf viele Prozesse haben wir keinen Einfluss
 - Beschwerde sammeln?

- Probleme
 - Workflow teils unklar (z.B. Onboarding)

What?	Who?	Till when?
Workflows anschauen	GL+Admin + IT	?
• Einstellungsprozess		
• Vorstellungsgespräch?		

Onboarding

→ Zeithorizont 30.6.25

- PEBA Checkliste & Handbuch für MKRST anpassen
- Informationen, die fehlen (Handbuch)
 - Organigramm
 - Ansprechpartner
- Buddy, der gemeinsam mit einem Mitarbeiter checkliste abarbeiten
- Für checkliste vorab klären, dass mit personen anwesend sind (Buddy responsible)
 - Für Termine mit z.B. Claudia, Albrecht, Stah, Sekretariat

Von wem brauchen wir input:

- IT Person
- Sekretariat
- Mitarbeiter
- IL

Feedback von neuen Mitarbeitern

- Gruppierinternes Onboarding
 - meeting time, Kommunikationsstärke

On-boarding Willkommen Kultur

currently no structured on-boarding process

- group or institute responsible?
- BUDDY system who is responsible?
- checkliste e-mail → briefung
- Wofür sind Gruppelater zuständig → Safety, Intuition, für alle
- On-boarding auch für lokale Positionen
- Dokumente nur auf Deutsch, kein Englisch
- Feedback von neuen Mitarbeitern, was gefehlt hat
- Self point: gemeinsamer Mittagessen/Tea/Kaffee etc.
- Who is to put the information?
 - Wiki? Webpage? Print?
- Introduce new people in the seminar + Newsletter
- Form who is responsible for what?
- Informationsführung / Rundgang (alle helle Jahre) für größere Gruppe von neuen Mitarbeitern

Was Ihr auf dem Foto vielleicht nicht lesen könnt:

Currently no structured onboarding-process

- Group or institute responsible?
- Buddy system
- Checkliste (who is responsible?) – E-Mail – Brainstorming
- Wofür sind Gruppenleiter zuständig?
 - Safety including ?
- Onboarding auch für leitende Positionen
- Dokumente nur auf Deutsch, kein Englisch
- Feedback von neuen Mitarbeitern, was gefehlt hat
- Soft point: gemeinsames Mittagessen/ Tee/ Kaffee etc.
- Where to put the informationen? Wiki? Webpage?
- Introduce new people in the seminar + newsletter
- Form who is responsible for what?
- Institutsführung /Rundgang (alle 6 Mon.) für die größere Gruppe von neuen Mitarbeitern

- Wen muss man kennenlernen? Und: Wer ist verantwortlich dafür?
 - Vorstellen
 - Büromaterialien
 - Zuständigkeiten
 - Sekretariat
 - Werkstatt
 - Home-Office – keiner da bei Vorstellungsrunde...

Was Ihr auf dem Foto vielleicht nicht lesen könnt:

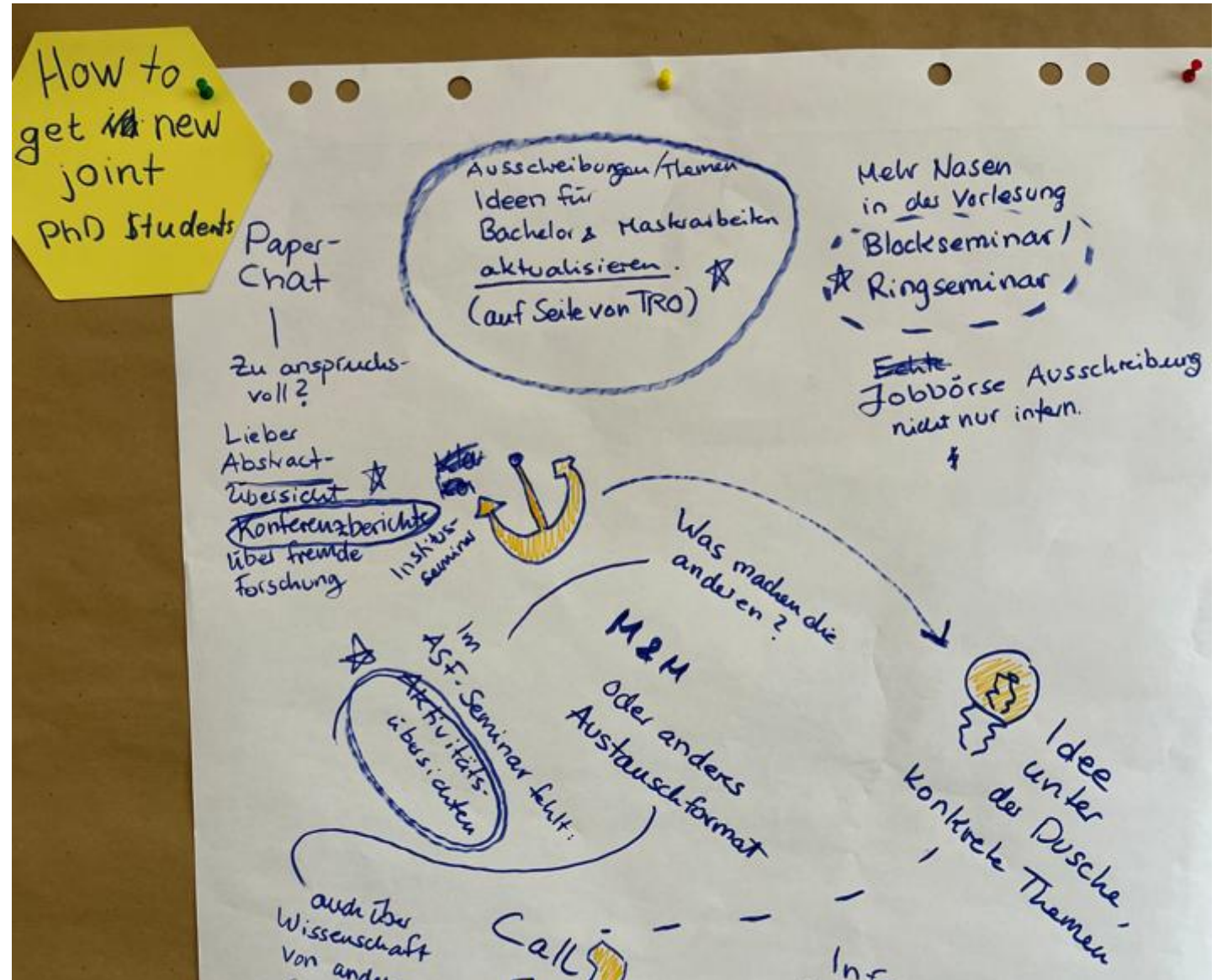
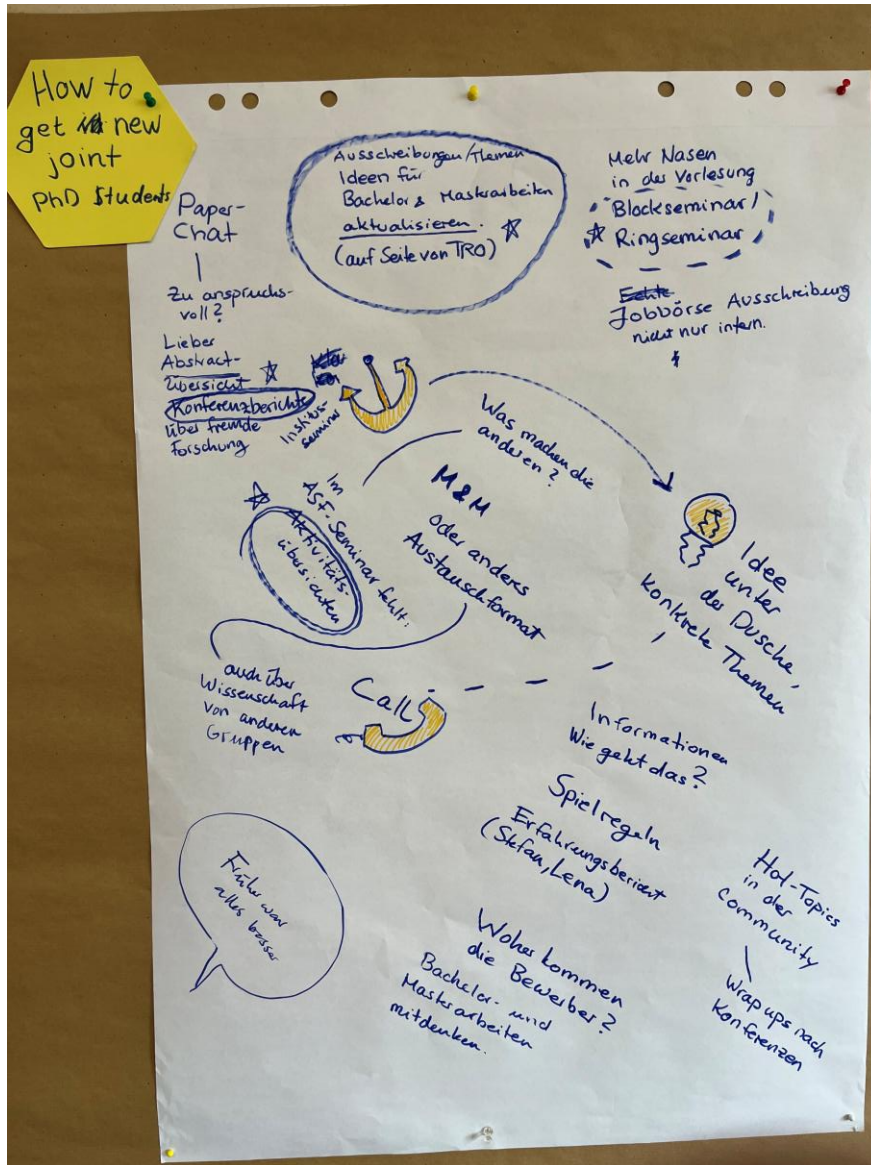
- Zeithorizont: 30.6.25
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 - Ansprechpartner
 - Buddy, der gemeinsam mit neuem Mitarbeiter checkliste abarbeiten
 - Für checkliste vorab klären dass rel. personen anwesend sind (Buddy responsible)
 - Fixe Termine mit z.B. Claudia, Alexander Stali, Sekretariat
- Von wem
brauchen wir input:
- IT Person
 - Sekretariat
 - Mitarbeiter
 - IL
 - Feedback von neuen Mitarbeitern
- Gruppeninternes Onboarding:
→ meeting time, kommunikationskanäle ...

- PEBA-Checkliste & Handbuch für IMKASF anpassen
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- Gruppeninternes Onboarding – (meeting time, Kommunikationskanäle...)

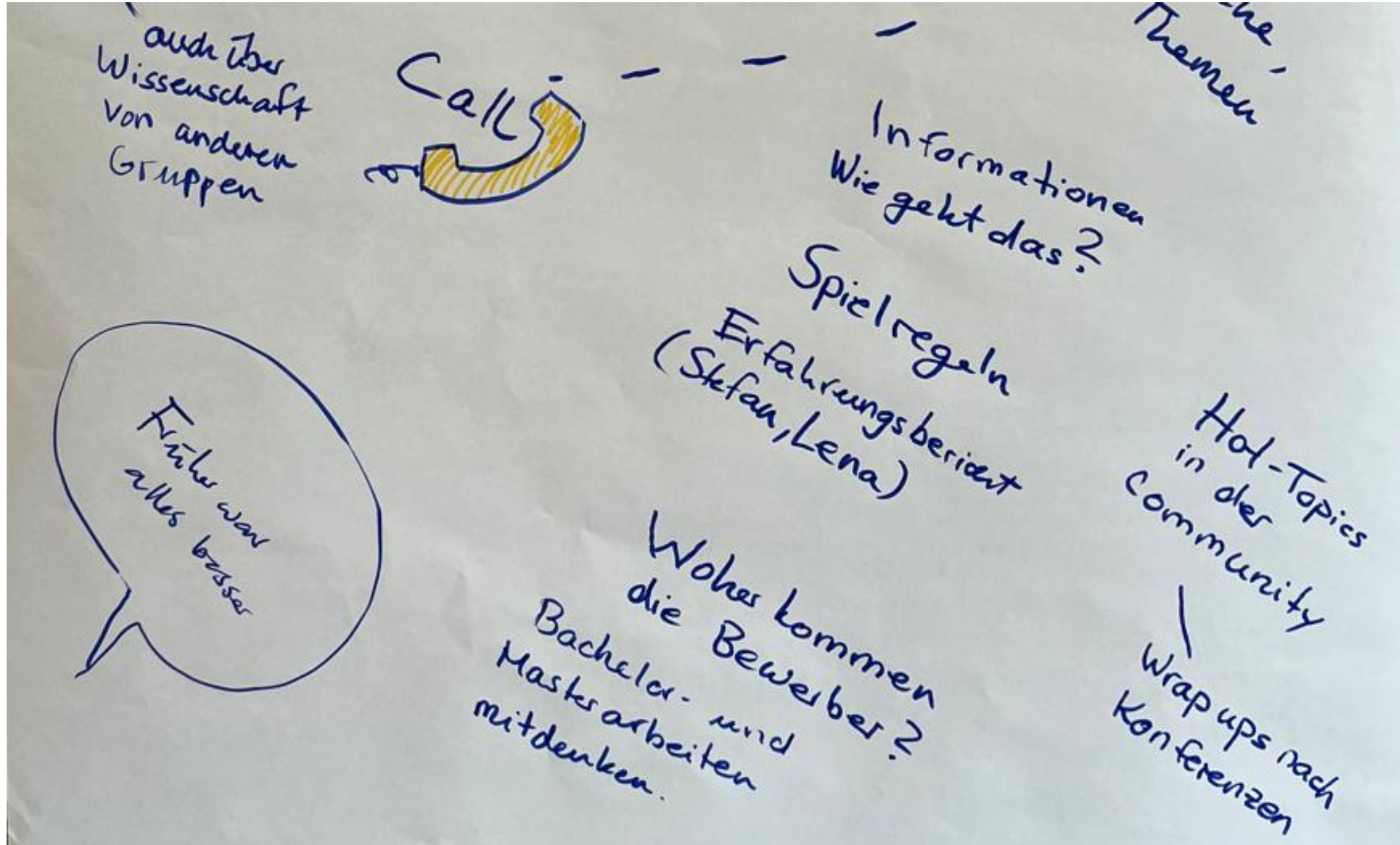
Danke



How to get new joint PhD-Students



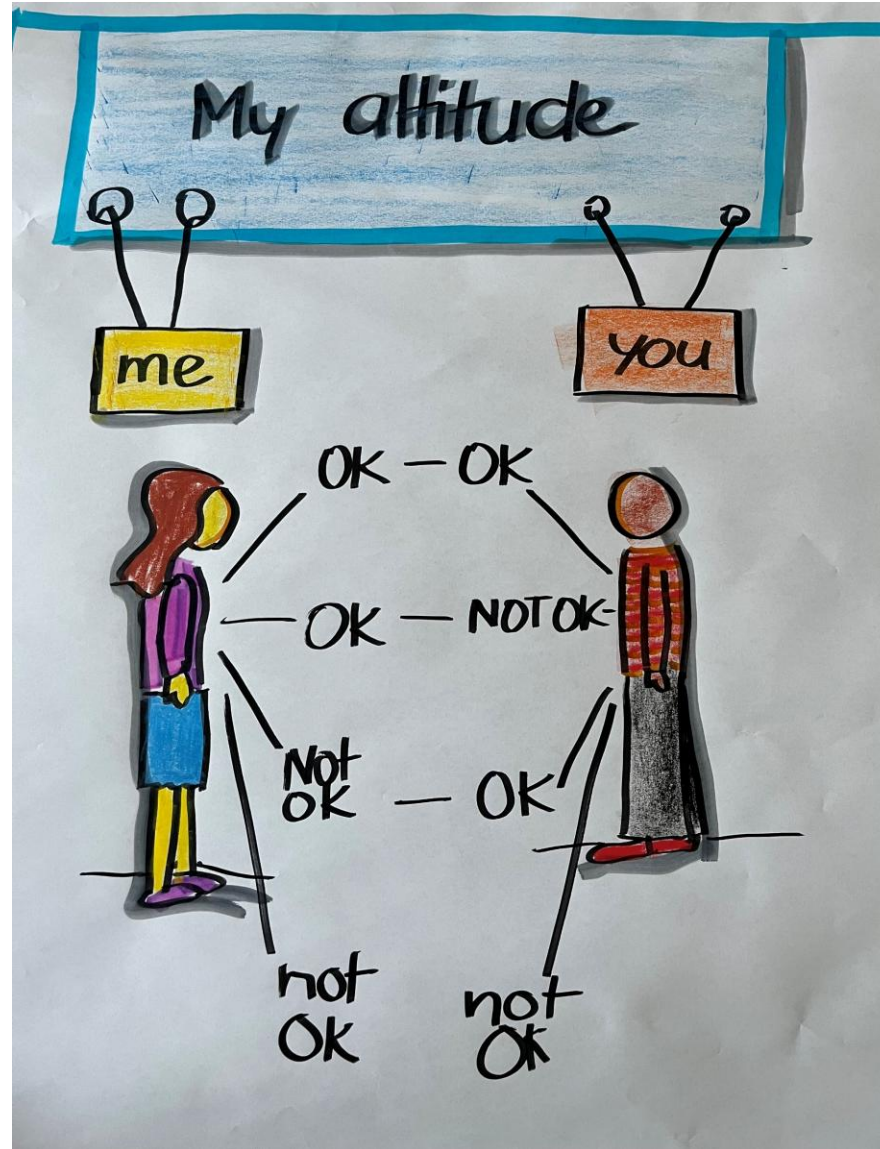
How to get new joint PhD-Students



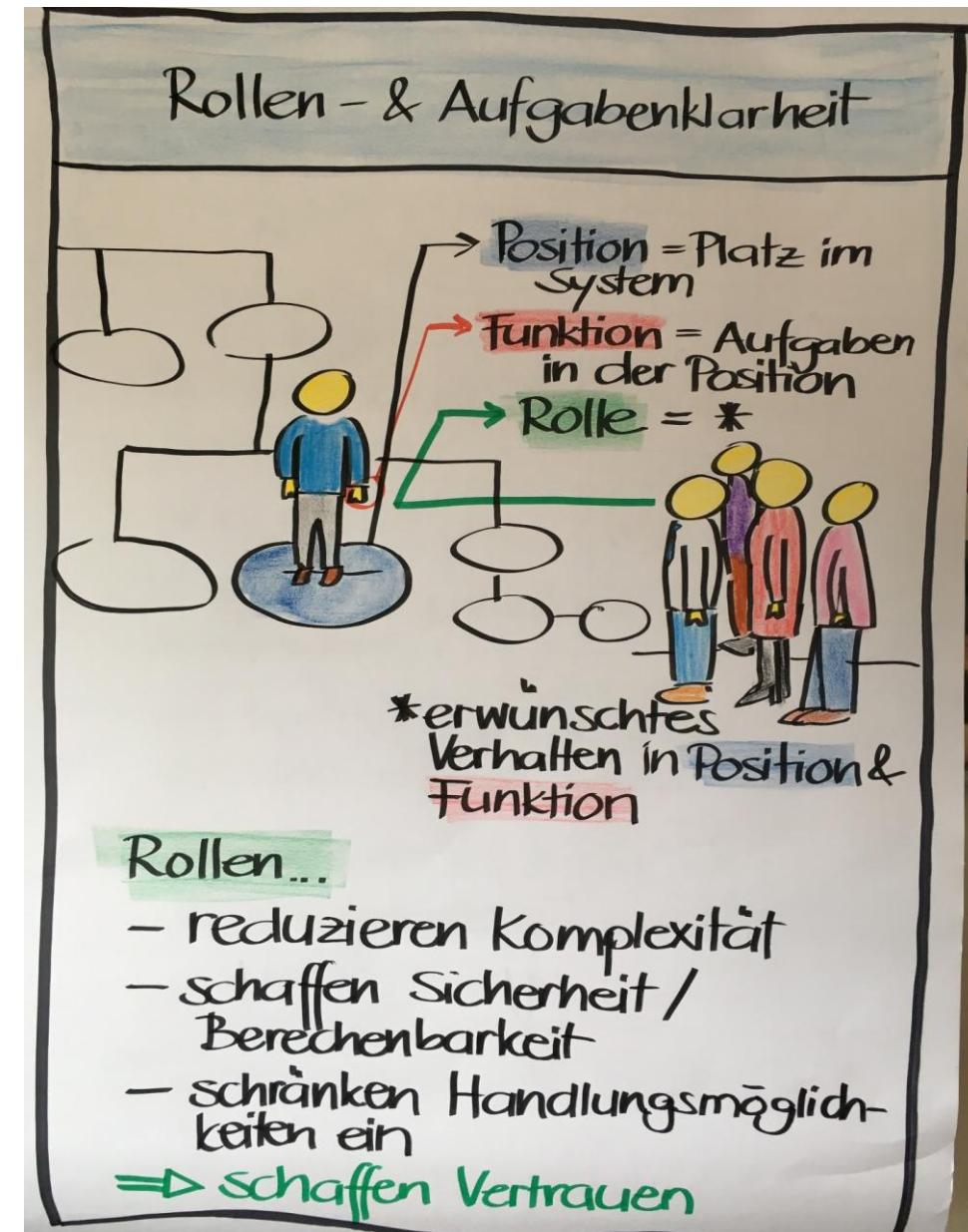
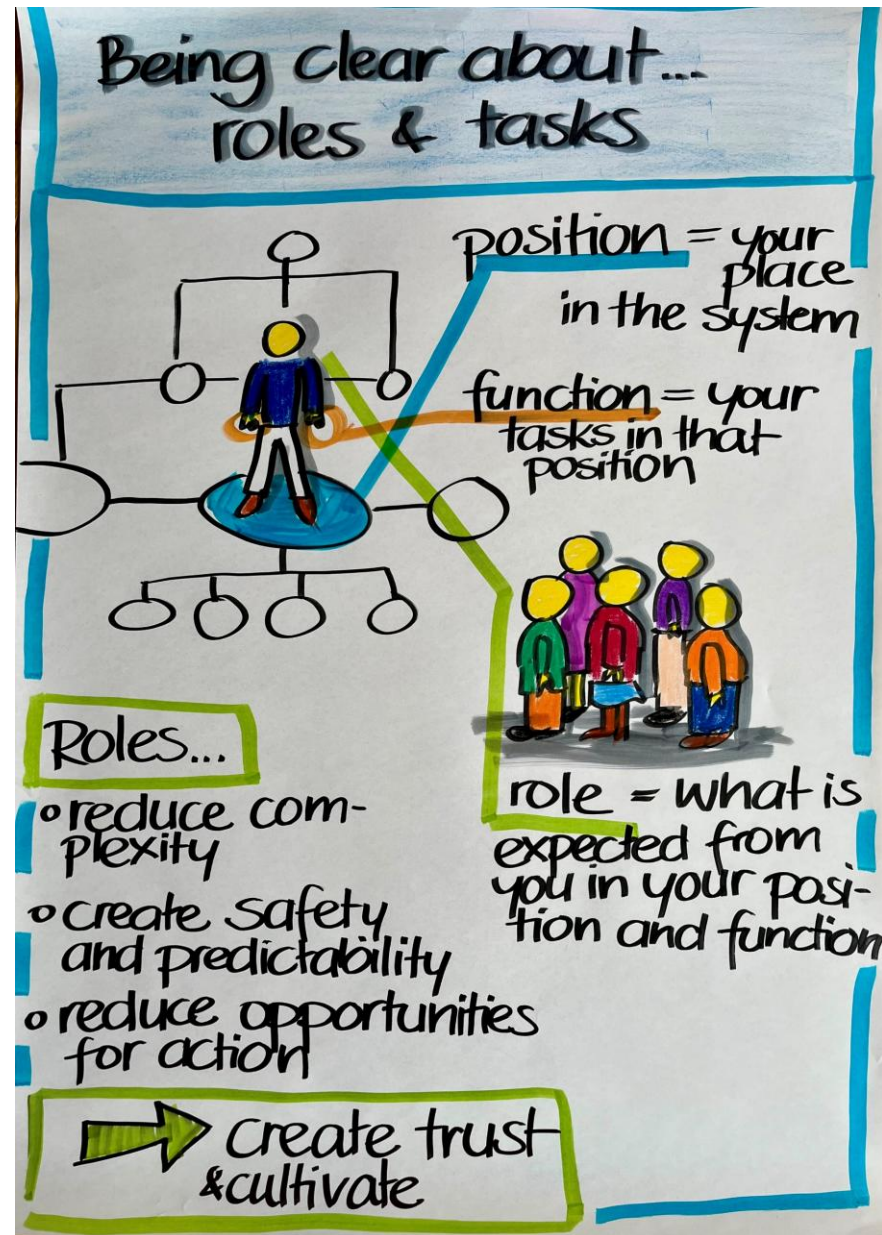
Danke



Add on: Haltung entscheidet über Respekt...



Add on: Positions – function – role – how to be clear about them



Add on: Klarheit über Rollen und Aufgaben

Fragen zu Aufgaben- und Rollenklarheit

- Warum soll es diese Rolle/Aufgabe geben?
- Was gehört dazu? Was nicht?
- Was soll sich dadurch konkret verändern?
- Welche Befugnisse sind damit verbunden?
- Welche Erwartungen sind damit verknüpft?



A hand-drawn illustration at the bottom of the page shows a group of five stylized figures (orange, blue, pink, green, and yellow) standing at a crossroads. Two wooden posts support signs that read 'Was?' and 'Wie?'. Several lightbulbs with question marks are floating in the air around them, suggesting a state of deliberation or uncertainty.

Question to be clear about tasks & roles

- Why should this task/role exist?
- What is part of it? What isn't?
- What shall change because of it?
- What kind of permission/authorization is connected with it?
(What am I allowed to do - and what not in this role?)
- Which expectations are connected with it? (may differ...)



A hand-drawn illustration at the bottom of the page shows a group of stylized figures standing at a crossroads. Two wooden posts support signs that read 'What' and 'How', indicating a choice or clarification of direction.

Danke für das schöne Retreat



Photominutes IMKASF-Retreat May 26-27, 2025



Urs Weiß
Beratung und Training